

8.2. Delivery Program 2025-2029 and Operational Plan and Budget 2025-2026

AUTHOR	Emma Fitzroy, Executive Manager Organisational Performance
ENDORSED BY	Therese Cole, Chief Executive Officer
ATTACHMENTS	<ol style="list-style-type: none"> 1. Delivery Plan 2025-2029 Operational Plan 2025-2026 [8.2.1 - 122 pages] 2. Your Say Submissions and Responses [8.2.2 - 79 pages] 3. Emailed/written Submissions and Responses [8.2.3 - 133 pages] 4. Original Draft Submissions and Responses [8.2.4 - 3 pages] 5. Resourcing Strategy 2025-2035 [8.2.5 - 22 pages] 6. Workforce Strategy 2025-2029 [8.2.6 - 32 pages] 7. Asset Management Strategy 2025-2035 [8.2.7 - 35 pages]
CSP LINK	<ol style="list-style-type: none"> 5. Our Civic Leadership 5.1 Lead North Sydney's strategic direction

PURPOSE:

The purpose of this report is to present to Council the feedback received during the public exhibition of the revised draft Delivery Program 2025-2029 and Operational Plan and Budget 2025-2026, and to seek Council's adoption of the final plan.

The report also seeks endorsement of the new Workforce Strategy 2025-2029.

EXECUTIVE SUMMARY:

- Council's commitment to supporting delivery of the Community Strategic Plan 2025-2035 is articulated through its Delivery Program, a four-year plan that outlines the strategic initiatives Council will undertake during its term.
- The Operational Plan provides a detailed one-year schedule of activities, services, projects, and budgets, to implement the Delivery Program.
- To reduce duplication, the draft Delivery program 2025-2029 and Operational Plan and Budget 2025-2026 (DP and OP) are presented in one integrated document.
- At its Ordinary meeting held 28 April 2025, Council considered an initial draft DP and OP. These draft documents relied on additional rating revenue as outlined in the application for special rate variation lodged with the Independent Pricing and Regulatory Tribunal (IPART) in February 2025.
- On 16 May 2025, IPART announced that Council's application had been refused in full. Ordinary rates will therefore only increase by the rate-peg which is 4% for the 2025-2026 financial year.
- The IPART decision requires Council to consider alternate measures to rate increases within new financial modelling. The Draft DP and OP include strategies to explore and

implement, including reduction in strategic actions, cost cutting, service reductions, infrastructure renewal reductions, and a more aggressive approach to non-rate income generation. Continued efforts will also be made towards productivity improvements.

- In response to the IPART determination, Council presented a revised draft DP and OP to Council at its ordinary meeting on 26 May 2025.
- The revised draft DP and OP was placed on public exhibition and from 27 May – 24 June 2025. A total of 125 submissions were received during this period, in addition to the 10 submissions received in response to the original draft that was exhibited from 30 April – 26 May. All feedback has been collated, analysed, and responded to via the attached submissions summary.
- Following the exhibition period some minor amendments have been made to the DP and OP. The final attached version is now presented to Council for adoption.
- The attached Resourcing Strategy provides Council’s long-term plan for the provision of the resources required to perform its functions. It includes our Long-Term Financial Plan (LTFP), Asset Management Policy, updated Asset Management Strategy, Asset Management Plans for each class of assets, and our new Workforce Plan 2025-29.
- Income and expenditure budgets within the DP and OP remain materially in line with the financial projections within the Long-Term Financial Plan Table 1, and as such this plan has not been amended. A revised plan will be developed following further community consultation and financial modelling in 2025-26.

RECOMMENDATION:

1. THAT Council adopt the attached Delivery Program 2025-2029 and Operational Plan 2025-2026 which includes the Budget and Statement of Revenue Policy for 2025-2026.

2. THAT the following Rates, Domestic Waste Management Charges, and Stormwater Management Charges for the rating year 1 July 2025 to 30 June 2026 be made by Council:

Rates

Category	Ad Valorem	Minimum Amount	Base Amount
Residential Rate	0.063794 cents in the dollar	\$743.85	n/a
Business Rate	0.461779 cents in the dollar	\$743.85	n/a
Infrastructure Levy	0.00003114 cents in the dollar	n/a	\$31.54
Environmental Levy	0.00003494 cents in the dollar	n/a	\$35.40

Domestic Waste Management Charges

Category	Amount
60 Litre (SEC 496 LGA) Council-approved ONLY	\$485.00
60 or 80 Litre (SEC 496 LGA) PENSIONER	\$243.00
80 Litre (SEC 496 LGA)	\$485.00

120 Litre (SEC 502 LGA)	\$808.00
240 Litre (SEC 502 LGA)	\$1,419.00
Service Availability charge	\$69.00

Stormwater Management Charges

Category	Amount
Residential (Maximum)	\$25.00
Residential Strata Plan or Company Title (Maximum)	\$12.50
Business (Capped)	\$25.00 per 350 sqm or part thereof
Business Strata Plan or Company Title (Capped)	\$5.00

3. THAT the Workforce Plan 2025-2029 be endorsed

4. THAT the Resourcing Strategy 2025-2035, including the updated Asset Management Strategy, be received and noted

5. THAT the Chief Executive Officer be authorised to make minor amendments, such as typographical and formatting corrections, to the attached Delivery Program 2025–2029 and Operational Plan and Budget 2025–2026, and the Resourcing Strategy if required.

Background

Council's commitment to supporting delivery of the Community Strategic Plan 2025-2035 is articulated through the Delivery Program, a four-year plan that outlines the strategic initiatives Council will undertake during its term.

The Operational Plan provides a detailed one-year schedule of activities, services, projects and budgets to implement the Delivery Program.

At its meeting of 28 April 2025, Council considered the draft Delivery Program 2025-2029 and the Operational Plan and Budget 2025-2026 (DP and OP). These draft documents relied on additional rating revenue as outlined in an application for a special rate variation (SRV) lodged with the Independent Pricing and Regulatory Tribunal (IPART) in February 2025.

On 16 May 2025, IPART advised that Council's application had been refused in full. As a result of this determination, Council revised its draft DP and OP.

The revised draft DP and OP was presented to Council on 26 May 2025 and Council resolved:

1. THAT the draft Delivery Program 2025-2029 and Operational Plan 2025-26 containing the Budget and Statement of Revenue Policy for 2025-2026 be endorsed for a period of public exhibition of not less than 28 days, from 27 May to 24 June 2025, inviting submissions from the public; and
2. THAT Council receives a report at the conclusion of the period of public exhibition, providing the outcomes of public exhibition.
3. THAT Council hold an extraordinary meeting on Monday 30 June 2025 for the purpose of adopting the draft Delivery Program 2025-2029 and Operational Plan containing the Budget and Statement of Revenue Policy for 2025-2026.

This report is provided in response to the resolution.

Report

The revised DP and OP outlines the key actions that will be taken address the financial situation and liquidity concerns in 2025-26. These include:

- Reduction in strategic operational funding - Council will defer or cancel a number of strategic initiatives. These will now only proceed if funding is secured through grants, additional rates, other income sources, or savings.
- Targeted financial repair program - Council will aim to identify \$6M in operational savings through cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.

- Reduction in infrastructure renewal program - Infrastructure renewal spending will be cut by \$12.5M in 2025–26, resulting in a forecast infrastructure renewal ratio of 40.58% (well below the 100% benchmark).
- Property review to address capital and infrastructure pressures - Council will review and may sell operational land holdings to fund the North Sydney Olympic Pool project and reduce the infrastructure backlog.
- Borrowings from externally restricted reserves - Council plans to apply to the Office of Local Government for pre-approval to borrow \$10M from the Domestic Waste Reserve as a contingency measure.
- Additional external loan funding - external borrowings may be used to provide liquidity but will be approached cautiously due to long-term cost impacts from interest and potential additional rates pressure in future years
- New financial modelling and community engagement - Council will consult the community on service expectations, infrastructure standards, and willingness to pay, to guide future planning.
- Strengthening financial sustainability - insights from financial modelling and engagement will inform a long-term strategy to build financial resilience. A revised SRV and minimum rate increase may be considered as part of the strategy.

Key activities

As noted above, the list of projects scheduled to be delivered in 2025-26 has been significantly reduced in response to IPART's refusal of Council's SRV application. Notwithstanding, Council remains committed to delivering the services and projects wanted and needed by the community with available resources.

Some of the key projects that are included in the 2025-2029 delivery program and scheduled for implementation in 2025-2026 are detailed below. Most of these either funded through non-rates sources or through existing service unit budgets.

Environment Strategy

- Plant at least 350 trees in streets, parks and reserves
- Deliver 60 electric vehicle charging bays in Council-owned car parks

Social Inclusion Strategy

- Undertake design and consultation for fit out and use of Woodley's Shed as a new community facility (delivery subject to funding)
- Develop an accessible events guide

Open Space and Recreation

- Undertake critical renewal works to North Sydney Indoor Sports Centre
- Advocate to the NSW Government for funding to progress the Hume Street Park expansion project
- Prepare a policy(s) for events, large gathering, commercial activities and school use of public open space

Integrated Transport

- Deliver four Local Area Transport Management (LATM) projects
- Undertake critical renewal works on existing bus shelters

Economic Development

- Advocate to the NSW Government to fund delivery of the Miller Place project

Culture and Creativity

- Support the inclusion of First Nations programming (led by First Nations community) within our current creative program

Housing

- Commence review of the North Sydney Local Housing Strategy
- Implement the development assessment process improvement action plan

Governance

- Undertake a service review of Corporate Governance, Tree Management, and Traffic and Transport
- Implement a development application management platform to streamline the submission, assessment and approval process for development applications
- Undertake a comprehensive engagement program focussing on service levels and infrastructure management to inform new financial modelling
- Develop a financial repair strategy, including consideration of a new special rate variation application
- Identify an additional \$6 million in savings/income through a combination of efficiency improvements, service reductions, and/or increased non-rates revenue
- Review Council's property portfolio and identify opportunities for divestment to address liquidity issues associated with the North Sydney Olympic Pool project

As part of our annual capital works program, approximately 1.73 km of road resurfacing and 0.32 km of footpath upgrades are planned for 2025-2026.

Service Review Program

Our Delivery Program includes the Service Review Program for 2025-2029.

A service review is a process that evaluates the cost, quality, efficiency, and effectiveness of a Council service. It assesses whether current service levels align with community needs and expectations and identifies required changes.

A draft service review framework was developed in late 2023-24, and a pilot service review subsequently undertaken with the Street Cleaning team in 2024-25 to apply and refine the draft framework. The framework has now been adopted by Council’s Executive Leadership Team.

Under the framework, Council is committed to completing a minimum of two service reviews each year, with the following reviews scheduled over the next four years:

Year	Service Reviews
2025-2026	<ul style="list-style-type: none"> • Corporate Governance • Tree Management • Traffic and Transport
2026-2027	<ul style="list-style-type: none"> • Residential Waste and Recycling • Parks and Gardens Management
2027-2028	<ul style="list-style-type: none"> • Events • Sustainability Services
2028-2029	<ul style="list-style-type: none"> • Trade and Fleet • Community Development Services

Table 1: Proposed Service Review Framework

Community Consultation

The initial draft DP and OP was considered by Council on 28 April 2025 and subsequently placed on public exhibition on 30 April.

Following IPART’s determination on Council’s SRV on 16 May 2025, a revised draft DP and OP was prepared and presented to Council on 26 May. The original draft was removed from Council’s website on 27 May and replaced with the updated version, which reflects the implications of the SRV determination.

In line with items 4.10 and 4.25 of the legislated Integrated Planning and Reporting (IP&R) Guidelines, the revised draft was exhibited for 28 days from 27 May to 24 June 2025. During this period, 125 submissions were received, in addition to the 10 submissions received during the exhibition of the initial draft from 30 April -27 May 2025.

All community feedback has been collated, analysed, and addressed in the attached submissions summary.

General feedback on Draft DP and OP

There were mixed responses expressed in the survey, ranging from dissatisfaction with Council’s financial management and reporting, through to suggestions that the plan is very thorough.

A list of all submissions with responses is provided in attachments 2, 3, and 4. The responses include answers to some specific questions and information to address concerns raised.

Comments on potential service reductions and additional income sources

The following graphs summarise sentiment expressed towards potential service reductions and additional income sources. In general, there appears to be an appetite for additional income opportunities and less support for service reductions.

Only submissions that specifically reference support or opposition to a cost saving measure are included in the results. Therefore, the number of responses for each item varies.

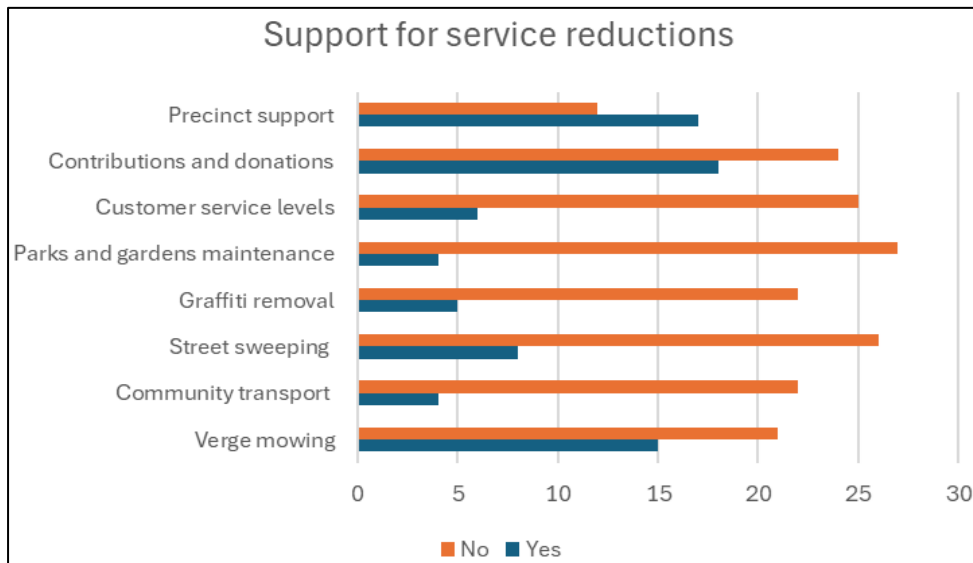


Table 2: Support for potential service reductions

40 emailed submissions were also received in support for ongoing funding of the North Sydney Community Centre.

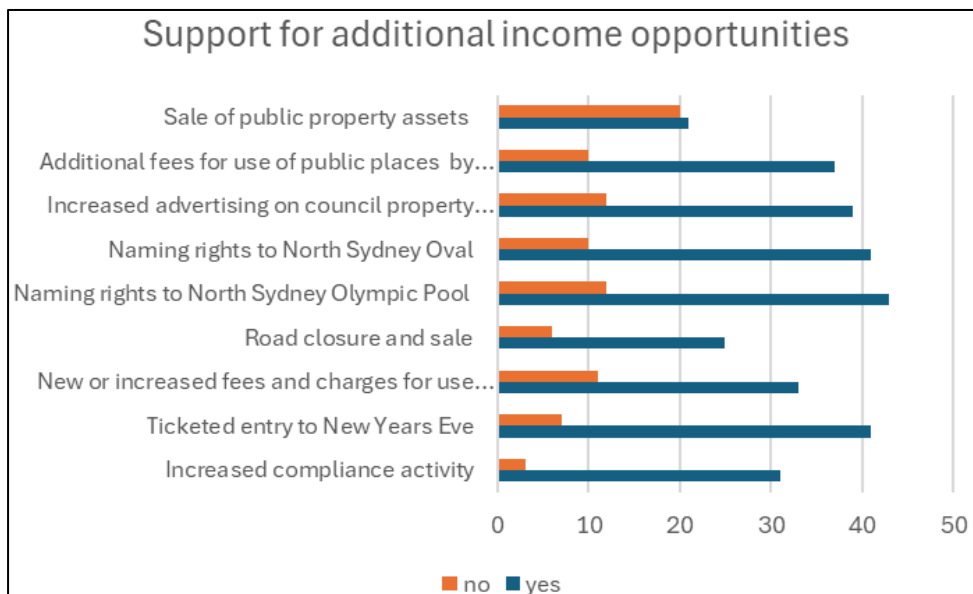


Table 3: Support for additional income opportunities

Whilst the DP and OP notes that consideration will be given to the above and/or potentially other services cuts and additional income sources through the year, this report does not make any specific recommendations on cuts or additional revenue. Separate reports will be presented to Council with a more a detailed analysis prior to any recommendations being made.

Amendments to the DP and OP

The final DP and OP presented to Council for adoption incorporates the following changes:

1. The budget has been updated to show the \$6 million in operational savings being delivered through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.

Operational savings figures are adjusted for inflation each year.

2. The full four-year balance sheets, cash flows and performance indicators have been included in section 4.1.
3. The 2025-26 Capital works budget has been amended as follows:
 - \$200k included for relocation of bus shelters on Miller Street, which are currently temporarily braced. These are heritage listed items and are required to be maintained at their current or another location. They would present a risk to public safety should they be left for any length of time.
 - \$200k included for stage 1 works to address acid sulfate soils contamination at Tunks Park. Council is under EPA instruction to undertake this work without delay.

These works have been funded by:

- deferring the sea wall repair at Berry Island \$250k;
 - reducing the funding for renewal works to McMahons Point Community Centre by \$100k; and
 - reducing the fence and safety rail work by \$50k.
4. A \$1.4M grant was received from the Office of Sport (NSW Government) for the North Sydney Olympic Pool. This has been added to 'grants and contribution provided for capital purposes' in the income statement.
 5. The cashflow statement was amended to show the correct value (\$52.819 million) for Purchase of infrastructure, property, plant and equipment (capital works).
 6. Minor corrections and administrative changes have also been made.

Financial/Resource Implications

Under the Integrated Planning and Reporting (IPR) Guidelines, each Council is required to prepare a Resourcing Strategy that outlines how it will provide the necessary resources to perform its functions. The Resourcing Strategy includes:

- long-term financial planning: Long Term Financial Plan (10 years);
- asset management planning: Asset Management Policy, Strategy and Plans (10 years); and
- workforce management planning: Workforce Management Strategy (four years).

The Long-Term Financial Plan (LTFP), Asset Management Policy, Asset Management Strategy, and Asset Management Plans must be developed and adopted by Council. The Workforce Management Strategy, being operational in nature, is provided to Council for endorsement only.

Council's Long-Term Financial Plan (LTFP), Asset Management Policy, Asset Management Strategy, and Asset Management Plans have already been adopted by Council; the new Workforce Plan 2025-29 is now presented for endorsement. There is no requirement for Council to separately adopt the Resourcing Strategy 2025-29 as it simply combines all three resourcing elements (long-term financial planning, asset management planning, and workforce management planning) together.

The attached Resourcing Strategy, originally presented to Council on 28 April 2025 with the draft DP and OP, has been updated to include the new Workforce Strategy 2025-2029. Several minor amendments have also been made, including the incorporation of updated statistics. In addition, the Asset Management Strategy has been revised to reflect IPART's refusal of Council's Special Rate Variation application (see comments below).

Long-term financial planning

Income and expenditure budgets within the DP and OP remain materially in line with the financial projections within the Long-Term Financial Plan Table 1, and as such this plan has not been amended. A revised plan will be developed following further community consultation and financial modelling in 2025-26.

Asset managing planning

Council's adopted Asset Management Policy, Asset Management Strategy, and Asset Management Plans outline Council's approach to managing infrastructure assets to support essential community services. They ensure assets are planned, maintained, and renewed sustainably to meet current and future needs.

The Asset Management Strategy has been updated to reflect IPART's refusal of Council's SRV application by noting that the ability for Council to deliver asset renewals in accordance with the Asset Management Strategy is subject to funding being secured through grants, additional rates, other income sources, or operational savings.

Workforce Planning

The new Workforce Strategy 2025–2029 sets out a structured approach to ensure Council has the right skills, capabilities, and staffing levels to deliver services effectively now and into the future. Recognising that the workforce is Council’s most valuable resource, the strategy focuses on attracting, retaining, and supporting employees, while fostering a positive workplace culture aligned with Council’s vision and values. It addresses both current and future staffing needs, considers broader workforce trends and external influences, and supports the development of a skilled, adaptable, and resilient organisation that can respond to emerging challenges and meet the evolving needs of the community.

The Workforce Strategy 2025–2029 is provided to Council for endorsement in line with IPR requirements.

2025-2029 financial estimates

The Operational Plan budget presented below includes the consolidated budget, however in considering Council's financial position, and the level of repair required, Council should focus on the 2025-26 budget excluding domestic waste. The reason for this is that Council is not able to spend domestic waste revenues on general operational needs.

	2025-26 budget excluding Domestic Waste	2025-26 budget \$'000
Total operating revenue	142,678	162,007
Total operating expenses	(134,143)	(151,399)
Operating result – surplus/(deficit)	8,535	10,608
Operating result before capital grants and contributions	(4,852)	(2,779)
Including financial repair target	6,000	6,000

Table 1: Income Statement Summary 2025-2026

Future years financial forecasts are as follows.

	2026-27 budget \$'000	2027-28 budget \$'000	2028-29 budget \$'000
Total operating revenue	166,326	174,143	179,975
Total operating expenses	(156,618)	(161,745)	(167,069)
Operating result – surplus/(deficit)	9,708	12,398	12,906
Operating result before capital grants and contributions	(2,040)	(1,089)	(976)
Including financial repair target (inflated)	6,180	6,365	6,556

Table 2: Income Statement Summary 2026-2029

The abovementioned figures include the consolidation of ordinary activities and domestic waste activities, removing Domestic Waste activities, the operating results reported above are reduced by approximately \$2M.

Key Financial Performance Indicators

Ratio forecasted	2025-26 budget \$'000	2026-27 budget \$'000	2027-28 budget \$'000	2028-29 budget \$'000
Operating Performance Ratio	(1.87%)	(1.32%)	(0.68%)	(0.59%)
Operating Performance Ratio (excluding DWM)	(3.22%)	(2.61%)	(1.92%)	(1.79%)
Unrestricted Current Ratio	1.63	1.63	1.63	1.59
Buildings and Infrastructure Renewal Ratio	40.58%	62.35%	62.40%	62.40%

Table 3: Key performance indicators 2026-2029

Additional ratios for 2025-2026 are included within the draft 2025-2029 Delivery Program and 2025-2026 Operational Plan and Budget in section 4.2.

2025-2026 Budget

Section 4.2 of the Delivery program and Operational Plan outlines the draft budget for 2025-26, including forecast Income Statement, Balance Sheet and Statement of Cash Flow. In summary, the allocation of funds for 2025-26 is as follows.

	2025/26 Draft Budget \$,000	Allocation
Rates	64,881	40%
Annual Charges	18,584	11%
Users fees and charges	38,323	24%
Other revenue	10,895	7%
Grants and contributions	17,842	11%
Interest and investment income	3,912	2%
Other income	7,571	5%
Total Income (Operating Statement)	162,007	100%
Transfer from reserve – external restrictions	11,468	
Transfer to reserve – internal restrictions	(2,804)	
Proceeds of loan borrowing	10,000	
Total working funds	180,672	
Application:		
Income received 2024/25	(2,000)	1%
Employee Costs	(57,238)	32%
Materials and Services	(54,891)	30%
Net capital expenditures	(52,819)	29%

Loan repayments	(6,963)	4%
Other expenses	(5,264)	3%
Net payment of bonds/deposits	(1,496)	1%
Total application	(180,672)	100%
Net Total	Nil	

Table 4: Budget allocation 2025/26

Cash and Investments

The following table outlines forecast cash and investments as at 30 June 2026. In reviewing this table, it is important to understand the difference between external restrictions, internal allocations, and unrestricted cash and investments.

External restrictions cannot be used for any other purpose other than what they have been received to fund. In the case of developer contributions, these contributions build over time until sufficient funding is available for a given project. The contributions rarely fund a project 100% and generally require some co-contribution, which creates some constraint where Council's financial position is weak.

External Restrictions and Internal Allocations	Balance as of 30 June 2026 \$'000
External restrictions	
Developer contributions	57,801
Domestic waste management	17,261
Unexpended Special Rates	1,141
Specific purpose grants	3,385
Other specific purpose contributions	1,896
Total external restrictions	81,484
Internal allocations	
Capital works reserve - Strategy projects moved to subsequent years	-
Capital Reserve	-
Community housing - capital purchases	-
Community housing - major maintenance	-
Deposits, retentions, and bonds	13,137
Employees leave entitlement	7,127
I.T. hardware and software	-
Income producing projects	-
Olympic Pool Redevelopment	-
Plant and vehicle replacement	-
Cammeray Park Reserve	650
Bradfield Park Reserve	785
Total internal allocations	21,699
Total Restrictions and Allocations	103,183
Unrestricted Cash and Investments	15,544
Total Cash and Investments	118,727

Table 5: Forecast reserve balances as at 30 June 2026

Infrastructure, Plant and Equipment

The following tables provide a summary of forecast capital expenditure which demonstrates the primary priority is towards addressing infrastructure renewals. The breakdown by key direction/area of responsibility highlights the extensive transport infrastructure and open space and recreation focus, as well as a need to prioritise backlog renewals in key operational buildings including the Council administration building and depot.

Plant and Equipment renewal within 2025-26 will be a priority due to the deferral of renewals in 2024-25 and the importance of maintaining operating plant to ensure WHS outcomes.

A detailed listing of proposed infrastructure, plant and equipment budgets is included within section 4.2 of the Draft Delivery program and Operational Plan.

	2025/26 Draft Budget	Rate funded	Grant funded	Developer Contribution funded
Backlog/renewals	\$13,895,832	\$13,227,587	\$668,245	nil
New/Upgraded	\$2,451,707	\$309,000	\$1,874,907	\$267,800
24/25 projects carried forward	\$36,471,620*	\$33,071,620	\$3,400,000	nil
Total	\$52,819,159	\$48,008,207	\$4,543,152	\$267,800

Table 6: Capital Expenditure

*This includes 33.85M associated with the North Sydney Olympic Pool

Statement of revenue policy 2025-2026

The revenue policy outlines how Council will generate income to fund its operations and services. Key sources of income include rates, annual charges, and user fees and charges.

Ordinary and special rates

The maximum rate pegging for North Sydney Council determined by IPART for the 2025–26 financial year is 4.00%.

It is recommended that the two main street levies be consolidated into the ordinary business rate. The rates on the next page have been adjusted to take into consideration this consolidation.

2025–26 Ordinary rating structure					
Rate description	Rate (cents in \$) or minimum rate	Number of Properties	Estimated rate revenue (\$)	TOTAL (\$)	%
Residential minimum	\$743.85	28,927	21,517,515.90	35,274,610	59%
Residential ad valorem	0.063794	8,388	13,757,094.02		
Business minimum	\$743.85	1,142	849,476.24	24,146,248	41%
Business ad valorem	0.461779	2,323	23,296,771.65		
TOTAL				59,420,858	

Following review, consolidation of the Infrastructure Levy and Environment Levy cannot be consolidated without adversely affecting those ratepayers on the ad valorem. Any change would require inclusion for consideration again in future special rate variation proposals.

Due to the rating methodology under which special levies apply, residential ratepayers contribute the high majority of levies charged, with residential paying approximately 90% and business paying 10%.

Special Levy description	Number of Properties	Base rate \$	Cents in \$	Income from Base \$	Income from Ad Valorem \$	Total Income \$
Residential Infrastructure Special Levy	37,316	31.54	0.00003114	1,177,082	1,126,737	2,303,819
Business Infrastructure Special Levy	3,465	31.54	0.00003114	109,310	159,655	268,966
Residential Environment Special Levy	37,316	35.40	0.00003494	1,321,018	1,264,517	2,585,536
Business Environment Special Levy	3,465	35.40	0.00003494	122,677	147,178	301,856

Annual charges

Sections 496 and 504 of the Act provide that waste management services of Council are to be financed by a specific annual charge made and levied for that purpose. Proposed domestic waste management charges are shown on the next page.

Domestic waste	2025–26 charge (\$)	Change from previous year (\$)
Domestic waste charge (60L bin) – Council approved only	485.00	14
Domestic waste charge (80L bin)	485.00	14
Domestic waste charge (120L bin)	808.00	23
Domestic waste charge (240L bin)	1,419.00	40
Service availability charge	69.00	2

Proposed stormwater management service charges for 2025–26 are shown below. The charge will support the stormwater management program of works and will provide approximately \$582,000 funding towards that program.

Rating category	Annual charge (\$)
Residential property	\$25.00
Residential strata plan or company title (maximum)	\$12.50
Business property	\$25.00 per 350m ² or part thereof
Business strata plan or company title (capped)	\$5

Fees and charges

The fees and charges for the financial year commencing 1 July 2025 (considered by Council in report 10.1) form part of Council’s revenue policy.

Legislation

Sections 404 and 405 of the Local Government Act state:

- 404 The council must establish a new Delivery Program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.
- 405 The council must have an Operational Plan that is adopted before the beginning of each financial year, detailing the activities and actions to be undertaken by the council during that year to achieve the Delivery Program commitments.

The Draft Delivery Program 2025-2029 and Operational Plan 2025-2026 were prepared in accordance with these legislative requirements.



Delivery Program 2025–2029 and Operational Plan 2025–2026

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Recognition of the Cammeraygal People

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people.

We recognise the Cammeraygal people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long and ongoing Indigenous heritage of this place.

In recent years, the spelling of Cammeraygal has varied to include Gammaraigal and Gai-maragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.

Mayor's message



It is no secret that Council continues to face significant challenges to deliver financial strength and sustainability. This Council remains committed to strengthening Council's financial position and continuing to increase transparency, accountability and strong governance in all of Council's operations – ensuring that over the term of this Delivery Program, Council, and the vital community services it provides, are in better shape than we have inherited.

The combined Delivery Program 2025–2029 and Operational Plan 2025–2026 set out the actions and initiatives the Council will undertake to achieve the strategies outlined in the Community Strategic Plan 2025–2035. These plans contain tangible, measurable actions aligned with the results of last year's extensive 'Have Your Say on Our Next Ten Years' community consultation. Your voices have shaped Council's priorities and delivery program.

The big challenge remains in resourcing these programs.

The recent decision by the Independent Pricing and Regulatory Tribunal (IPART) not to support Council's proposed special rate variation means that the Operational Plan 2025–2026 has been revised to defer, reduce or cancel capital works and other services. In short, Council is once again cutting infrastructure renewal expenditure by \$12.5 million in the 2025–26 financial year (following similar cuts in the 2023–24 and 2024–25 financial years).

'Infrastructure renewal expenditure' are dry, technical words. In practice, this means that the renewal of heritage bus shelters, public domain improvements in town centres (including at Cremorne Plaza/Langley Place), upgrades to Ilbery Reserve, Berry Island and Tunks Park playgrounds, structural works to North Sydney Oval, upgrades to sportsfields to accommodate the level of demand, works on Crows Nest Indoor Sports Centre and Stanton Library, and the renewal of gross pollutant traps – just to name a few – have all been deferred.

In the short-term, and until Council's financial position improves, the delivery of deferred initiatives will depend on funding secured through grants, alternative income streams, or operational savings.

In addition to the deferral of \$12.5 million in capital works, the Operational Plan 2025–2026 aims to reduce the operating deficit by \$6 million. In addition to ongoing organisational improvements and efficiency measures, this will require exploring more commercial opportunities for income generation in public places and spaces, as well as reviewing and reducing service levels. In addition, Council must seriously consider asset sales to address the liquidity issues associated with completing the inherited North Sydney Olympic Pool project.

The four year Delivery Program 2025–2029 continues to include a comprehensive range of projects, services and initiatives that the community has identified as priorities.

Over the next few months, Council will continue to have detailed, and maybe difficult, discussions:

- Expected and acceptable levels of Council service delivery eg. street cleaning, parks and sportsfields, verge mowing, library services.
- Acceptable condition standards for infrastructure like Council footpaths, roads, seawalls, parks, sporting fields, buildings (including Stanton Library, community centres, Indoor Sports Centre and more) – eg. poor, satisfactory or good condition?
- Works to meet the future needs of a rapidly increasing population – more open space, branch library, recreational facilities: how will those be resourced?
- Community willingness to pay for Council services and community infrastructure.

As ever, I urge you to participate in shaping this next phase of financial repair and sustainability.

Together, as a community, we will work towards strengthening Council finances so that this generation and the next may focus on being a connected, active and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment.

Cr Zoë Baker, Mayor of North Sydney

CEO's message



Thank you for your interest in North Sydney Council's Delivery Program 2025–2029 and Operational Plan 2025–2026.

Council delivers a broad range of regulatory, community, and place-based services and infrastructure to support the wellbeing of our residents, workers and visitors. Our team of approximately 400 employees delivers 74 distinct services and over 200 individual service activities that enrich daily life in the North Sydney area.

We are responsible for managing \$1.5 billion in public infrastructure. These assets connect our community via roads,

bicycle paths and walkways; promote active and healthy lifestyles through our parks, open spaces and sportsfields; and help protect our environment through critical systems like stormwater and seawalls.

As with most goods and services, the quality and availability of what we deliver is directly tied to the resources available and current levels of service are not financially sustainable without financial reform.

Many of North Sydney's public assets were constructed more than half a century ago. While these facilities have served the community well, they are now ageing and require renewal or upgrades to meet modern needs. Unfortunately, insufficient funds have been set aside over time to support this necessary reinvestment.

Council's income is largely governed by external regulation and does not easily adjust to the evolving needs of our growing and changing community. It is therefore essential that we strengthen our financial foundations to manage existing infrastructure responsibly while remaining responsive to emerging risks and priorities.

In February 2025, Council submitted an application to the Independent Pricing and Regulatory Tribunal (IPART) seeking a special rate variation. The aim was to place Council on a more secure financial footing, ensuring long-term service delivery and infrastructure maintenance. However, this application was not approved, with community concerns focusing particularly on the proposed rate increase and the cost overruns associated with the North Sydney Olympic Pool project.

To address sustainability concerns and reduce pressure on future budgets, Council will review its property holdings for potential strategic divestment. At the same time, we will engage the community to identify which services and infrastructure should be prioritised, reduced or enhanced. This feedback will inform updated financial modelling and future rating strategies.

Internally, we are committed to continuous improvement. Our workforce is focused on enhancing productivity, strengthening systems, reducing costs, increasing income, managing risk, and improving the overall customer experience. A detailed Productivity and Improvement Plan will be developed to showcase the efforts underway across the organisation to support these goals and I thank our staff in advance for their commitment to working together to build a stronger Council.

Once again, thank you for taking the time to engage with this important planning document. Your input will help shape a sustainable and vibrant future for North Sydney.

Therese Cole, Chief Executive Officer

Introduction

This plan combines our Delivery Program 2025–2029 and Operational Plan 2025–2026 and Budget.

Delivery Program

The Delivery Program is a statement of commitment to the community from our newly elected Council. It details what the Council will do to work towards delivering the outcomes of the Community Strategic Plan (CSP) 2025–2035 during its term of office.

Over the past year, Council has undertaken research and consulted broadly to identify key challenges and opportunities and determine the main priorities and aspirations of the people who work and live in North Sydney.

This research was used to develop a suite of eight Informing Strategies which articulate the outcomes wanted and needed by our community, together with strategic directions, objectives and specific actions for delivery. These strategies form the basis of our CSP for 2025–2035.

To ensure Council resources are used to deliver the outcomes wanted and needed by the community, every commitment in this Delivery Program 2025–2029 is an identified action from the Informing Strategies.

Operational Plan

The Operational Plan details the projects, services and actions that will be undertaken in the 2025–2026 financial year to progress delivery of the commitments made in the Delivery Program. It includes a detailed budget, statement of revenue policy, and fees and charges for 2025–2026.

Council currently provides 74 services, with 205 associated service activities. Each of these ongoing services contribute to delivering the outcomes articulated in the CSP.

Some of the capital works projects planned for 2025–2026 are detailed in the following capital works maps.

Note: In May 2025, Council was advised by the Independent Pricing and Regulatory Tribunal (IPART) that its application for a special rate variation (SRV) had been refused in full. In response, Council has reviewed and updated the Operational Plan 2025–2026 to reflect current financial constraints.

The Delivery Program remains largely unchanged; however, as outlined in Part 3 of this report, delivery timelines have been impacted, and some commitments are now contingent on funding availability.

The refusal of the SRV application has also resulted in significant cuts to the infrastructure renewals program and will necessitate some service changes. Further details on Council's financial position and the impact of the refusal are provided in the budget summary on page 9.

2025-2026 capital works maps



Proposed Projects - Map 1

● Bus Shelter renewals

- 1 Cricketers
- 2 Watson A
- 3 Watson B
- 4 Lady Hay

● Public Domain

- 5 Young Street upgrade

● Fences

- 6 Tunks Park fence renewal

● Open Space and Recreation

- 7 Hume Street Park expansion (design)
- 8 Tunks Park acid sulfate soil investigation

● Property renewals

- 9 Council chambers chiller and HVAC
- 10 Council chambers roof repairs
- 11 Council depot repairs
- 12 Council property (cnr Miller and Ridge) roof repairs
- 13 Crows Nest Community Centre critical renewal works
- 14 Kelly's Place Childrens Centre critical renewal works
- 15 McMahons Point Community Centre critical renewal works
- 16 North Sydney Indoor Sports Centre critical renewal works

● Retaining wall renewals

- 17 Stratford Street, Cammeray

● Seawall renewals

- 18 Blues Point Reserve

● Traffic

- 19 Fitzroy Street (west of Jeffreys Street) new pedestrian crossings
- 20 Reynolds Street road safety barrier
- 21 Rosalind Street at Miller Street new pedestrian crossings

2025-2026 capital works maps



Proposed Projects - Map 2

● Road Pavements renewals

- 1 Bay Rd, Waverton - Crows Nest Rd to Whatmore St
- 2 Bellevue St, Cammeray - Amherst St to Palmer St
- 3 Ben Boyd Rd, Cremorne - Belgrave St to Ernest St
- 4 Ben Boyd Rd, Neutral Bay - Lindsay St to Premier St
- 5 Bridgeview Ave, Cammeray - West St to Cul-De-Sac
- 6 Clark Rd, North Sydney - Margaret St to Kurraba Rd
- 7 Grafton St, Cremorne - Cammeray Rd to Earle St
- 8 Grosvenor St, Neutral Bay - Ben Boyd Rd to Young St
- 9 Grosvenor St, Neutral Bay - Young St to Waters Rd
- 10 Lavender St, Lavender Bay - Waiwera St to Blues Point Rd

● Kerb and Gutter renewals

- 11 Ben Boyd Rd, Neutral Bay - Ernest St to Military Rd
- 12 Chandos St (Westbound), Crows Nest - Willoughby Rd to Mitchell St
- 13 Ernest St, Cammeray - Lytton St to Western Bridge Joint
- 14 Rocklands Rd, Wollstonecraft - Pacific Hwy to Morton St
- 15 Shirley Rd, Wollstonecraft - Pacific Hwy to River Rd
- 16 Telopea St, Wollstonecraft - Shirley Rd to Milray Ave

● Footpaths renewals

- 17 Brook St, Crows Nest - Chandos St to Donnelly Rd
- 18 Military Rd, Neutral Bay - Park Ave to Ben Boyd Rd
- 19 Miller St, Cammeray - Rosalind St to Amherst St
- 20 Rangers Rd, Cremorne - Military Rd to Murdoch St

● Stormwater Drainage

- 21 1 Balls Head Road, Waverton
- 22 1 Clark Road, North Sydney
- 23 1 Gundimaine Avenue, Kurraba Point
- 24 106 Parraween Street, Cremorne
- 25 1-11 Bridge End, Wollstonecraft
- 26 Primrose Park Drainage Renewal

Budget summary

Council generates income (revenue) to maintain assets, fund services and deliver projects through rates on property, government grants, developer contributions, interest on investments, user charges and Council's own business activities.

These funds are used to deliver infrastructure and services for the community.

Financial position and repair initiatives

On 28 April 2025, Council resolved to publicly exhibit the Draft Operational Plan 2025–2026 and the Delivery Program 2025–2029. These draft documents were designed to strengthen Council's financial position and long-term sustainability by:

- enhancing resilience against future financial shocks
- addressing liquidity risks
- maintaining core service levels
- being responsive to change through strategic priorities
- funding the renewal of ageing infrastructure and
- delivering upgrades previously deferred due to the North Sydney Olympic Pool project

The success of these plans was contingent on approval of a special rate variation (SRV), which has since been refused in full by the Independent Pricing and Regulatory Tribunal (IPART).

In response, Council has reviewed and revised the exhibited plans to reflect current financial constraints. The updated plans aim to mitigate liquidity risks through alternative strategies.

Key actions to be taken in response to SRV determination

To address identified liquidity concerns, the following actions will be taken in the coming year.

1. Reduction in strategic operational funding

Council will defer or cancel several strategic initiatives outlined in the Delivery Program due to funding limitations. Delivery of these initiatives will now be subject to funding being secured through grants, additional rates, other income sources, or operational savings. The operational budget previously advertised has been reduced by the following amounts:

Year 1 - \$2.27M

Year 2 - \$7.26M

Year 3 - \$7.62M

Year 4 - \$7.20M

These figures include removal of \$8 million for new corporate systems over the last three years.

2. Targeted financial repair program

Council aims to identify \$6 million in operational savings through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue.

These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.

Please refer to:

- section 2.4 for information relating to service reductions
- section 2.5 for information relating to additional non-rates revenue
- section 2.6 for information relating to productivity improvements

3. Reduction in infrastructure renewal program

Council will reduce infrastructure renewal expenditure by \$12.5 million in 2025–26, resulting in a forecast infrastructure renewal ratio of 40.58% in year 1.

If Council is successful in improving its operational result through the targeted financial repair program, these ratios increase to 62.35% in Year 2 and average of 62.4% over years 2 to 4 - still well below the benchmark ratio of 100%.

Over the past two years, Council has reduced and deferred asset renewal budgets and postponed new and upgrade projects to maintain liquidity and fund rising costs associated with the North Sydney Olympic Pool project. This constrained renewal program will continue into 2025–26.

Please refer to section 2.7 for more information relating to Council's reduced infrastructure renewals program.

4. Property review to address capital and infrastructure pressures

To mitigate liquidity risks, Council will undertake a comprehensive review of all properties classified as operational land. This includes:

- income-generating properties
- community-use assets

As part of this review, Council will consider strategic divestment opportunities. The objective is to generate capital to offset the rising costs of the North Sydney Olympic Pool project and to address the growing backlog of infrastructure renewals that have been delayed due to funding constraints.

5. Borrowings from externally restricted reserves

The 2025–26 financial year will require careful and responsive financial management in light of ongoing liquidity challenges and broader financial risks. As a safeguard, Council intends to apply to the Office of Local Government for pre-approval to borrow from externally restricted reserves.

Initially, Council will seek approval for a \$10 million loan from the Domestic Waste Reserve. This facility is intended as a contingency measure only. The timing required to implement financial repair strategies means that many savings will be realised partway through the year rather than immediately.

6. Additional external loan funding

Council will consider the use of additional external borrowings as part of its broader financial modelling. While such funding sources can provide short-term liquidity, they also increase long-term costs through interest repayments and may lead to upward pressure on rates over time. As such, external borrowing will be approached cautiously and strategically.

7. New financial modelling and community engagement

During the first half of 2025–26, Council will undertake comprehensive engagement with the community to inform new financial modelling. This engagement will focus on understanding and aligning financial sustainability with community expectations across four key areas:

1. Expected levels of service delivery
2. Acceptable condition standards for infrastructure
3. Responsiveness to future needs through strategic initiatives
4. Community willingness to pay for these outcomes

In support of this process, Council will expand its efforts to provide accessible information to help the community understand the fundamentals of local government finance and the factors contributing to Council's current unsustainable financial position.

8. Strengthening financial sustainability

This new financial modelling will support the development of a clear and long-term strategy to improve Council's financial strength and resilience. The goal is to position Council to respond effectively to future economic shocks and strategic opportunities – without resorting to large ad hoc rate increases or reactive service reductions.

Based on the outcomes of community engagement and financial modelling, Council will consider submitting a revised application for an SRV and an increase to minimum rates.

2025–2029 Financial Estimates

The following table provides our 2025–2029 financial estimates. Please refer to section 4.1 for more information.

	General fund (excluding Domestic Waste) 2025–26 Budget (\$'000)	Consolidated 2025–26 Budget (\$'000)	Consolidated 2026–27 (\$'000)	Consolidated 2027–28 (\$'000)	Consolidated 2028–29 (\$'000)
Income from Continuing Operations					
Rates	64,881	64,881	67,055	69,301	71,621
Annual Charges	656	18,584	19,141	19,715	20,307
*Users fees and charges	36,921	38,323	40,548	42,818	44,317
Other revenue	10,895	10,895	11,276	11,671	12,079
Grants and contributions provided for operating purposes	4,455	4,455	4,522	4,590	4,659
Grants and contributions provided for capital purposes	13,387	13,387	11,748	13,487	13,881
Interest and investment income	3,192	3,912	4,200	4,451	4,717
*Other income	7,571	7,571	7,836	8,110	8,394
Total Income from Continuing Operations	142,678	162,247	166,326	174,143	179,975
Expenses from Continuing Operations					
*Employee benefits and on-costs	55,651	57,238	59,671	62,207	64,851
*Materials and services	39,222	54,891	56,537	58,234	59,981
Borrowing costs	2,488	2,488	2,532	2,299	2,071
Depreciation and amortisation	31,518	31,518	32,463	33,437	34,440
Other expenses	4,987	4,987	5,137	5,291	5,450
Net losses from the disposal of assets	277	277	277	277	277
Total Expenses from Continuing Operations	134,143	151,399	156,618	161,745	167,069
Operating Result from Continuing Operations	8,535	10,608	9,708	12,398	12,906
Net operating results before capital grants and contributions	- 4,852	- 2,779	- 2,040	- 1,089	- 976

* The budget included a \$6 million net result improvement target, comprising a \$1 million increase in fees and charges income, a \$1 million increase in other income, a \$1 million reduction in employee costs, and a \$3 million reduction in materials and services. These components will be tracked and reported as part of each Quarterly Budget Reviews. All costs are adjusted for inflation from year to year.

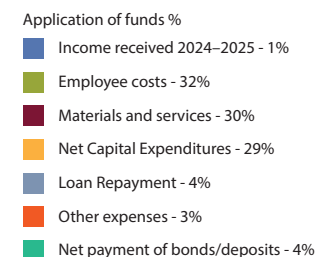
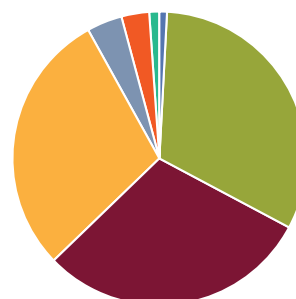
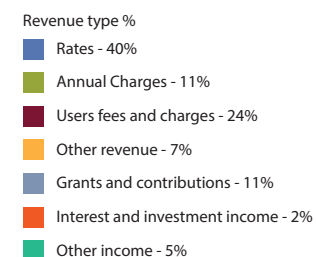
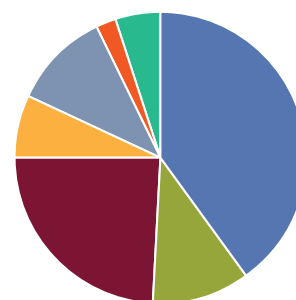
2025–2026 Budget

The following tables and figures provide an overview of our 2025–2026 budget. Please refer to section 4.2 (page 105) for our full 2025–2026 budget.

Revenue type	Amount	
Rates	\$64,881	40%
Annual charges	\$18,584	11%
User fees and charges	\$38,323	24%
Other revenue	\$10,895	7%
Grants and contributions	\$17,842	11%
Interest and investment income	\$3,912	2%
Other income	\$7,571	5%
TOTAL	\$162,007	100%

Reserve and other movements	Amount	
External	\$11,468	
Internal	- \$2,804	
Proceeds from loan borrowing	\$10,000	
TOTAL revenue and reserves movements	\$180,672	

Application of funds	Amount	
Income received 2024–25	\$2,000	1%
Employee Costs	\$57,238	32%
Materials and services	\$54,891	30%
Net capital expenditures	\$52,819	29%
Loan repayments	\$6,963	4%
Other expenses	\$5,264	3%
Net payment of bonds/deposits	\$1,496	1%
TOTAL	\$180,672	100%





For every \$100 North Sydney Council spends:

\$20

Renewals and upgrade of local infrastructure

\$12

Waste management

\$8

Parks, sportsfields and streetscapes

\$8

Planning and development

\$5

Leisure and aquatics

\$6

Street cleaning

\$6

Community services

\$5

Ranger and parking services

\$5

Repayments of the external loans

\$4

Roads and transport

\$4

Maintenance of public infrastructure

\$4

Library and public services

\$3

Health and safety

\$3

Community events, engagement and customer service

\$2

Protecting environment

\$2

Buildings maintenance

\$2

Bushcare

\$1

Street lighting





Part 1:

About North Sydney

1.1 Place

North Sydney stands proudly on the land of the Cammeraygal people, whose rich and enduring Aboriginal cultural heritage remains a vital part of the community today. Spanning 10.5 square kilometres on the northern shores of Sydney Harbour, North Sydney is a vibrant local government area that includes the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, Neutral Bay, North Sydney, St Leonards, Waverton and Wollstonecraft.

Bounded by Sydney Harbour to the south, Lane Cove to the west, Willoughby to the north, and Mosman to the east, North Sydney has a stunning blend of urban living and open green spaces. Iconic parks such as St Leonards Park, Milson Park and the North Sydney Oval precinct offer tranquil retreats amid the bustling cityscape. With its proximity to the Sydney Harbour Bridge, North Sydney serves as a gateway to the Sydney CBD, cementing its place as a key part of Sydney's skyline identity.



26 gross pollutant traps

7 sportsgrounds

33 playgrounds

1 skate park

1 indoor sports centre

1 golf course

567 locally native fauna and flora species

27.4% canopy cover

156 hectares of public open space

58.7 hectares of bushland

11.8km publicly accessible foreshore

16 schools

2 universities

1 public library

1 youth centre (Planet X)

8 community centres

2 harbour swimming sites

1 aquatic centre

15 small watercraft storage facilities

4 boat ramps

26 heritage items on NSW State register

60+ Aboriginal sites of significance



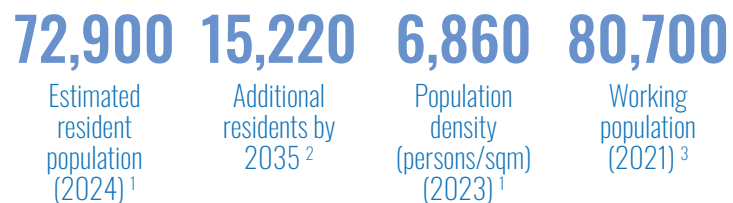
1.2 People

North Sydney is a vibrant and thriving community with a population of 72,014 residents and a population density of 6,862 people per square kilometre. The area is characterised by an educated and affluent population, including professionals, families, and individuals who contribute to its lively atmosphere.

While the majority of residents are well off, some face challenges, such as those living in social housing, people with disabilities and carers. Housing in North Sydney is primarily medium- or high-density, with nearly 50% of households renting.

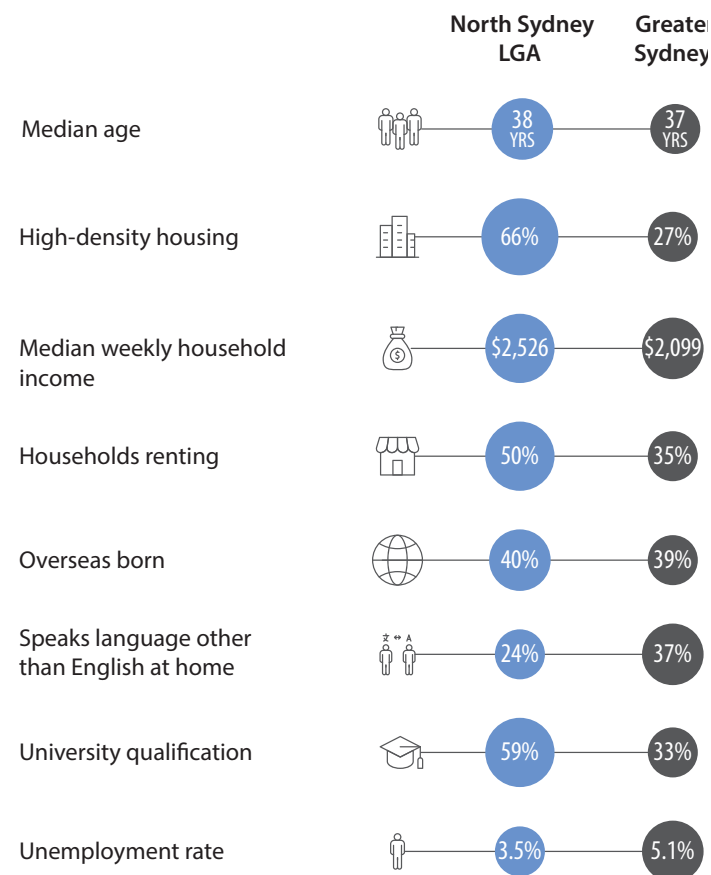
As a major commercial hub, North Sydney is home to leading companies and plays a vital role in Sydney’s metropolitan economy. The area also offers excellent educational opportunities, with renowned public and private schools, and universities, supporting the development of younger generations.

With its rich cultural heritage, strong transport links – including the recently opened Sydney Metro – and its enviable location, North Sydney continues to grow as both a business and lifestyle destination, while fostering a strong sense of community.



Source:

1. Regional Population Growth, Australian Bureau of Statistics (2024), via community.id. by .id (informed decisions)
2. Based on NSW Government dwelling completion targets of 5,900 (2024-29) and 3,000 (2029-35)
3. North Sydney Council Community Profile (2023), via community.id. by .id (informed decisions)





Extraordinary Meeting of Council 30 June 2025 Agenda

1.3 Vision and values

Vision

North Sydney is a welcoming, connected and resourceful community that acknowledges its past, enjoys the present and plans for our future.

We respect our beautiful harbourside locale, its unique villages and much valued bushland and open spaces. We lead the way in sustainability.

This vision is underpinned by six community values.

Values



CONNECTED

A connected community is one where individuals, neighbourhoods, businesses, and organisations are linked through efficient, accessible infrastructure, communication, and social networks. It emphasises fostering relationships, promoting collaboration, and ensuring easy access to services, opportunities, and resources, both within North Sydney and beyond. Connectivity also extends to safe, sustainable transport options that link people to each other and to vital spaces across the area.



ACTIVE

An active community is one that encourages participation in physical, social, and civic activities. It supports access to spaces for exercise, recreation, and outdoor activities while promoting a healthy, active lifestyle for all residents. This element also refers to a community that actively participates in shaping its future, with people engaged in decision-making, volunteering, and contributing to the wellbeing of the area.



INCLUSIVE

An inclusive community is one where all individuals, regardless of their background, identity, or circumstances, are welcomed, respected, and valued. It promotes equality of opportunity and ensures that everyone has access to the resources, services, and support they need to thrive. This includes respecting and acknowledging First Nations culture and history, and ensuring their voices are heard in community decisions. Inclusivity fosters a sense of belonging for people of all ages, abilities, cultures, and walks of life, ensuring no one is left behind.



CREATIVE

A creative community celebrates and encourages artistic expression, innovation, and cultural development. It recognises the value of creativity in all its forms, particularly through the arts, performance, and cultural activities. A creative community fosters an environment where people can freely express themselves, explore new ideas, and contribute to the cultural richness of the area. It also highlights the importance of arts, culture, and creative industries in building a vibrant and dynamic society.



HEALTHY

A healthy community nurtures and sustains a clean, green, and resilient environment. By providing access to clean air, water, and green spaces, it enhances residents' wellbeing while fostering biodiversity. This value also prioritises the creation of an eco-friendly community that actively reduces its environmental impact, promotes sustainability, and adapts to climate challenges, ensuring long-term environmental health for future generations.



VIBRANT

A vibrant community is one that is lively, dynamic, and full of energy. It offers a rich variety of cultural, recreational, and social experiences that engage and inspire residents and visitors. A vibrant community is characterised by a strong local economy, thriving businesses, and a diverse, active population. It embraces change, growth, and innovation, ensuring that the area continues to evolve and remain an exciting and attractive place to live, work, and visit.

1.4 Our elected representatives

North Sydney Council has ten elected Councillors, with five representing Cammeraygal Ward and five representing St Leonards Ward. The positions of Mayor and Deputy Mayor are elected by a vote among the Councillors.

ST LEONARDS WARD



Mayor
Cr Zoë Baker



Cr Nicole
Antonini



Cr Chris
Holding



Deputy Mayor
Cr Godfrey
Santer



Cr James
Spenceley

CAMMERAYGAL WARD



Cr MaryAnn
Beregi



Cr Efi Carr



Cr Angus
Hoy



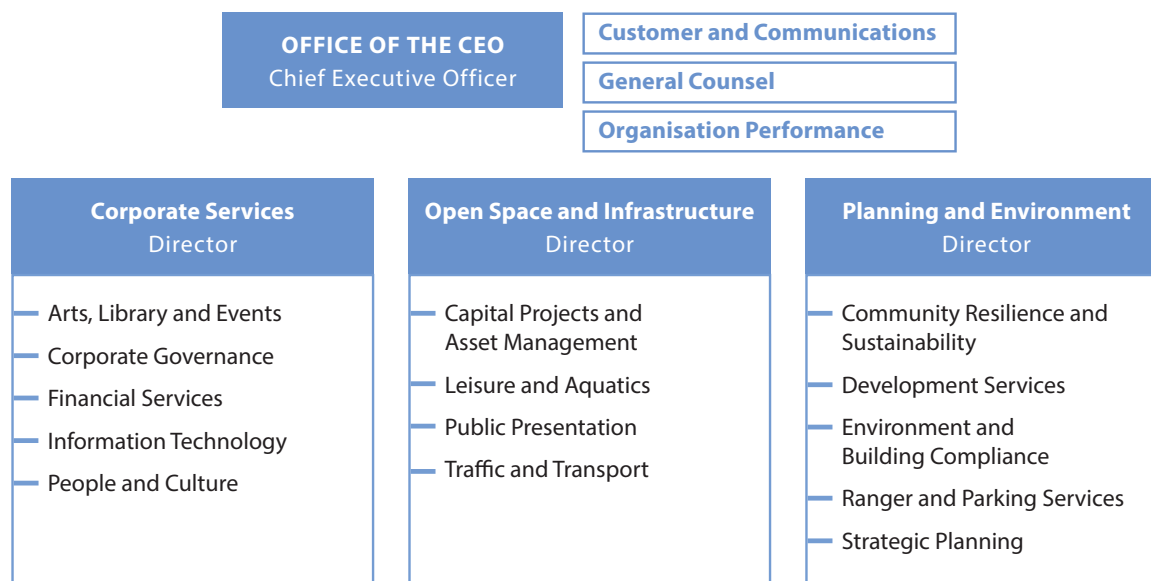
Cr Jessica
Keen



Cr Shannon
Welch

1.5 Our organisation

North Sydney Council's organisational structure is made up of three divisions and the Office of the CEO.



Corporate values

North Sydney Council is committed to upholding the following values.

- Sustainability
- Open government
- Ethical conduct
- Quality
- Community service
- Community participation
- Justice
- Teamwork

Our workforce

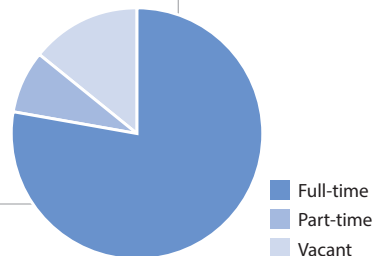
A skilled and dedicated workforce is essential to delivering quality projects and services, as well as driving innovation through new initiatives. The strength of any organisation lies in its people, and for Council, this is no different. As of January 2025, Council had 409 full-time equivalent employee positions committed to supporting the community through the delivery of important new projects and initiatives, while also maintaining 74 ongoing services that residents rely on every day. This workforce forms the foundation of Council's ability to respond to local needs, support community wellbeing, and achieve long-term goals.

FULLTIME EQUIVALENT (FTE) EMPLOYEES – 409¹

78% Fulltime

8% Part-time

14% Vacant



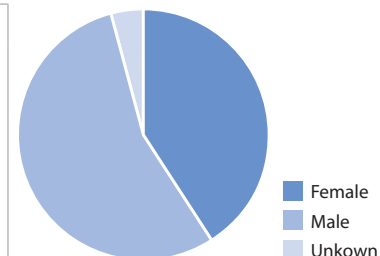
Years of Service	0-5	6-10	11-20	21-30	31-40	40+
Percentage	48%	19%	20%	10.5%	2%	0.5%

GENDER

41% Female

55% Male

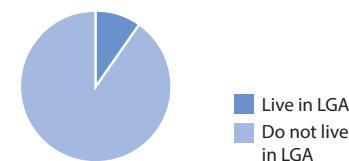
4% Unknown



RESIDENCE

9.8% Live in LGA

90.2% Do not live in LGA



Age	<24	25-54	55-64	65 and over
Percentage	5%	60%	29%	6%

1.6 Integrated planning and reporting

Our approach to integrated planning and reporting (IP&R) is based on the legislated IP&R Framework for NSW. It is a structured framework that helps Council effectively plan for and deliver on community needs. It ensures long-term sustainability by aligning actions with available resources and fosters transparency and accountability through regular monitoring and reporting.

As detailed in the diagram Figure 1, the North Sydney Council IP&R cycle is underpinned by **eight key Informing Strategies: Environment, Social Inclusion, Open Space and Recreation, Integrated Transport, Economic Development, Culture and Creativity, Housing and Governance.** These strategies provide a direct link between community priorities articulated in the Community Strategic Plan and Council's Delivery Program.

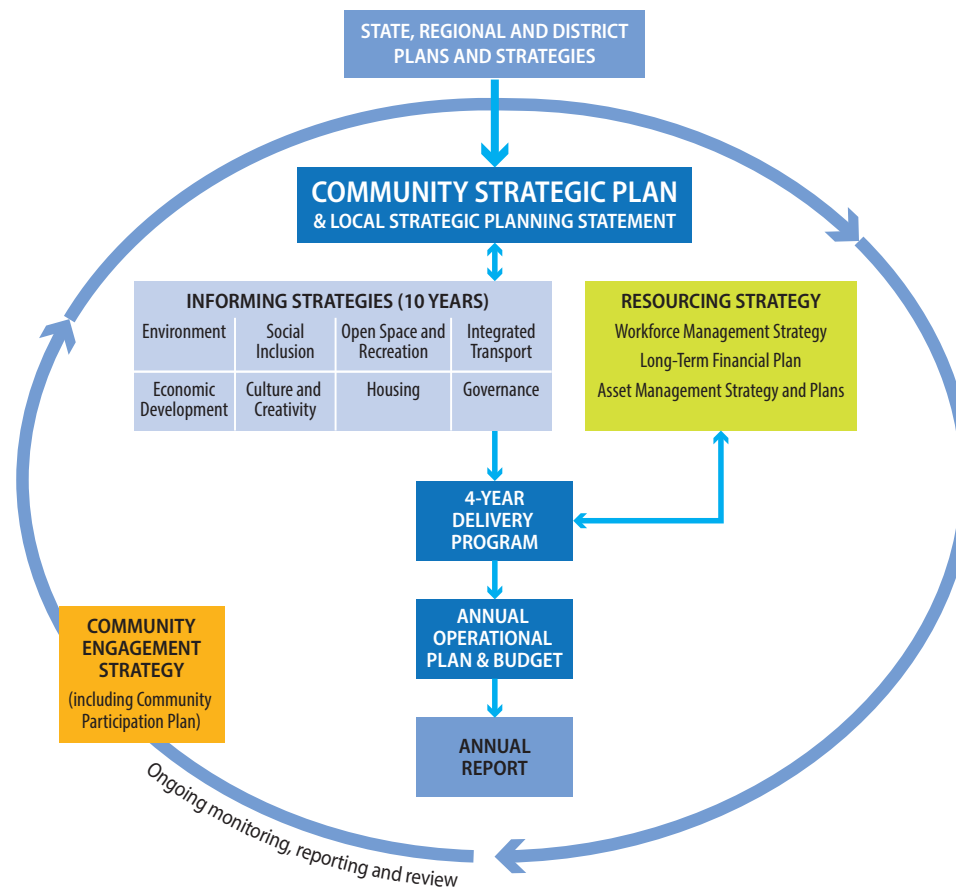


Figure 1: Integrated planning and reporting at North Sydney

Planning

The IP&R cycle begins with the **Community Strategic Plan (CSP)**, which captures the long-term vision and priorities of the North Sydney community. It sets out outcomes and strategic directions for the next 10 years, detailing how we will work together to deliver our community vision and build a connected, active and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment.

Supporting the CSP is the **Delivery Program**, a four-year plan that outlines the strategic initiatives Council will undertake during its term. The **Operational Plan** provides a detailed one-year roadmap of activities, projects and budgets to implement the Delivery Program.

Resourcing

Supporting delivery of the outcomes of the CSP requires a robust **Resourcing Strategy**, which comprises financial planning, workforce management and asset management. These components ensure Council's resources are strategically allocated to achieve community outcomes while maintaining financial sustainability.

Monitoring and reporting

To ensure accountability and transparency, North Sydney Council implements a robust monitoring and reporting framework, which includes:

- **Annual Reports** – These provide a detailed overview of the Council's achievements, challenges and progress in delivering the Delivery Program and Operational Plan.
- **State of Our City Reports** – Included in the Annual Report at the end of each Council term, these reports assess the implementation and effectiveness of the Community Strategic Plan. They serve as a valuable resource for incoming Councillors, offering insights into North Sydney's current state and informing future planning.
- **Quarterly Reports** – These track the progress of actions and projects within the Delivery Program and Operational Plan, ensuring regular updates for the community and Council stakeholders.

Three types of indicators are used in these reports:

- **Objectives** – These are long-term indicators that reflect the progress of Council, the community and other stakeholders in delivering the outcomes of the Community Strategic Plan.
- **Performance indicators** – The delivery of services is measured through key performance indicators with target trends and values.
- **Progress indicators** – The delivery of projects is measured primarily through progress indicators with clear milestones or finish dates. Traffic light indicators are used to highlight projects that are falling behind schedule. Some projects also have performance indicators.

This structured approach to monitoring and reporting ensures Council remains transparent, accountable and responsive to community needs while adapting to emerging challenges or opportunities. Through these mechanisms, North Sydney Council can effectively demonstrate progress and provide a strong foundation for continuous improvement.

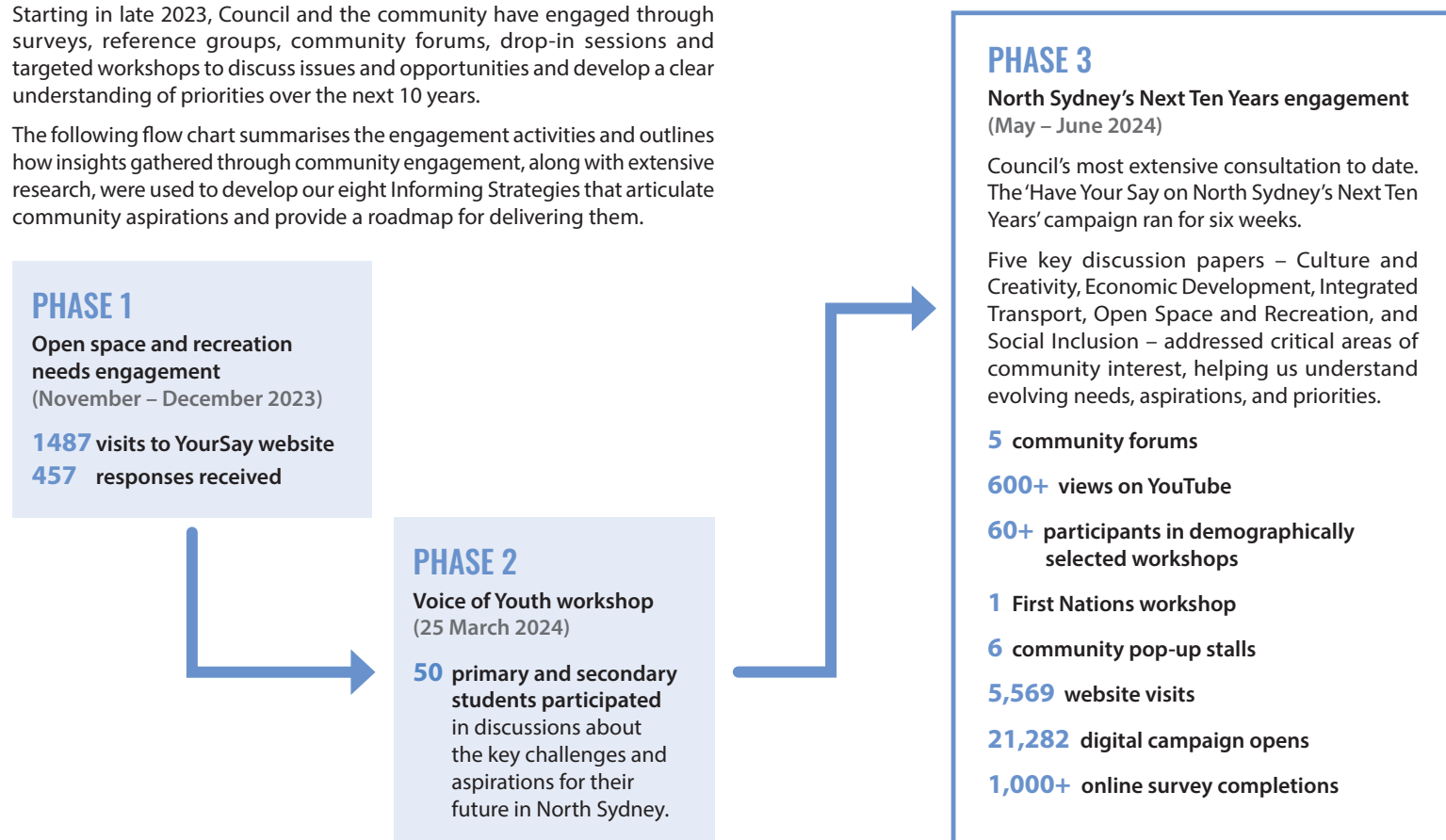


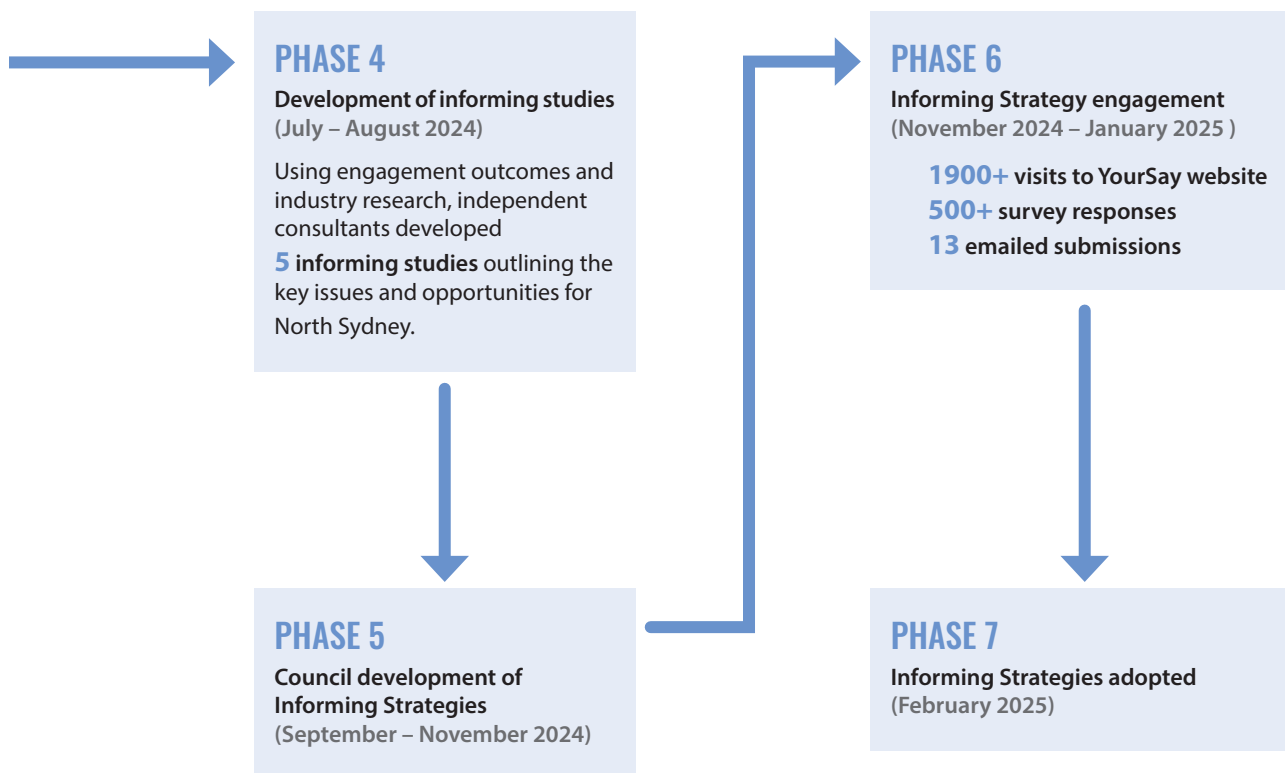
Part 2: About this plan

2.1 Community Engagement and Research

Starting in late 2023, Council and the community have engaged through surveys, reference groups, community forums, drop-in sessions and targeted workshops to discuss issues and opportunities and develop a clear understanding of priorities over the next 10 years.

The following flow chart summarises the engagement activities and outlines how insights gathered through community engagement, along with extensive research, were used to develop our eight Informing Strategies that articulate community aspirations and provide a roadmap for delivering them.





Each adopted Informing Strategy includes desired outcomes for where we want to be in 10 years, together with strategic directions and measurable objectives outlining how we will work together to get there. Sitting under each strategic direction are specific projects and services that Council will undertake to support delivery of the outcomes.

As detailed in section 2.2, the Informing Strategies form the basis of our Community Strategic Plan 2025–2035 as well as this Delivery Program 2025–2029.

2.2 How the Delivery Program 2025–2029 and Operational Plan 2025–2026 were prepared

Our Delivery Program 2025–2029 and Operational Plan 2025–2026 are based on the adopted suite of 10-year Informing Strategies that articulate identified community needs and priorities.

As detailed in the figure below, the outcomes, strategic directions and objectives from each strategy form the Community Strategic Plan 2025–2035, while the projects and services form the basis for Council’s four-year delivery programs. Each annual Operational Plan then details the specific actions Council will take in that year to work towards achieving the four-year Delivery Program commitments.

This integrated approach to planning ensures that everything Council does is working towards delivering agreed community priorities.

Given that the Informing Strategies span a 10-year period, not all projects listed in the strategies are scheduled to commence within the first four years. Consequently, only some of the identified projects are included in this Delivery Program 2025–2029.

Further, the timing of project delivery is dependent on resource availability. The Independent Pricing and Regulatory Tribunal’s (IPART) refusal of Council’s special rate variation requests means that some new projects and activities have been deferred pending funding availability.



Figure 2: How the Informing Strategies were used to develop our Delivery Program

2.3 Service review program

A service review is a process that evaluates the cost, quality, efficiency and effectiveness of a Council service. It assesses whether current service levels align with community needs and expectations and identifies required changes.

A draft service review framework was developed in late 2023–24, and a pilot service review subsequently undertaken with the Street Cleaning team in 2024–25 to apply and refine the draft framework. The framework has now been adopted.

Under the framework, Council is committed to completing a minimum of two service reviews each year, with the following reviews scheduled over the next four years:

Year	Service Reviews
2025/26	<ul style="list-style-type: none"> • Corporate Governance • Tree Management • Traffic and Transport
2026/27	<ul style="list-style-type: none"> • Residential Waste and Recycling • Parks and Gardens Management
2027/28	<ul style="list-style-type: none"> • Events • Sustainability Services
2028/29	<ul style="list-style-type: none"> • Trade and Fleet • Community Development Services

2.4 Reactive service reductions

Due to the urgency of required financial adjustments, some service changes will be implemented outside of Council's established Service Review Framework. These measures are not considered productivity improvements but necessary cost-cutting steps. Services reduced through this process will not be reinstated unless supported by long-term funding.

These measures are part of a broader effort to realign Council's budget with its financial reality, while maintaining core services and community outcomes wherever possible.

As Council delivers over 74 services and 205 service activities within its annual operating budget of \$100 million, each service reduction is not expected to generate significant savings, however together they will contribute to financial repair targets.

Some of the proposed service adjustments under consideration are detailed below. Other adjustments may be considered throughout the year.

1. Community Transport

Council currently contributes \$275 thousand to community transport services including the provision of vehicles (3 buses) for community use. This supplements shortfalls in State Government funding, by funding transport for disadvantaged community members, as well as supporting community groups to travel within the local government area (LGA). Consideration is being given to reducing Council's contribution, aligning with practices in comparable councils.

2. Financial Assistance and Community Centre Contributions

Council provides over \$1.3 million in financial assistance through over 40 different subsidies and grant programs.

Included within this amount is \$793 thousand provided annually to support community centres that offer free or subsidised services. It is proposed that funding for 2025–26 be subject to ongoing financial viability and critical need assessments.

3. Customer Service Levels

Council's customer service hours (9am–5pm) and performance targets (calls answered within 60 seconds), as well as the library's extended opening hours, will be reviewed with a view to potential reductions.

In addition, Council's Communications and Engagement team supports residents in understanding Council services and broader community matters.

Council's customer and communications functions currently cost approx. \$4.5 million, while library services cost approx. \$4.7 million.

4. Graffiti Removal (Non-Council Property)

Currently, Council removes graffiti from both public and private properties within the LGA. Discontinuation of this service is under consideration. Council currently spends approximately \$150 thousand per annum on graffiti removal.

5. Verge Mowing Services

Council currently contracts verge mowing services, whereas in many LGAs, residents are responsible for this maintenance. Council will consider removing this service. Verge mowing currently costs approx. \$700-800 thousand per annum.

6. Parks and Gardens Maintenance

Parks and Gardens maintenance and operations cost approx. \$10 million per annum (excluding corporate overheads). Mowing frequencies in parks and reserves may be reduced to generate savings.

7. Precinct Support Services

A review will be conducted into the level of staffing and resources allocated to Precinct support activities.

8. Street Sweeping Services

Street sweeping services cost approximately \$3 million per annum (excluding corporate overheads). Council will assess potential reductions to street sweeping frequency across the LGA.

2.5 Income generation and revenue opportunities

Council is currently forecast to generate \$48 million from user charges, fees, and other revenue, representing 33% of its total operating revenue.

Since the onset of the COVID-19 pandemic, income from these streams has declined by approximately \$9.9 million, placing additional pressure on Council's financial position.

To address these financial challenges, Council is exploring several options to increase revenue through both existing and new income streams.

These income initiatives form a key part of Council's broader financial repair strategy. Each opportunity will be assessed on its financial viability, administrative burden, and community impact, with further details to be provided as individual proposals are developed.

The following initiatives are under consideration:

1. Increased enforcement of parking regulations

Council has historically prioritised equitable parking access over revenue generation in its compliance activities. Presently, parking infringements generate approx. \$8-9 million annually, with a net contribution of \$3.4 million after direct costs (not including corporate overhead allocation).

To support Council's financial recovery, a more proactive enforcement approach is now being considered to increase infringement revenue.

2. Ticketed entry to New Year's Eve events

Council's New Year's Eve celebrations attract around 30,000 attendees annually and cost approximately \$1 million to deliver. In line with equity and access principles, entry has traditionally been free.

Council is now considering the introduction of ticketed access to managed vantage points. Any financial contribution to Council from this initiative would be calculated after deducting associated costs, such as ticketing systems and administrative expenses.

3. New or increased fees for use of public open space

Council will explore the introduction or increase of fees for commercial and private use of public spaces, including:

- personal trainers and fitness groups
- school activities
- tourism operators and business events
- weddings and private functions in parks

While these activities are numerous and small-scale, a coordinated management and permit system would be required, and implementation may take some time. The administrative cost of such a system may impact the overall net revenue.

4. Increased advertising revenue

Council has traditionally maintained public spaces with minimal commercial advertising, reflecting community preferences. A recent report to Council indicated the possibility of pursuing additional income under current contracts of up to \$1.8 million. However, this would be subject to development approval. Council will now also investigate additional opportunities to responsibly increase advertising revenue through:

- public spaces
- Council-owned infrastructure and facilities

5. Sponsorship and naming rights – major facilities

Council will identify opportunities for sponsorship and naming rights arrangements at key facilities, such as:

- North Sydney Oval
- North Sydney Olympic Pool

These arrangements will be pursued in a way that aligns with community values and maintains the integrity of Council assets.

6. Road closure and sale

Council is currently assessing the potential closure and sale of specific road segments. Any funds generated will be allocated strictly to road projects, in accordance with legislative requirements. Although this will not improve ongoing operating results, it will help fund critical infrastructure renewal backlogs.

2.6 Productivity improvements and risk management

There are several areas within Council's administration and operations that require improvement to reduce risks related to legislative compliance, financial sustainability, asset management, and business continuity.

To address these challenges, Council has pursued organisational improvement initiatives aimed at enhancing productivity. These initiatives can lead to direct cost savings or allow the Council to maintain existing costs while delivering greater outputs and outcomes for the community.

The Productivity Commission of Australia defines productivity primarily as the output produced per unit of input. According to the Commission, productivity is not about working harder or longer, but about working smarter – that is, using resources more efficiently. It also highlights that improvements in productivity are the key long-term driver of economic growth.

In the local government context, productivity refers to how efficiently resources are used to deliver services and achieve positive community outcomes. Inputs include staff time, operating budgets, plant and equipment, materials, and technology. Outputs are the tangible services provided – such as waste collection, community programs, development approvals, infrastructure maintenance and renewal, and support provided to residents. Outcomes, while harder to measure, include community wellbeing, satisfaction, safety, and environmental quality.

Due to limitations in Council's current systems, processes, and data capture capabilities, it is often difficult to quantify the increased output of productivity initiatives using dollar-based metrics. In many cases, input levels remain the same, but output and outcomes improve – a clear indication of enhanced productivity.

However, Council's historical performance frameworks and reporting systems do not currently support accurate valuation of these gains. To address this, Council is working towards implementing a short-term solution to better capture value, with broader system improvements planned.

Improvement priorities

1. System replacement

Over the past two years, Council has actively reviewed its operations to identify opportunities for improvement. While progress has been made, Council's ability to generate efficiencies and expected levels of customer relationship management and response is constrained by its outdated suite of information systems and technology. These systems are not integrated, require excessive manual intervention, and lack the sophistication needed to support timely decision-making. The inefficiencies caused by these systems are a major source of frustration for the workforce and, indirectly, for the residents and customers, negatively impacting the overall customer experience.

System replacement has been prioritised within the Delivery Program, however is currently unfunded. Funding will not be prioritised to system improvements until Council is first able to fund infrastructure renewal requirements.

2. Process improvement

Process mapping and improvement is crucial for enhancing productivity and efficiency within any organisation. Process mapping was introduced to Council in 2023–24.

By visually outlining each step of a workflow, process mapping helps identify redundancies, bottlenecks, and areas of waste that may be hindering performance. This clarity enables teams to streamline operations, reduce errors, and implement targeted improvements. As a result, organisations can optimise resource use, shorten cycle times, and ultimately deliver higher quality outcomes with less effort and cost. Process improvement, when continuously applied, fosters a culture of innovation and adaptability, ensuring long-term operational success.

3. Service review framework

In 2024–25 Council developed and introduced a new service review framework, using the Australian Centre for Excellence for Local Government Service Delivery Review guidance.

While the purpose of the new requirement is to ensure continuous improvement, a rolling program of service reviews can also put Council and Councillors in a better position to:

- respond to changing customer priorities and needs
- determine the right mix of services and align the services with the Council's vision
- define statutory and non-statutory services and consider the potential for divestment of services
- generate financial savings
- review and optimise service levels and build staff capacity and skills

Service review priorities for the Delivery Program 2025–2029 are outlined in section 2.3.

4. Service unit planning

Service unit planning is a proactive management tool that focuses on service improvement by taking a balanced scorecard approach. The balanced scorecard considers customer service, financial, system and process, and learning and development as different levers to find the most effective way of delivering continuous improvement.

Service unit planning will sit under the Operational Plan in the overall strategic framework and is used as a best practice management tool focusing on the functions, activities, processes and tasks required to deliver Operational Plan outcomes.

Service unit planning will identify priorities for system and process improvements, resourcing, and improved performance through learning and development and/or succession planning, as well as identifying and mitigating operational risks.

The development and implementation of this level of planning will reduce reactivity, improve efficiency and effectiveness, contribute to our preferred culture, and improve both employee and customer satisfaction.

5. Performance and development framework

Council is forecasting an investment of \$57.2 million in workforce resources to support service delivery and infrastructure provision. In 2024–25, Council began developing a new Performance and Development Framework, which will continue to be refined throughout the course of this Delivery Program.

These frameworks are critical for ensuring sustained productivity and organisational growth. They provide a structured approach to setting clear goals, tracking progress, and identifying areas for improvement – aligning individual contributions with broader organisational objectives. By promoting ongoing development, accountability, and motivation, the framework supports a high-performance culture and drives improved outcomes.

6. Comprehensive property review and strategy development

Council currently holds a portfolio of income-producing property and community-use property. To support long-term financial sustainability and intergenerational equity and avoid reactive asset sales, Council will develop a strategy that balances financial need with community service provision need.

Progress towards improved performance – the past two years.

Over the past two years, Council has actively pursued an improvement agenda to enhance the productivity and effectiveness of its administration. This includes:

1. Organisational realignment

This project involved the realignment of workforce resources, creating savings of \$2.3 million in employee salaries and wages, which were used to address critical gaps in resourcing that would otherwise require funding through rate income.

2. Productivity improvement projects

Using the same dollar inputs, Council has increased its overall output capacity through a number of initiatives including:

- structured service review framework
- process mapping and the mapping of 250 priority processes
- improvements in risk management
- improved financial processes and reporting
- improved Audit, Risk and Improvement Committee reporting
- improvements in legislative compliance risk
- improvements in responsiveness to building compliance requests
- improvements in customer service processes and capability
- redevelopment of asset management framework including asset class management plans
- improvements in project program management
- new induction journals developed for new Councillors

- new service catalogue developed to clarify current services and responsibilities
- automation and review of delegation register
- increased capacity to service new parks and gardens established over time without operational resources to maintain.
- transitioning of outdoor staff operations from paper to digital
- online forms for frequently requested services
- automation of manual processes for development assessment and food shop inspections, including improved integration with the NSW Planning Portal
- improved development application tracking and monitoring
- improved oversight and management of applications through staff activities reports
- the introduction of a capital works report to track project progress

3. Increased staff vacancy levels

Council has generated \$1.2 million in savings in 2024–25 by holding vacant positions for extended periods. This saving has been embedded in future salaries and wages budgets.

4. Leave management initiative

Council implemented plans to reduce excess leave levels created over time. This created a saving of \$0.9 million through a reduction in leave liabilities.

5. Sustainability initiatives

Council generated \$117 thousand in savings through solar power initiatives, and \$50 thousand through heat pump upgrades.

6. New technology

Council generated approximately \$200 thousand through IT initiatives including digitisation projects, cybersecurity system consolidation, and mobile telephone network contracts.

7. Organisational strategy development

In 2024–25, Council developed a new suite of strategies, including the Community Strategic Plan, Open Space and Recreation Strategy, Integrated Transport Strategy, Culture and Creativity Strategy, Social Inclusion Strategy, Economic Development Strategy, Environment Strategy and Governance Strategy using inhouse resources. While difficult to quantify savings, using a conservative estimate of \$50 thousand per strategy, the value of this work would equate to \$400 thousand.

8. Development assessment approval times

A review of development assessment processes has been undertaken and initiatives are underway to improve productivity in this area. While difficult to quantify cost savings, development assessment times have reduced.

9. Reduction in light fleet

Council has reduced its light fleet by 10 vehicles and has moved towards the purchase of electric vehicles, reducing exposure to fuel price fluctuations and future renewal costs. At an average conservative cost of \$45 thousand, this reflects a reduction in renewal costs of \$450 thousand.



2.7 Reduced infrastructure renewals

Over the past two years, Council has reduced and deferred asset renewal budgets and postponed new and upgrade projects in order to maintain liquidity and fund rising costs associated with the North Sydney Olympic Pool project. This constrained renewal program will continue into 2025–26.

Asset renewal benchmarking

According to the Office of Local Government, infrastructure renewal should be funded from the depreciation expense within the operating budget. The benchmark renewal ratio of 100% implies that annual spending on renewals should match the annual depreciation of assets.

However, this metric is retrospective and does not account for future increases in construction costs. When adjusted for anticipated cost escalations, a renewal ratio exceeding 100% may be necessary to maintain financial sustainability.

Long-term impacts of reduced renewal investment

Deferring infrastructure renewals can lead to increased long-term costs, reduced service levels, and potential safety risks. Institute of Public Works Engineering Australasia (IPWEA) guidance emphasises the importance of timely asset renewals to avoid reactive maintenance and unplanned interventions, which can disrupt services and strain financial resources. Maintaining assets in poor or very poor condition not only affects service delivery but also undermines long-term financial sustainability.

Council's infrastructure assets, particularly buildings, are ageing. Many facilities were constructed decades ago and, after years of community use, now require significant renewal to remain safe, functional, and valuable to the current population.

Asset condition overview

IPWEA Practice Notes provide guidance in relation to infrastructure condition gradings as follows:

- **Condition Grade 1 – Very Good:** Only planned maintenance required
- **Condition Grade 2 – Good:** Minor maintenance required plus planned maintenance
- **Condition Grade 3 – Fair/Satisfactory:** Significant maintenance required
- **Condition Grade 4 – Poor:** Significant renewal/rehabilitation required
- **Condition Grade 5 – Very Poor:** Physically unsound and/or beyond rehabilitation

Council's recently redeveloped Asset Class Management Plans further define and describe asset conditions for each asset class.

As of 30 June 2024, Council's Asset Management Plans identify **\$146 million** of infrastructure in *poor* condition (Grade 4) and *very poor* condition (Grade 5). There are currently no financial reserves available to fund the renewal of these assets.

As a result, Council is currently exposed to reactive maintenance, safety risk, unplanned capital works, and potential service interruptions. Nominated renewal projects within this plan have been determined based upon risk assessment and are subject to change should priorities change.

Forward forecasts

Due to the current financial situation, Council has reduced infrastructure renewal expenditure by \$12.5 million in 2025–26, resulting in a forecast infrastructure renewal ratio of 40.58% in year 1.

Should Council's financial repair strategies succeed – through a combination of service reductions and increased non-rate revenue – renewal funding could improve to 62.35% in year 2 and an average of 62.4% over years 2 to 4, still well below the benchmark ratio of 100% and financially unsustainable.

2025–26 Renewal projects and risk management

Renewal projects for 2025–26 have been included in the current Operational Plan. However, project prioritisation may change in response to emerging infrastructure risks. For example, the replacement of the synthetic turf at Cammeray Park – deferred for the past three years – is now at risk of imminent failure. If this occurs, funding will need to be redirected accordingly.

Due to financial uncertainty, renewal projects for Years 2, 3 and 4 of the Delivery Program have not been pre-determined and will instead be assessed and scheduled reactively, based on short-term need and risk.

2.8 How to read this plan

The format of this plan aligns with the suite of Informing Strategies that articulate priorities in the following key areas:



Each strategy considers where we are now, where we want to be in 10 years, how we will get there, and how we will know when we have arrived.

The following information explains the key headings used in this plan.

3.1 Environment

1 A healthy environment with thriving ecosystems and strong climate resilience

2 Strategic Direction 1: Restore and protect diverse ecosystems **3**

Objectives: Maintain and improve Councils bushland areas to ensure that at least 80% are in good condition by 2030 from a 2023 baseline of 75%
 Maintain the number of locally native fauna and flora species found in North Sydney at or above the 2023 baseline of 562 species

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational plan 2025-2026	Responsible
E1.1	Develop and deliver a Green Corridor Plan, in consultation with local schools and other relevant stakeholders, to improve connectivity between remnant bushland reserves and create strategic wildlife corridors in accordance with the vision established by the Connected Corridors for Biodiversity project. This includes delivering 500sqm of new corridor planting each year.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation
E1.2	Deliver upgraded bushland walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve and Primrose Park.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
Service S70	Develop and implement a range of community education and volunteering programs to help conserve Council's biodiversity. These include: - Council's Adopt-a-Plot bushland rehabilitation program - Native Havens home habitat gardening program						Community Resilience and Sustainability



- 5 Year**
These columns show when the Delivery Program commitments will be delivered.
- 6 Operational Plan 2025-2026**
The specific actions that Council will complete this financial year (2025-26).
- 7 Responsible**
This is the Council service unit that will oversee and report on the relevant activities.
- 8 Services**
The business-as-usual services that will assist in delivering the outcomes. Each service has a reference number starting with 'S'.

Monitoring performance

Progress indicators

Each operational plan activity details the project, project milestone or specific initiative that will be completed in the 2025-26 financial year. Progress in delivering these activities will be provided through quarterly progress reports, with traffic light indicators used to identify whether delivery is on schedule.

Performance indicators

The delivery of services will be monitored through performance indicators as detailed in Part 3.

Note: Following IPART's refusal of Council's special rate variation in May, several service changes will be implemented in 2025-2026 to reduce costs and manage financial risks. As a result, some services in this plan may be reduced or discontinued, and some performance targets listed in part 3 may not be met.

Please refer to the budget summary on page 9 for more details.



Part 3:

**Delivery Program 2025–2029 and
Operational Plan 2025–2026**

3.1 Environment

A healthy environment with thriving ecosystems and strong climate resilience

Strategic Direction 1: Restore and protect diverse ecosystems

Objectives: Maintain and improve Council's bushland areas to ensure that at least 80% are in good condition by 2030 from a 2023 baseline of 75%
Maintain the number of locally native fauna and flora species found in North Sydney at or above the 2023 baseline of 562 species

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E1.1	Develop and deliver a Green Corridor Plan, in consultation with local schools and other relevant stakeholders, to improve connectivity between remnant bushland reserves and create strategic wildlife corridors in accordance with the vision established by the Connected Corridors for Biodiversity project. This includes delivering 500sqm of new corridor planting each year.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E1.2	Deliver upgraded bushland walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve and Primrose Park.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E1.3	Support regional biodiversity and collaboration through the Building Bridges to Boorowa program.	●	●	●	●	Coordinate the Building Bridges to Boorowa tree planting program.	Community Resilience and Sustainability
E1.4	Collaborate with universities and marine science institutes to enhance seawall biodiversity in North Sydney's coastal area.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
E1.5	Facilitate the closure of Balls Head Reserve on New Year's Eve to prevent damage to bushland areas.	●	●	●	●	Coordinate the closure of Balls Head Reserve on New Year's Eve to prevent damage to bushland areas and cultural sites.	Community Resilience and Sustainability
E1.6	Develop a Brush Turkey Management Plan in conjunction with the National Parks and Wildlife Service.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
Service S70	Develop and implement a range of community education and volunteering programs to help conserve Council's biodiversity. These include: - Council's Adopt-a-Plot bushland rehabilitation program - Native Havens home habitat gardening program - Wildlife Watch citizen science project - Community education activities - Bushcare volunteers						Community Resilience and Sustainability
Service S54	Manage Council's bushland areas. This includes developing and implementing bush rehabilitation plans and projects, maintaining and providing new tracks and signage, implementing bushfire hazard reduction and ecological burning programs, managing pest animals, and managing the community nursery.						Community Resilience and Sustainability

Strategic Direction 2: Increase canopy cover to reduce urban heat island effects

Objective: Increase the canopy cover across the LGA to 34.4% by 2035 from a 2022 baseline of 24.9%

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E2.1	Plant at least 350 trees in streets, parks and reserves each year to increase tree canopy cover and mitigate urban heat island impacts.	●	●	●	●	Plant at least 350 trees in streets, parks and reserves.	Public Presentation
E2.2	Review planning controls in the North Sydney Development Control Plan to enhance tree planting, protect existing wildlife habitat and improve green connections.		●			Delivery to commence 2026–27.	Strategic Planning
Service S47	Manage tree planning, planting, maintenance and preservation. This includes implementation of annual tree planting programs.						Public Presentation

Strategic Direction 3: Build climate resilienceObjectives: Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tonnes tCO₂e¹
Achieve carbon neutrality for Council's operations by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E3.1	Review and implement new planning controls in the Development Control Plan to support the transition away from fossil fuels, reduce urban heat island effects and drive a lower embodied carbon footprint during the design, construction and operational phase of both commercial and residential buildings. This includes requirements for electric vehicle charging infrastructure.		●			Delivery to commence 2026–27.	Strategic Planning
E3.2	Work in collaboration with other NSW councils to identify, develop and trial a scalable renewable electricity offer for residents and small businesses currently unable to install renewables on their building, helping them to purchase 100% renewable electricity at a lower cost than currently available.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E3.3	Investigate and implement initiatives to increase solar capacity for schools in the LGA.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E3.4	Deliver 80 electric vehicle charging bays on Council-owned land and in Council-owned car parks through the installation of third party charging infrastructure in the LGA.	●	●	●	●	Deliver 60 electric vehicle charging bays in Council-owned car parks.	Community Resilience and Sustainability

Source: 1. Resilient Sydney

Strategic Direction 3: Build climate resilience

Objectives: Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tonnes tCO₂e¹
Achieve carbon neutrality for Council's operations by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E3.5	Collaborate with industry stakeholders to facilitate the implementation of community batteries and virtual power plants on Council-owned land.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E3.6	Increase Council's renewable energy capacity (panels and batteries) on new and existing Council infrastructure.	●	●	●	●	Develop project scope and feasibility studies for renewable energy opportunities on Council infrastructure. Delivery of panels and batteries to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E3.7	Replace the gas boiler at Stanton Library with an electric heat pump and work towards electrification of Council's operations, excluding plant and fleet, by 2030.	●		●	●	Undertake an audit of Council's operations and equipment and develop a list of all areas that are still reliant on non-renewable energy and develop a program for electrification. Replacement of gas boiler at Stanton Library to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
E3.8	Complete a feasibility report for transitioning Council's plant to electric by 2035.	●				Complete a feasibility report for transitioning Council's plant and fleet to electric by 2035.	Public Presentation
E3.9	Work with Ausgrid to upgrade existing permanently unmetered supply lighting to conform with sustainability standards and achieve long-term financial savings.			●	●	Delivery to commence 2027–28.	Public Presentation
E3.10	Progressively upgrade the lighting network owned by North Sydney Council to LED with smart controls.	●	●	●	●	Develop a prioritised list of lighting upgrades for North Sydney Council's network.	Public Presentation
E3.11	Work with Ausgrid to add smart controls to existing and new LED street lights to allow for more efficient use of lighting infrastructure.	●	●	●	●	Advocate to Ausgrid for inclusion of smart lighting controls for new and existing LED street lights.	Public Presentation
E3.12	Investigate the feasibility of divesting from organisations associated with fossil fuels.			●		Delivery to commence 2027–28.	Finance

Source: 1. Resilient Sydney

Strategic Direction 3: Build climate resilience

Objectives: Reduce community greenhouse gas emissions by 65% by 2035 from a 2018 baseline of 973,984 tonnes tCO₂e¹
Achieve carbon neutrality for Council's operations by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E3.13	Review and update Council's procurement processes to support the circular economy, reduce extraction and production, and increase recycled content of purchased materials.			●		Delivery to commence 2027–28.	Finance
Service S69	Manage projects that deliver direct sustainability outcomes. This includes energy and water conservation initiatives across Council facilities and operations.						Community Resilience and Sustainability
Service S53	Implement a range of educational programs, grants and other initiatives to equip the community and businesses for delivery of sustainability outcomes.						Community Resilience and Sustainability

Strategic Direction 4: Reduce wastes and conserve our limited natural resources

Objectives: Increase the resource recovery rate (for residential waste) to 80%² by 2030 from a 2024 baseline of 37%
Reduce annual residential waste generation per capita by 10% by 2030 from the 2023 baseline of 315kg/person across all waste streams
Reduce North Sydney's potable water consumption by 10% by 2034–35, from the 2015/16 baseline of 7,325,333kl¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E4.1	Implement a food waste recycling program by 2030.	●	●	●	●	Develop a roadmap prioritising actions for implementing the food waste recycling program in 2029–30.	Public Presentation
E4.2	Advocate to other levels of government for legislation, infrastructure and technology to support delivery of the ambitious resource recovery rate of 80%.	●	●	●	●	Advocate to other levels of government for legislation, infrastructure and technology to support delivery of the ambitious resource recovery rate of 80%.	Customer and Communications
E4.3	Collaborate with neighbouring councils to identify and implement additional opportunities for resource recovery and alternative waste treatment.	●	●	●	●	Identify and investigate the feasibility of implementing at least one additional opportunity for resource recovery.	Public Presentation
E4.4	Review and update planning controls in the comprehensive Development Control Plan (DCP) to enable food organics stream separation and collection in multi-unit developments. Ensure adequate onsite space for waste management equipment, such as compactors, in-sink disposal units, and other waste and recycling handling equipment.		●			Delivery to commence 2026–27.	Strategic Planning

Sources: 1. Resilient Sydney
2. This is an ambitious target set by the Australian Government in the National Waste Policy Action Plan (2019)

Strategic Direction 4: Reduce wastes and conserve our limited natural resources

Objectives: Increase the resource recovery rate (for residential waste) to 80%² by 2030 from a 2024 baseline of 37%
 Reduce annual residential waste generation per capita by 10% by 2030 from the 2023 baseline of 315kg/person across all waste streams
 Reduce North Sydney's potable water consumption by 10% by 2034–35, from the 2015/16 baseline of 7,325,333kL¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E4.5	Review and update the Council's DCP to encourage the reuse of greywater, rainwater and stormwater, and to minimise potable water consumption.		●			Delivery to commence 2026–27.	Strategic Planning
E4.6	Expand existing stormwater harvesting and water reuse systems at Bon Andrews Oval/North Sydney Oval, Primrose Park and Tunks Park.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation
E4.7	Prepare a strategic plan for The Coal Loader Centre for Sustainability site to inform opportunities and priorities to increase community use and enjoyment and develop a reserve for delivery.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
Service S40	Manage residential waste and recycling services including weekly collection, bulky goods clean-up and the Community Recycling Centre.						Public Presentation
Service S74	Manage The Coal Loader Centre for Sustainability. This includes providing sustainability programs, education and workshops.						Community Resilience and Sustainability

Strategic Direction 5: Maintain healthy and clean waterways and public spaces

Objectives: Increase the amount of material that is kept out of our waterways through stormwater improvement programs by 10% by 2030 from the 2019 baseline of 3,582 tonnes
 Maintain the percentage of residents who are at least somewhat satisfied with the cleanliness of local roads and footpaths (eg street sweeping) at or above 90%

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E5.1	Deliver a water catchment community awareness campaign.		●		●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
E5.3	Reduce the amount of pollution/debris entering the harbour by expanding the gross pollutant trap (GPT) network.	●	●	●	●	Prepare a concept design and initial costing for a GPT, ready for a grant applications.	Capital Projects and Asset Management

Source: 1. Resilient Sydney

Strategic Direction 5: Maintain healthy and clean waterways and public spaces

Objectives: Increase the amount of material that is kept out of our waterways through stormwater improvement programs by 10% by 2030 from the 2019 baseline of 3,582 tonnes
 Maintain the percentage of residents who are at least somewhat satisfied with the cleanliness of local roads and footpaths (eg street sweeping) at or above 90%

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
E5.4	Maintain and renew existing GPTs to ensure ongoing effectiveness in capturing stormwater pollution.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
Service S41	Manage waste and recycling services for Council-owned facilities and public places.						Public Presentation

Monitoring performance

PERFORMANCE INDICATORS: Environment services

Indicator		Target trend	2025–2026 Target value*		Baseline		Responsible
KPI -E1	Number of active bushcare volunteers	↑	≥	120 volunteers	120 volunteers	2024	Community Resilience and Sustainability
KPI -E2	Number of trees planted	↑	≥	350 trees	-		Public Presentation
KPI -E3	Survival rate of trees planted at 1-year of maturity	↑	≥	80 %	-		Public Presentation
KPI -E4	CO2e emissions from Council operations	↓	<	575 tonnes CO2e	610 tonnes CO2e	2024	Community Resilience and Sustainability
KPI -E5	Material collected through gross pollutant traps (tonnes)	↑	≥	900 tonnes	827 tonnes/year	2022-23	Capital Projects and Asset Management
KPI -E6	Attendees at sustainability events/workshops	↑	≥	900 attendees	800 attendees	2024	Community Resilience and Sustainability
KPI -E7	Missed bin collections (general waste) as a percentage of total collections	↓	≤	0.04 %	0.04 %	Feb 24-Feb 25	Public Presentation
KPI -E8	Missed bin collections (recycling) as a percentage of total collections	↓	≤	0.04 %	0.04 %	Feb 24-Feb 25	Public Presentation

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.2 Social Inclusion

A connected and socially inclusive community where everyone is valued

Strategic Direction 1: Deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections

Objectives: Maintain the percentage of residents who are at least somewhat satisfied with events and programs run by Council at or above 90%¹
Increase the percentage of residents who agree that North Sydney has a strong sense of community to at least 75% by 2029 from a 2023 baseline of 64%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S1.1	Develop a 'Know your Neighbour' program to encourage residents and local businesses to get together informally in local green and community spaces, and existing community groups.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
S1.2	Investigate opportunities for intergenerational engagement, for example a program that engages young people to use technology to capture and share local stories of varying ages, backgrounds and experiences (eg oral histories). Consideration should also be given to exploring the role Precinct Committees could play in driving intergenerational engagement.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
S1.3	Work with not-for profits and other agencies to develop a catalogue of opportunities and resources to help older people stay connected and avoid social isolation.		●	●	●	Delivery to commence 2026–27.	Community Resilience and Sustainability
S1.4	Review and refresh Council's program of events and activations to ensure they are responsive to community needs and leverage key assets.		●	●	●	Delivery to commence 2026–27. Enhancement or new events subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
S1.5	Partner with cultural and creative organisations to host joint events, for example multicultural festivals, and cross-promote cultural and creative opportunities to expand their reach.	●	●	●	●	Undertake research to understand desired promotion opportunities. Delivery of joint events to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
S1.6	Increase promotion of community events, programs, services and resources to ensure the community understands that they are invited and welcome to attend (eg using visual symbols and/or translations), and different mediums (eg printed flyers alongside social media posts).	●	●			Investigate opportunities to use rates notices and/or other regular Council communications to promote council events, programs, services and resources. Pilot one opportunity.	Customer and Communications
						Engage with the community to understand preferred communication mediums to inform development of a communications plan in 2026–27.	Customer and Communications
S1.8	Deliver a pilot program in Civic Park to trial the replacement of existing physical noticeboards with digital community information screens.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
S1.9	Collaborate with local businesses, schools and other government agencies to improve awareness of services, events and programs within and adjacent to the North Sydney LGA.		●	●	●	Delivery to commence 2026–27.	Customer and Communications

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 1: Deliver and increase awareness of community events, programs and activities that strengthen and enrich meaningful connections

Objectives: Maintain the percentage of residents who are at least somewhat satisfied with events and programs run by Council at or above 90%¹
 Increase the percentage of residents who agree that North Sydney has a strong sense of community to at least 75% by 2029 from a 2023 baseline of 64%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S1.10	Develop a 'Welcome Pack' for new residents to the area with detailed information about the LGA, including resources, services and spaces.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
S1.11	Create a resource tool/list of accessibility options available in the LGA, for example vision resources at Stanton Library.		●			Delivery to commence 2026–27.	Community Resilience and Sustainability
Service S15	Organise and support a range of public space activations and events to bring communities together, engage, celebrate and activate our LGA.						Arts, Library and Events
Service S9	Provide information to the community on Council's services and activities through a range of channels including print, digital, social media and in person.						Customer and Communications

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

Objectives: Maintain the percentage of residents who are at least somewhat satisfied with community centres and halls at or above 90%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S2.1	Develop a masterplan and feasibility study for consolidating a new community centre, underground car parking and a significant new area of open space for Crows Nest on the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place.	●	●			Advocate to the NSW Government to fund planning and delivery of community facilities and open space within the Crows Nest Community Centre/Holtermann Street car park precinct.	Customer and Communications
						Initiate the project commencing with a needs analysis and initial scoping. Preparation of the masterplan to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
S2.3	Undertake research and commence preparation of a masterplan for the civic precinct in North Sydney (bounded by Ridge, Miller, Church and McLaren Streets) that investigates and incorporates a range of new community space, open space and active recreation spaces.				●	Delivery to commence 2028–29.	Strategic Planning

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connect

Objectives: Maintain the percentage of residents who are at least somewhat satisfied with community centres and halls at or above 90%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S2.6	Work with Transport for NSW to deliver new accessible public space through the Berrys Bay project. This project includes fit out of Woodleys Shed as a community facility.	●	●	●		Engage with TfNSW on final design for Woodleys Shed, and undertake consultation with the North Sydney community on proposed facility usage, fitout design and broader operation of the Berrys Bay and Woodleys Shed site. Design and delivery of the fitout to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
S2.8	Work with Neutral Bay Village land owners to deliver a new accessible Neutral Bay Community Centre.	●	●	●	●	Assess Planning Proposals and any associated voluntary planning agreements to facilitate delivery of a new Neutral Bay Community Centre.	Strategic Planning
S2.10	Collaborate with the PCYC and government agencies to retain PCYC presence in North Sydney.	●	●			Meet with PCYC to understand resourcing needs for establishing a PCYC presence in the LGA.	Executive Leadership Team
S2.11	Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours.	●	●	●	●	Explore new opportunities to partner with local schools and Schools Infrastructure NSW to enable community use of school facilities after hours.	Community Resilience and Sustainability
S2.13	Advocate for increased community use of Sub Base Platypus.	●	●	●	●	Advocate for increased community and third party event hirer use of Sub Base Platypus.	Arts, Library and Events
S2.14	Develop a ten-year plan for expanding library services across the LGA. This includes consideration of potential satellite sites.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
S2.15	Explore opportunities to partner with Australian Catholic University for additional library facilities.	●				Explore opportunities to partner with Australian Catholic University for additional library facilities.	Arts, Library and Events
S2.16	Upgrade the existing library and expand the floorspace into the adjoining James Place development.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
S2.17	Explore new opportunities in the North Sydney LGA for free, safe and accessible study spaces for students in primary school, high school and university.		●			Delivery to commence 2026–27.	Community Resilience and Sustainability
Service S12	Provide library collections, resources, services, events and programs to support lifelong learning, literary engagement and community wellbeing.						Arts, Library and Events
Service S8	Manage the hire and use of Council spaces and places, including buildings, facilities, civic spaces, parks, reserves and sportsfields.						Customer and Communications

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 3: Nurture a shared sense of belonging where everyone's voice is heard and people feel they are valued

Objectives: Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to at least 85% by 2029 from a 2023 baseline of 80%¹
 Maintain the volunteer rate in the North Sydney LGA at or above the 2021 rate of 16.8%²
 Deliver 90% percent of actions detailed in the Disability Inclusion Action Plan 2022-26 by 2026

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S3.1	Review Council's communication approach to improve accessibility.	●				Review Council's communication approach to improve accessibility.	Customer and Communications
S3.2	Identify opportunities and implement projects to improve accessibility of Council programs, services, facilities and events. This includes exploring ways to become an exemplar for access and inclusion.	●	●	●	●	Develop an accessible events guide.	Arts, Library and Events
S3.4	Utilise a demographically select working group for input on major Council decisions to ensure the diverse needs of the North Sydney community are considered.				●	Delivery to commence 2028–29.	Customer and Communications
S3.6	Develop and implement opportunities for young people in the community to have input into Council's decision-making processes, including through formal consultations, social media and surveys.	●	●	●	●	Develop targeted social media content for youth. Establishment of a youth advisory group to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
S3.7	Deliver a digital volunteer hub to connect, support, train and identify the skills, capacity, availability and willingness of the community to volunteer.		●			Delivery to commence 2026–27.	Community Resilience and Sustainability
S3.8	Expand Council's Streets Alive and HarbourCare volunteer programs to promote social connections and improve our environment.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
S3.9	Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address domestic violence.	●	●	●	●	Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address domestic violence.	Community Resilience and Sustainability
S3.10	Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address homelessness.	●	●	●	●	Collaborate and explore partnerships with government agencies and not-for-profits to raise awareness and advocate for action to address homelessness.	Community Resilience and Sustainability

Sources: 1. Customer Satisfaction Survey, Micromex Research
 2. Census of Population and Housing, Australian Bureau of Statistics

Strategic Direction 3: Nurture a shared sense of belonging where everyone's voice is heard and people feel they are valued

Objectives: Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to at least 85% by 2029 from a 2023 baseline of 80%¹
 Maintain the volunteer rate in the North Sydney LGA at or above the 2021 rate of 16.8%²
 Deliver 90% percent of actions detailed in the Disability Inclusion Action Plan 2022-26 by 2026

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
S3.11	Develop and implement a gender equity plan.		●	●	●	Delivery to commence 2026–27.	Office of the CEO
S3.12	Develop and implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.		●	●	●	Delivery to commence 2026–27.	Community Resilience and Sustainability
Service S11	Develop and implement opportunities for community and business input into Council's decision-making processes, including through formal consultations, Precinct Committees, social media and surveys.						Customer and Communications
Service S56	Support accessibility and inclusion across the LGA through implementation and regular review of Council's Disability Inclusion Action Plan.						Community Resilience and Sustainability
Service S55	Provide family day care, youth services including Planet X, and support for multicultural communities.						Community Resilience and Sustainability
Service S57	Promote and coordinate opportunities to build capacity within the community through partnerships, collaborations, volunteering, interagencies activity and grants.						Community Resilience and Sustainability
Service S73	Work with the community to improve our environment and build social connections through volunteer programs including: - Streets Alive - HarbourCare - Community gardens						Community Resilience and Sustainability

Sources: 1. Customer Satisfaction Survey, Micromex Research
 2. Census of Population and Housing, Australian Bureau of Statistics

Monitoring performance

PERFORMANCE INDICATORS: Social Inclusion

Indicator	Target trend	2025–2026 Target value*	Baseline	Responsible	
KPI - S1	Number of community events	↑	≥ 30 events	22 events 2023-24	Arts, Library and Events
KPI - S2	Number of attendees at community events	↑	> 300,000 attendees	300,000 attendees 2023-24	Arts, Library and Events
KPI - S3	Number of visits to the website	↑	≥ 1.172 million visits	1.169 million visits 2024	Customer and Communications
KPI - S4	Number of followers on Council social media channels (Facebook, Instagram, LinkedIn & YouTube combined)	↑	≥ 27,000 followers	24,000 followers Mar-25	Customer and Communications
KPI - S5	Number of subscribers to NSC eNewsletters (Council, Sustainability, Arts & Culture, Events & Business eNews)	↑	≥ 13,000 subscribers	11,500 subscribers Mar-25	Customer and Communications
KPI - S6	Average open rate across NSC eNewsletters	↑	≥ 55% open rate	52% open rate Jul-05	Customer and Communications
KPI - S7	Number of people visiting Stanton Library	↑	≥ 314,150 visitors	305,000 visitors 2023-24	Arts, Library and Events
KPI - S8	Percentage of residents who are library members	↑	≥ 55 %	55 % 2023-24	Arts, Library and Events
KPI - S9	Number of visitors to YourSay portal	↑	≥ 74,000 visitors	-	Customer and Communications
KPI - S10	Number of YourSay surveys conducted	↑	≥ 45 surveys	45 surveys 2,024	Customer and Communications
KPI - S12	Number of active Precinct Committees supported	Maintain	19 committees	19 committees Mar-25	Customer and Communications
KPI - S13	Open rate of Precinct News email	↑	≥ 55% open rate	52% open rate 2,024	Customer and Communications
KPI - S14	Number of volunteers (Streets Alive, HarbourCare & Community gardens)	↑	≥ 375 volunteers	375 volunteers 2024	Community Resilience and Sustainability

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.3 Open Space and Recreation

An active community with space for everyone to exercise and enjoy the outdoors

Strategic Direction 1: Deliver additional space for sports and recreation

Objectives: Identify and/or develop five new spaces by 2035 that may be used by the community to meet identified sport and/or recreational needs

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O1.2	Progress the design and delivery of the Hume Street Park expansion project that includes removal of the childcare centre, closure of part of Hume Street, and improvements to the quality of open space in Hume Street Park.					Advocate to the NSW Government to fund the design and delivery of the Hume Street Park expansion project.	Customer and Communications
		●	●	●	●	Explore opportunities to relocate Kelly's Place childcare centre.	Community Resilience and Sustainability
						Collaborate with the Department of Planning, Housing and Infrastructure to progress design of Hume Street Park expansion project.	Strategic Planning
O1.7	Deliver new public space through completion of the Balls Head Quarantine Depot site redevelopment project, including advocating for ownership of the lower section.					Advocate for ownership of the lower section of the Balls Head Quarantine Depot site.	Office of the CEO
		●	●	●		Explore grant funding opportunities for construction of an accessible boardwalk to the south cottage and install an accessible bathroom. Completion of the Balls Head Quarantine Depot site redevelopment project is subject to funding becoming available through grants, additional rates or other income, or operational savings.	Capital Projects and Asset Management
O1.9	Advocate to the NSW Government to fund feasibility and concept design of the Warringah Land Bridge to reconnect North Sydney over the Warringah Freeway and reclaim unused space for the community.	●	●	●	●	Advocate to the NSW Government to fund feasibility and concept design of the Warringah Land Bridge to reconnect North Sydney over the Warringah Freeway and reclaim unused space for the community.	Customer and Communications
O1.13	Use the planning framework to seek contributions from private developers to help expand and create new public spaces.	●	●	●	●	Pursue partnerships to expand and create new public spaces, publicly accessible private spaces and through-site links through assessment of planning proposals and development of planning controls.	Strategic Planning
O1.15	Deliver a 'play street' program to facilitate temporary closure of local streets for recreational activities.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
O1.16	Advocate to Transport for NSW for the adaptive re-use of the existing Coal Loader wharf for heritage interpretation, public access and water access.	●				Advocate to Transport for NSW for the adaptive re-use of the existing Coal Loader wharf for heritage interpretation, public access and water access.	Customer and Communications
O1.17	Investigate provision of an additional harbour swimming site in the North Sydney LGA, including consideration of a potential site on the border of Badangi and Berry Island Reserves.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management

Strategic Direction 2: Maximise the capacity of our existing open spaces and recreational facilities

Objectives: Deliver more than 20,000 sportsfield booking hours per year by 2035
Reduce the number of closure hours due to wet weather by 10% by 2035 from a 2025 baseline

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O2.1	In consultation with the community, develop a masterplan for Cammeray Park that increases opportunities for multi-use and addresses community demand for active and passive recreation.	●	●			Advocate for consolidation, and transfer of care and control to Council, of all Crown land within Cammeray Park. Community consultation and masterplan development to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Office of the CEO
O2.2	Review the management model at North Sydney Oval to determine whether the oval complex could accommodate additional community participation and use without significantly compromising its role as a venue for the playing and watching elite sport.	●				Deliver a report outlining the projected use of North Sydney Oval to 2035, including commitments arising from multi-year Venue Hire Agreements and turf maintenance works, to identify capacity for additional community participation.	Leisure and Aquatics
O2.3	Renew and upgrade the North Sydney Indoor Sports Centre to increase capacity and useability, including exploring opportunities with Northern Suburbs Basketball Association for equitable multi-use.	●	●	●		Undertake critical renewal works to North Sydney Indoor Sports Centre. Remaining renewals and upgrade works to commence in 2026–27 subject to funding becoming available through grants, additional rates or other income or operational savings.	Capital Projects and Asset Management
O2.4	Formalise a Council policy of retaining control of sportsfields and courts and associated infrastructure to ensure flexibility and accessibility of use.		●			Delivery to commence 2026–27.	Strategic Planning
O2.5	Upgrade the tennis courts and associated amenities in Green Park to create a multi-use facility.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O2.6	Explore opportunities for multi-purpose sports sites to accommodate hockey and/or netball matches and training; and/or emerging sports including pickleball and climbing.		●	●	●	Delivery to commence 2026–27.	Public Presentation
O2.7	Explore opportunities to accommodate AFL, with a focus on junior AFL and women's AFL, in the North Sydney area.	●				Investigate and prepare a report detailing opportunities to accommodate AFL activities in the North Sydney area.	Public Presentation
O2.8	Develop and implement a program for increasing the capacity and utilisation of sportsfields and courts through infrastructure improvements. This includes reconstruction and lighting of the St Leonards Park netball courts, and drainage improvements to Primrose Park.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation

Strategic Direction 3: Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversity

Objectives: Increase the percentage of residents who are at least somewhat satisfied with recreation facilities and amenities to at least 85% by 2029 from a 2023 baseline of 84%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O3.1	Identify opportunities and implement projects to improve accessibility of parks and playgrounds across the LGA.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
O3.2	Deliver gender-neutral player facilities at North Sydney Oval and Tunks Park to encourage and cater for the growth in female participation.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.3	Renew the following playgrounds in accordance with the Neighbourhood Parks Plan of Management 2022 and the Playgrounds Plan of Management 2022: - Ilbery Playground - Berry Island Reserve Playground - Tunks Park Playground - Phillips Street Playground - Euroka Street Playground - Victoria Street Playground - Brightmore Reserve Playground* *Potential inclusion of adventure and challenge equipment for older children		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.4	Upgrade Cammeray Skate Park.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.5	Deliver a park enhancement program for provision of infrastructure to improve the amenity of parks such as shelter, shade, water fountains and seating.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.6	Deliver additional active recreation facilities such as basketball half courts, outdoor table tennis tables and multi-use games areas in selected larger parks, including: - Forsyth Park - Waverton Park - Bradfield Park - Brightmore Reserve		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 3: Provide new and upgraded facilities within existing public spaces to increase amenity, accessibility and diversityObjectives: Increase the percentage of residents who are at least somewhat satisfied with recreation facilities and amenities to at least 85% by 2029 from a 2023 baseline of 84%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O3.7	Design and construct new public amenities in St Leonards Park.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.8	Renew and upgrade the public amenities at the following parks: - Brennan Park - Forsyth Park - Kesterton Park		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.9	Explore opportunities to enhance outdoor fitness equipment across the LGA.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O3.10	Review the provision and supply of small watercraft storage across the LGA.	●				Provide a report to Council on the use and regulation of small watercraft storage across the LGA.	Ranger and Parking Services
Service S30	Provide a range of gym and fitness services at the North Sydney Olympic Pool facility.						Leisure and Aquatics
Service S31	Maintain pool facilities and provide a range of swimming and recreational programs at the North Sydney Olympic Pool facility.						Leisure and Aquatics

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Manage our open space and recreational facilities to ensure that they are well maintained and sharedObjectives: Maintain the percentage of residents who are at least somewhat satisfied with the maintenance of parks, playgrounds, bushland areas and recreation areas at or above 90%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O4.1	Develop and implement a program for reviewing Council's plans of management and develop a prioritised list of projects for implementation.	●	●	●	●	Develop a program for reviewing Council's plans of management and allocate prioritisation.	Strategic Planning
						Undertake an audit and status update of all projects identified in all adopted plans of management.	Strategic Planning
						Commence review of the Sportsgrounds Plan of Management.	Strategic Planning
O4.2	Prepare a policy to ensure that events and large gatherings in public open space, particularly in prime harbour foreshore parks, do not undermine the condition of our parks or inhibit general recreational use by the community. The policy shall also include consideration of fees and charges.	●				Develop a working group and prepare a Council policy for events and large gathering in public open space.	Ranger and Parking Services
O4.3	Prepare a policy for use of public open space in North Sydney by personal trainers.	●				Develop a working group and prepare a policy for use of public open space in North Sydney for commercial activities including personal trainers.	Ranger and Parking Services
O4.4	Consider developing an appropriate model for use and individual user agreements with schools who use North Sydney's parks for general recreation and informal sports and games.	●				Develop a working group and prepare a policy for school use of North Sydney's parks for recreation and informal sports.	Ranger and Parking Services
O4.5	Implement initiatives to increase community awareness of available sport and recreation spaces and facilities.	●				Research similar successful campaigns and develop a communications approach to raise community awareness about sport and recreation facilities in North Sydney in preparation for implementation in 2026–27 onwards.	Customer and Communications
						Provide information on walking and cycleway paths on Council's website.	Customer and Communications
						Investigate using a web-based recreation facility management software for sport and community facility bookings.	Customer and Communications
O4.6	Deliver a simplified system for sport facility bookings, so groups can book and use these spaces easily.				●	Delivery to commence 2028–29, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Manage our open space and recreational facilities to ensure that they are well maintained and sharedObjectives: Maintain the percentage of residents who are at least somewhat satisfied with the maintenance of parks, playgrounds, bushland areas and recreation areas at or above 90%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
O4.7	Deliver improved drainage in St Leonards Park to increase the resilience of this highly used park.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O4.8	Replace the synthetic turf at Cammeray Park.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation
O4.9	Reconstruct the Tunks Park turf cricket wicket table.				●	Delivery to commence 2028–29, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation
O4.10	Renew and upgrade the North Sydney Oval complex to comply with current standards for the benefit of all users (clubs and the community). This includes removing the asset maintenance backlog as well as providing improved seating, corporate facilities and public toilets.	●	●	●	●	Prepare a prioritised scope of upgrade works for the North Sydney Oval facility.	Leisure and Aquatics
						Advocate for a minimum of 50% grant funding to facilitate renewal and upgrade of the North Sydney Oval facility. Delivery of renewal and upgrade works is subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
O4.12	Prepare a masterplan for Blues Point Reserve and Henry Lawson Reserve.			●		Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
O4.13	Complete the Cremorne Reserve Pathway improvements project.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
O4.14	Review and progressively implement an updated masterplan for Tunks Park.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
O4.15	Undertake site stabilisation works in Wendy's Secret Garden below Harbourview Crescent and undertake drainage improvements.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Manage our open space and recreational facilities to ensure that they are well maintained and sharedObjectives: Maintain the percentage of residents who are at least somewhat satisfied with the maintenance of parks, playgrounds, bushland areas and recreation areas at or above 90%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
Service S51	Develop plans of management for Council-owned and/or managed land, and undertake regulatory land administration functions.						Strategic Planning
Service S48	Manage the hire and use of the North Sydney Oval and Mollie Dive Function Centre.						Leisure and Aquatics
Service S45	Manage and maintain Council's parks, gardens, reserves, streetscapes and foreshore areas including MacCallum Pool and Hayes Street Beach.						Public Presentation
Service S46	Maintain Council's playing fields and turf within Milson Park, Civic Park, St Leonards Park, Clark Park and Bradfield Park.						Public Presentation
Service S34	Manage the implementation of Council's capital works program including construction and renewal of buildings, footpaths, drainage, parks and other assets.						Capital Projects and Asset Management

Source: 1. Customer Satisfaction Survey, Micromex Research

Monitoring performance

SERVICE INDICATORS: Open Space and Recreation

Indicator		Target trend	2025–2026 Target value*	Baseline	Responsible
KPI- OS1	Percentage of scheduled annual maintenance activities for parks, gardens, reserves, streetscapes and foreshore areas completed	↑	≥ 85 %	90 % Feb-Mar 2025	Public Presentation
KPI- OS2	Percentage of adopted capital works program, as adjusted by Council through individual project reports, delivered within 10% tolerance for time and cost	↑	≥ 85 %	-	Capital Projects and Asset Management

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.4 Integrated Transport

A connected LGA where safe, active and sustainable travel is preferred

Strategic Direction 1: Deliver infrastructure and programs that support healthy and active travel

Objectives: Increase the walking mode share to 50% by 2034/35 from the 2022/23 baseline of 39%¹
Double the cycling mode share by 2034/35 from the 2022/23 baseline of 1.4%²

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T1.1	Review existing walking infrastructure across the LGA and develop a North Sydney Walking Action Plan to improve walkability through the provision of missing links, pathway upgrades, tree planting and new infrastructure to improve safety and amenity.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T1.2	Complete concept designs and undertake consultation on 10% of walking infrastructure identified in the North Sydney Walking Action Plan each year, ready for grant applications.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T1.3	Deliver walking infrastructure projects identified in the North Sydney Walking Action Plan.				●	Delivery to commence 2028–29, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
T1.4	Develop a wayfinding guide and commence installation of wayfinding signage across the LGA to increase awareness of safe, convenient and accessible walking and cycling routes between key destinations.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T1.5	Review and implement Local Area Transport Management (LATM) projects to widen footpaths, enhance the place experience, and install new pedestrian crossings.	●	●	●	●	Deliver four Local Area Transport Management (LATM) projects.	Traffic and Transport
T1.7	Complete concept designs and undertake consultation on 5% of cycling infrastructure identified in the North Sydney Bike Plan each year, ready for grant applications.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T1.8	Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.		●	●	●	Delivery to commence 2026–27.	Traffic and Transport
T1.9	Advocate to Transport for NSW for delivery of a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge.	●	●			Advocate to Transport for NSW for delivery of a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge.	Traffic and Transport
T1.10	Advocate to Transport for NSW for delivery of the following two 'Cycling Super Highways': - Sydney Harbour Bridge to Crows Nest along the Pacific Highway - Crows Nest to Mosman and the Northern Beaches	●	●	●	●	Advocate to Transport for NSW for delivery of the following two 'Cycling Super Highways': - Sydney Harbour Bridge to Crows Nest along the Pacific Highway - Crows Nest to Mosman and the Northern Beaches	Traffic and Transport

Sources: 1. Household Travel Survey, Transport for NSW
2. Household Travel Survey, Transport for NSW; and Census of Population and Housing, Australian Bureau of Statistics

Strategic Direction 1: Deliver infrastructure and programs that support healthy and active travel

Objectives: Increase the walking mode share to 50% by 2034/35 from the 2022/23 baseline of 39%¹
 Double the cycling mode share by 2034/35 from the 2022/23 baseline of 1.4%²

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T1.11	Deliver programs and workshops to encourage walking and cycling by teaching practical skills like bike maintenance and riding skills, and offering guided tours. Consideration will be given to engaging groups with lower participation rates, such as older adults, young people and women.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport

Strategic Direction 2: Promote sustainable transport options and make it easier for people to get around without a private car

Objectives: Increase the public transport mode share to 20% by 2034/35 from the 2022/23 baseline of 9.5%¹
 Increase the number of households that do not own a car to 25% by 2031 from a 2021 baseline of 19%³

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T2.1	Develop and deliver a travel behaviour shift program that encourages schools to implement projects and programs that promote active and sustainable transport choices.	●	●	●	●	Promote the Department of Education's 'Park and Walk' plan to encourage parents to drop off their children away from the front entrance of the school. Ensure these areas are safe and well-connected to school entrances by pedestrian paths. Development and implementation of a travel shift behaviour program is subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T2.2	Review North Sydney Council's Development Control Plan and standard conditions of consent to establish whether the requirements are effective in encouraging sustainable transport. Review provisions for end-of-trip facilities, bicycle spaces, car share bays and other sustainable transport infrastructure.		●			Delivery to commence 2026–27.	Strategic Planning
T2.4	In line with the Car Share Policy, develop a yearly proposal system for car share providers to plan and commit to car share expansion for residents and businesses.		●	●	●	Delivery to commence 2026–27.	Traffic and Transport
T2.5	Promote the financial, environmental and on-street parking efficiency benefits of car share and encourage the community to choose car share over private vehicle ownership.	●	●	●	●	Promote the financial, environmental and on-street parking efficiency benefits of car share and encourage the community to choose car share over private vehicle ownership.	Customer and Communications

Sources: 1. Household Travel Survey, Transport for NSW
 2. Household Travel Survey, Transport for NSW; and Census of Population and Housing, Australian Bureau of Statistics
 3. Census of Population and Housing, Australian Bureau of Statistics

Strategic Direction 2: Promote sustainable transport options and make it easier for people to get around without a private car

Objectives: Increase the public transport mode share to 20% by 2034/35 from the 2022/23 baseline of 9.5%¹
 Increase the number of households that do not own a car to 25% by 2031 from a 2021 baseline of 19%³

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T2.6	Work with car share companies to identify and address the obstacles that hinder car share use in the LGA.		●	●	●	Delivery to commence 2026–27.	Traffic and Transport
T2.7	Advocate to Transport for NSW to review bus network service coverage and frequency on the eastern side of the freeway to improve local connectivity and links to rail and metro services.	●				Advocate to Transport for NSW to review bus network service coverage and frequency on the eastern side of the freeway to improve local connectivity and links to rail and metro services.	Traffic and Transport
T2.8	Advocate to Transport for NSW for improved bus services for McMahons Point.	●				Advocate to Transport for NSW for improved bus services for McMahons Point.	Traffic and Transport
T2.9	Investigate the feasibility of an on-demand or local hop-on hop-off loop service from less accessible residential areas to key destinations in North Sydney.	●				Complete review of the community bus service.	Community Resilience and Sustainability
T2.10	Advocate to Transport for NSW to reduce pedestrian dwell times at signalised intersections (to improve the level of service for walking and cycling), and remove slip lanes in high pedestrian activity areas.	●	●	●		Advocate to Transport for NSW to reduce pedestrian dwell times at signalised intersections (to improve the level of service for walking and cycling), and remove slip lanes in high pedestrian activity areas.	Traffic and Transport
T2.11	Rebuild and renew heritage style bus shelters across the LGA.	●	●	●	●	Undertake critical renewal works on existing bus shelters. Remaining required renewals to commence in 2026–27 subject to funding becoming available through grants, additional rates, other income or operational savings.	Capital Projects and Asset Management
Service S72	Research, plan and implement initiatives to promote sustainable transport.						Traffic and Transport

Sources: 1. Household Travel Survey, Transport for NSW
 3. Census of Population and Housing, Australian Bureau of Statistics

Strategic Direction 3: Ensure a fair allocation of assets, parking and road space to promote sustainable travel options and prioritise access for those who need it most

Objectives: Maintain parking occupancy rates in commercial centres of North Sydney CBD and Crows Nest at 85% (+/- 5%) in peak times

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T3.1	Investigate opportunities and deliver projects around transport interchanges, for example Willoughby Road, to temporarily or permanently close roads to vehicles to improve the walkability and amenity of the public domain.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T3.5	Advocate for approaches to bike share that improve pedestrian amenity on the streets and promote higher usage rates, such as physical or geofenced docking stations.	●	●			Trial the use of on-street bicycle parking locations for share bikes.	Traffic and Transport
T3.6	Undertake a holistic review of parking in the LGA, including on-road and in Council-operated carparks. Consideration will be given to the existing on-road parking management policy, disability parking policy, residential parking permit scheme, parking station utilisation, car share and pricing of permits. The review shall seek to ensure that parking provision and restrictions are fair and equitable, and resident permit allocations are not issued beyond available capacity.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T3.7	Develop a 'parking space hierarchy' for commercial and residential streets to ensure that space is available for those who need it, such as disability parking, loading zones and outdoor dining.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T3.8	As part of the holistic review of parking in the LGA, undertake a study to assess freight network needs, address delivery access challenges, and explore opportunities to support vibrant centres while reducing impacts on residents.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T3.10	Investigate adaptive use of parking meters that encourages sustainable transport, such as reduced cost or free periods for car share users.			●		Delivery to commence 2027–28.	Traffic and Transport
Service S64	Enforce legislation relating to parking in the LGA, including responding to parking-related customer complaints and enquiries.						Ranger and Parking Services
Service S37	Manage the safe, efficient and sustainable movement of people and vehicles within and through the LGA. This includes traffic investigations and projects, on-street parking management, issue of construction permits, road closures and maintenance of signs and lines.						Traffic and Transport
Service S38	Manage Council-owned parking stations.						Traffic and Transport

Strategic Direction 4: Improve road safety by upgrading infrastructure and implementing programs that foster a culture of safe road behaviours

Objectives: Reduce the number of fatal and serious road accidents on all local streets to 3 crashes by 2033 (five-year average up to 2033) from a baseline of 9 (five-year average up to 2023)¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
T4.1	Develop and implement a 'Safer Streets' program to improve safety through infrastructure and lower speed limits (10 km/h, 30 km/h, 40 km/h).		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Traffic and Transport
T4.3	Advocate and work with Transport for NSW (TfNSW) to develop and implement a plan to mitigate impacts of the Western Harbour Tunnel on movement and place within North Sydney LGA, leveraging TfNSW Network Performance Plans required for motorway projects, to provide better outcomes for non-car users. This should include an updated review of the transport modelling to address discontinuation of the Northen Beaches Link.	●	●			Advocate and work with Transport for NSW to develop and implement a plan to mitigate impacts of the Western Harbour Tunnel on movement and place within North Sydney LGA.	Traffic and Transport
T4.4	Advocate for lower speed limits and improved pedestrian and cyclist priority on State roads through the LGA.		●	●	●	Delivery to commence 2026–27.	Traffic and Transport
Service S39	Plan and implement community road safety behavioural initiatives to promote safe people, safe vehicles, safe roads and safe speeds in accordance with Council's Road Safety Action Plan.						Traffic and Transport
Service S36	Work with NSW Government and other stakeholders to manage local and regional transport needs. This includes liaison with Transport for NSW regarding public transport and network planning, as well as providing input into development assessments.						Traffic and Transport
Service S43	Manage the maintenance of Council's civil assets. This includes construction of renewed roads, repairs to assets within the road reserve, drainage system clearing and repairs, and maintenance of street and park lighting.						Public Presentation

Source: 1. Centre for Road Safety, Transport for NSW

Monitoring performance

SERVICE INDICATORS: Integrated Transport

Indicator		Target trend	2025–2026 Target value*		Baseline		Responsible
KPI-T1	Percentage of construction permits issued within 5 days	↑	≥	98 %	-		Traffic and Transport
KPI-T2	Average weekday peak occupancy rate for Council owned parking stations	↑	≥	65 %	60 %	Mar–25	Traffic and Transport
KPI-T3	Percentage of annual road renewal program implemented	Maintain		100 %	100 %	2023–24	Public Presentation

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.5 Economic Development

A thriving and resilient local economy

Strategic Direction 1: Revitalise and grow the North Sydney CBD as an accessible high-amenity top-tier office precinct

Objectives: Achieve the North District Plan job target of 21,100 new jobs in the North Sydney CBD by 2036, from a 2016 baseline¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
ED1.1	Continue to protect the commercial core of the North Sydney CBD through appropriate planning controls as well as through advocacy to the NSW Government to exempt commercial land from build-to-rent provisions.	●	●	●	●	Make written representations to the NSW Government seeking release of draft district and regional plans including jobs targets for commercial centres.	Strategic Planning
						Make written representations to the NSW Government seeking exemption from Build to Rent provisions to ensure employment function is maintained and provide well founded submissions to site specific proposals as required.	Strategic Planning
ED1.2	Work with NSW Government agencies to deliver the Miller Place project which includes a major public plaza, as well as recreation and entertainment space for the North Sydney CBD.	●	●	●	●	Advocate to the NSW Government to fund delivery of the Miller Place project.	Customer and Communications
ED1.3	Design and deliver a new 1,675sqm plaza outside the iconic North Sydney Post Office.		●	●	●	Delivery to commence 2026–27.	Capital Projects and Asset Management
ED1.5	Deliver North Sydney CBD laneway upgrades to improve walkability in Little Spring, Spring, Mount and Denison Streets.	●	●	●	●	Undertake site investigations and develop designs and cost estimates for Little Spring, Spring, Mount and Denison Streets. Delivery of laneway upgrades to commence in 2026–27 subject to funding through grants and/or developer contributions.	Capital Projects and Asset Management
ED1.6	Continue to monitor market conditions to assess the feasibility of implementing the Ward Street masterplan.	●	●	●	●	Continue to monitor commercial office market conditions in North Sydney CBD.	Strategic Planning
ED1.9	In collaboration with key CBD stakeholders, develop and implement the 'New North Sydney Story' brand marketing campaign.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED1.10	Collaborate with major stakeholders within the CBD on projects that create positive outcomes for the local economy.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Executive Leadership Team

Source: 1. Calculated by .id (informed decisions) using Census and National Institute of Economic and Industry Research data

Strategic Direction 2: Cultivate a diverse, inclusive, connected and resilient business environment

Objectives: Maintain the entropy score (economic diversity index) for the North Sydney LGA above 2.4²

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
ED2.1	Work with the Greenwood Plaza to understand the impact the opening of the metro has had on their operations and work collaboratively to promote growth in the retail and service industries.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
ED2.2	Continue to protect the employment capacity of St Leonards through appropriate planning controls as well as through advocacy to the NSW Government.	●	●	●	●	Advocate for the protection and growth of employment capacity in St Leonards/Crows Nest.	Strategic Planning
ED2.3	Work with the hospitals and health sector to explore opportunities for developing a health precinct through planning controls and promotion of health services in the streets surrounding key existing health facilities.			●		Delivery to commence 2027–28.	Strategic Planning
ED2.4	Work with the First Nations community to deliver targeted initiatives, including pilot programs, to attract, develop and grow First Nations businesses.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
ED2.5	Develop a program to support small business-led initiatives that enhance local trade.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED2.6	Promote and increase awareness of existing facilities that are available for business networking and conferences.			●		Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED2.7	Support the creation of a connected local learning ecosystem by encouraging Australian Catholic University, Charles Sturt University and TAFE to connect with local business and schools.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Executive Leadership Team
ED2.8	Promote the Service NSW Business Bureau and other relevant organisations to help small and new businesses access resources, funding programs and training initiatives.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED2.9	Collaborate with local businesses to develop and deliver a program that encourages increased local spend.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED2.10	Undertake a data and analytics project to gather insights to support businesses within the LGA and grow the local economy.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications

Source: 2. Calculated using ABS census data. Refer to the North Sydney Economic Development Study by SGS Economics and Planning (2024) for details

Strategic Direction 3: Create vibrant villages and local centres that attract and retain visitorsObjectives: Maintain the percentage of residents who are at least somewhat satisfied with the appearance of local village centres (public domain/streetscape) at or above 90%³

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
ED3.2	Prepare a public domain and placemaking strategy for Crows Nest and St Leonards that determines appropriate design and function of public space to support the growing population. The strategy will consider the pedestrianisation of Willoughby Road and incorporate the Holtermann Street car park precinct and Hume Street Park expansion projects.			●		Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
ED3.3	Deliver 'Density Done Well' community forums to explore how medium and high-density housing can create vibrant, liveable communities.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
ED3.4	Deliver a program of public domain improvement projects across town centres, including undergrounding of power lines.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
ED3.5	Deliver the Cremorne Plaza and Langley Place upgrade project in accordance with the Neutral Bay and Cremorne Public Domain Upgrade Masterplan 2015.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
ED3.6	Replant and maintain the Mitchell Street green wall in St Leonards.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Public Presentation
ED3.7	Continue to explore options for a plaza and other green space opportunities in Neutral Bay.	●	●	●	●	Explore options for a plaza in Neutral Bay. Delivery of the plaza and exploring options for other green space in Neutral Bay is subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
Service S42	Clean Council's roads, footpaths, car parks, town centres and other civic spaces. This includes street sweeping; high-pressure water cleaning of footpaths, plazas and bus shelters; collection of illegally dumped materials; and the removal of graffiti and rodents.						Public Presentation

Source: 3. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Promote North Sydney as a destination of choiceObjectives: Increase annual tourism and entertainment spend in the LGA by 10% by 2035 from a September 2023 to August 2024 baseline of \$484.7m⁴

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
ED4.1	Develop the visitor experience by creating a digital visitor 'landing spot' to provide information on key sites and attractions in the area.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
ED4.4	Provide a visible entrance to the LGA through clear signage.			●	●	Delivery to commence 2027–28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
ED4.5	Explore opportunities to increase visitation at the North Sydney Olympic Pool and North Sydney Oval.	●	●	●	●	Update business plans for North Sydney Olympic Pool and North Sydney Oval annually, identifying opportunities to increase venue visitations every year.	Leisure and Aquatics
						Open the North Sydney Olympic Pool and deliver results consistent with the updated business plan.	Leisure and Aquatics
ED4.9	Continue to support the Crows Nest Festival and include a North Sydney LGA festival as a yearly fixture in the events calendar to attract wide audiences and support the local economy.	●	●	●	●	Continue to support the Crows Nest Festival.	Arts, Library and Events
ED4.12	Explore opportunities to encourage more live music, comedy and drama in the LGA.	●	●	●	●	Develop a program for live music, comedy and drama in public spaces.	Arts, Library and Events
						Delivery of the program to commence in 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	
ED4.13	Explore opportunities to activate the North Sydney CBD and town centres at night, including through twilight markets and events.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
ED4.14	Consider opportunities for Special Entertainment Precincts in the North Sydney LGA.		●			Delivery to commence 2026–27.	Strategic Planning

Source: 4. CommBank iQ analytics

Monitoring performance

SERVICE INDICATORS: Economic Development

Indicator		Target trend	2025–2026 Target value*	Baseline	Responsible
KPI-ED1	Percentage of investigated illegally dumped materials removed within 7 days of notification	↑	≥ 80 %	80 %	2024 Public Presentation
KPI-ED2	Percentage of offensive graffiti removed within 2 business days of notification	↑	≥ 95 %	-	Public Presentation
KPI-ED3	Percentage of town centre plazas high pressure water cleaned at least twice per year	Maintain	100 %	100 %	2024 Public Presentation

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.6 Culture and Creativity

A vibrant LGA where culture and creativity is enjoyed by all

Strategic Direction 1: Respect and acknowledge First Nations culture and history

Objectives: Deliver at least ten new projects that share First Nations culture and history by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
C1.1	Explore opportunities to work with First Nations community members to share and make First Nations cultural heritage visible in North Sydney through First Nations led tours, dual naming, interpretive signage, art and other projects.				●	Delivery to commence 2028–29, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C1.2	Work with First Nations community members to develop a First Nations advisory committee.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C1.4	Support the inclusion of First Nations programming (led by First Nations community) within our current creative program.	●	●	●	●	Support the inclusion of First Nations programming (led by First Nations community) within our current creative program.	Arts, Library and Events
C1.5	Commission First Nations artists to create First Nations public art.		●		●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events

Strategic Direction 2: Preserve and celebrate North Sydney's heritage

Objectives: Increase the number of participants engaging with heritage projects, via in-person visitation to the library and significant sites and online through our digital collection, by 10% by 2035 from a 2025–26 baseline

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
C2.2	Work with local schools to educate children and young people on North Sydney's heritage and history collections.	●	●	●	●	Work with local schools to educate children and young people on North Sydney's heritage and history collections.	Arts, Library and Events
C2.3	Develop and deliver a digitisation and digital storytelling project that increases visibility and access to heritage collections.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C2.4	Deliver infrastructure to remember significant events in North Sydney's history including: <ul style="list-style-type: none"> - A new sign for the entry point to the Waverton Peninsula Parklands, and interpretive signage celebrating 100 years of community action on the peninsula - Refurbishment of the Brothers Memorial in Cremorne 		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management

Strategic Direction 2: Preserve and celebrate North Sydney's heritage

Objectives: Increase the number of participants engaging with heritage projects, via in-person visitation to the library and significant sites and online through our digital collection, by 10% by 2035 from a 2025–26 baseline

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
C2.5	Commence a comprehensive heritage review.				●	Delivery to commence 2028–29, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
Service S13	Preserve and promote North Sydney's cultural heritage. This includes managing key historical sites and museums.						Arts, Library and Events

Strategic Direction 3: Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA

Objectives: Increase the percentage of residents who are at least somewhat satisfied with the range of arts and cultural experiences in North Sydney to at least 90% by 2029 from a 2023 baseline of 87%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
C3.4	Partner with major events and festivals, such as Sydney Biennale, to bring people to North Sydney.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C3.5	Deliver a variety of public art installations across the LGA.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C3.6	Develop and implement a street art program to create vibrant public places.		●		●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C3.7	Develop and implement a creative hoardings program.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C3.8	Activate laneways and other public spaces with busking, public art, lighting and projections, including after hours.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 3: Provide and promote a diverse range of affordable and accessible cultural and creative events, experiences and opportunities across the LGA

Objectives: Increase the percentage of residents who are at least somewhat satisfied with the range of arts and cultural experiences in North Sydney to at least 90% by 2029 from a 2023 baseline of 87%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
C3.11	Enhance Council's website to provide an accessible central list (by date and/or type) of events, programs, markets and activities run by Council and others across the LGA.		●	●	●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
C3.12	Develop an interactive map of culture and creativity in North Sydney and promote this to locals and visitors.			●		Delivery to commence 2027-28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C3.13	Create and advocate for partnerships between local creatives, Council, businesses, educational establishments and NSW Government to explore shared cultural and creative goals.	●	●	●	●	Undertake a review of Council's artists in residence program and explore opportunities to establish a First Nations artist in residence program.	Arts, Library and Events
						Partner with local educational establishments for delivery of local events and activations.	Arts, Library and Events
Service S14	Provide and advocate for opportunities to develop, express and enjoy creativity through a range of exhibitions, programs, creative spaces and public art.						Arts, Library and Events

Strategic Direction 4: Increase the number of places and spaces available for cultural and creative participation and production

Objectives: Increase the number of spaces that are available for people to participate in cultural and creative activities by 10% by 2035 from a 2026 cultural infrastructure baseline

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
C4.1	Undertake a cultural infrastructure study, that includes an audit of Council and non-Council places and spaces (including open spaces), to identify needs and opportunities.		●			Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events
C4.2	Develop a reserve to implement projects identified through the cultural infrastructure study.			●	●	Delivery to commence 2027-28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
C4.3	Deliver a cultural and creative hub in St Leonards.			●	●	Delivery to commence 2027-28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Arts, Library and Events

Source: 1. Customer Satisfaction Survey, Micromex Research

Monitoring performance

SERVICE INDICATORS: Culture and Creativity

Indicator		Target trend	2025–2026 Target value*	Baseline	Responsible
KPI-C1	Number of heritage programs delivered	↑	≥ 10 programs	-	Arts, Library and Events
KPI-C2	Number of creative opportunities (exhibitions, programs, creative spaces and public art) supported by Council	↑	≥ 30 opportunities	20 opportunities 2024-25	Arts, Library and Events

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.

3.7 Housing

Housing that meets the needs of a growing population

Strategic Direction 1: Support the delivery of affordable and diverse housing

Objectives: Facilitate the delivery of 140 additional affordable housing dwellings by 2035

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
H1.1	Prepare an Affordable Housing Contributions Scheme.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
H1.2	Continue to work with community housing providers for the delivery of affordable housing.	●	●	●	●	Work with community housing providers for the delivery of affordable housing.	Community Resilience and Sustainability
H1.3	Advocate for market changes to rental conditions/tenancy terms, including term length.	●	●	●	●	Advocate for market changes to rental conditions/tenancy terms, including term length.	Customer and Communications
H1.4	Explore funding and delivery models to achieve the delivery of affordable housing, an early childhood health centre and public car park through the Parraween Street development project.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Strategic Planning
H1.5	Undertake a review of Council landholdings to determine if any sites could be used for affordable housing in collaboration with a community housing provider.		●			Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Finance
H1.6	Assess community needs and identify partners to help Council deliver more diverse and affordable housing as potential affordable housing sites are identified.	●	●			Engage with community housing providers to help Council deliver more diverse and affordable housing as potential affordable housing sites are identified.	Strategic Planning
H1.7	Work with Resilient Sydney and/or other advocacy groups to jointly advocate to the Federal and NSW Governments to establish effective policies and programs for the delivery of more affordable housing.	●	●	●	●	Attend Resilient Sydney forums and support initiatives to deliver more affordable housing.	Strategic Planning

Strategic Direction 2: Support the delivery of additional dwellings to meet housing targets

Objectives: Implement planning controls that support the delivery of 5,900 dwelling completions over five years (2024-2029) in accordance with the NSW Government completion targets released in mid-2024

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
H2.1	Review the North Sydney Local Housing Strategy and update to address emerging challenges relating to housing supply, affordability, quality and amenity, and consider the impacts of dwelling vacancies, decreasing household sizes, the rise of short-term accommodation and other emerging pressures on housing supply.	●	●			Undertake research to inform review of the North Sydney Local Housing Strategy. This includes understanding the impact from the recent NSW Government planning reforms, such as new dwelling capacity, approvals and completions.	Strategic Planning
H2.2	Continue to deliver housing growth through existing capacity of residential zoned land (Planning Approach 1).	●	●	●	●	Deliver and monitor housing growth through existing capacity of residential zoned land including low and mid-rise housing reforms.	Strategic Planning
H2.3	Implement the NSW Government's Transport Oriented Development (TOD) program (Crows Nest precinct) and low and mid-rise rise housing changes to zoning and planning controls.	●	●	●	●	Implement the NSW Government's Transport Oriented Development (TOD) program (Crows Nest precinct) and low and mid-rise rise housing changes to zoning and planning controls.	Strategic Planning
H2.4	Continue collaborating with neighbouring LGAs to manage the phased delivery of the NSW Government's TOD program.	●	●	●	●	Continue collaborating with neighbouring LGAs and relevant agencies to manage the phased delivery of the NSW Government's TOD program.	Strategic Planning
H2.5	Implement changes, as required, to ensure compliance with the ministerial order regarding determination times for development applications and planning proposals.	●	●			Implement the development assessment process improvement action plan.	Development Services
Service 566	Assess and determine development applications, modification applications and review applications under the <i>Environmental Planning and Assessment Act 1979</i> .						Strategic Planning

Strategic Direction 3: Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas

Objectives: Increase the percentage of residents who are at least somewhat satisfied with development management/town planning in North Sydney to at least 75% by 2035 from a 2023 baseline of 68%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
H3.2	Continue to advocate to the NSW Government for the maintenance of amenity considerations in medium and high-density housing.	●	●	●	●	Advocate to the NSW Government for the maintenance of amenity considerations in medium and high-density housing.	Strategic Planning

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 3: Protect the amenity of our LGA through design excellence and provision of appropriate infrastructure in growth areas

Objectives: Increase the percentage of residents who are at least somewhat satisfied with development management/town planning in North Sydney to at least 75% by 2035 from a 2023 baseline of 68%¹

Delivery Program 2025–2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
H3.4	Prepare amendments to the North Sydney Development Control Plan to address potential amenity impacts arising from the NSW Government's low and mid-rise housing reforms.		●			Delivery to commence 2026–27.	Strategic Planning
H3.5	Review the Local Infrastructure Contribution Plans to support delivery of local infrastructure to meet the needs of a growing population.		●			Delivery to commence 2026–27.	Strategic Planning
H3.8	Participate in the NSW Government's Urban Development Program to advocate for infrastructure funding to support North Sydney's growth areas.	●				Participate in the NSW Government's Urban Development Program to advocate for allocation of specific infrastructure funding to support growth.	Strategic Planning
Service S49	Manage strategic land use planning in the LGA including advocacy, stakeholder management, and preparation of land use policies, strategies, plans and controls. This also includes maintaining Council's property database.						Strategic Planning
Service S50	Provide urban design services and advice to ensure the arrangement, appearance (built form) and function of the LGA is best practice and supports our vision for the built environment. This includes planning studies and master plans.						Strategic Planning

Monitoring performance

SERVICE INDICATORS: Housing

Indicator	Target trend	2025–2026 Target value	Baseline	Responsible
KPI-H1 Gross average assessment time for development applications	↓	≤ 105 days	154 days Feb-25	Development Services

Source: 1. Customer Satisfaction Survey, Micromex Research

3.8 Governance

An effective, accountable and sustainable Council that serves the community

Strategic Direction 1: Develop clear goals, create a plan to achieve them, and track progress with transparency and honesty

Objectives: Increase the percentage of residents who are at least somewhat satisfied with Council's long-term planning to >75% by 2029 from a 2023 baseline of 71%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G1.1	Undertake comprehensive service unit planning across the organisation to clarify responsibilities, develop clear operational goals, and ensure that Council's services align with the priorities in the adopted Delivery Program and Operational Plan.	●	●	●	●	Commence comprehensive service unit planning across the organisation.	Organisational Performance
G1.4	Update Council's Local Strategic Planning Statement to reflect changing needs and priorities.		●			Delivery to commence 2026-27.	Strategic Planning
G1.6	Develop an advocacy framework that details how Council will proactively and reactively advocate to support delivery of strategic priorities.	●				Develop an advocacy framework that details how Council will proactively and reactively advocate to support delivery of strategic priorities.	Customer and Communications
Service S2	Set a clear strategic direction for Council and oversee business operations.						Office of the CEO
Service S17	Comply with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our Delivery Program and Operational Plan, and working with the community to update and create new programs and plans.						Corporate Governance

Strategic Direction 2: Put community needs at the core of everything we do and deliver excellent customer service

Objectives: Increase the percentage of residents who are at least somewhat satisfied with customer service/information provided by Council staff to >90% by 2029 from a 2023 baseline of 87%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G2.1	Develop and implement a Customer Experience Strategy.		●			Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
G2.2	Deliver a Customer Relationship Management system(s).			●		Delivery to commence 2027-28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 2: Put community needs at the core of everything we do and deliver excellent customer service

Objectives: Increase the percentage of residents who are at least somewhat satisfied with customer service/information provided by Council staff to >90% by 2029 from a 2023 baseline of 87%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G2.3	Undertake the biennial community satisfaction survey.		●		●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Customer and Communications
G2.4	Deliver Council's four-year Service Review Program.	●	●	●	●	Undertake a service review of Corporate Governance.	Organisational Performance
						Undertake a service review of Tree Management.	Organisational Performance
						Undertake a service review of Traffic and Transport	Organisational Performance
G2.5	Review the framework and system for Council's grants and subsidies program to ensure alignment with Council's strategic outcomes.	●				Review the criteria and process for Council's grants and subsidies program to ensure alignment with Council's strategic outcomes. Implementation of a framework and system to commence 2026/27 subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Community Resilience and Sustainability
Service S5	Implement initiatives to ensure continuous improvement across the organisation, including process mapping and service level reviews.						Organisational Performance
Service S6	Provide assistance and advice to customers in person (through our Customer Service Centre), over the phone (through our call centre) and online.						Customer and Communications
Service S7	Process a range of applications and permits, including resident and visitor parking permits, animal registrations, pensioner concession rebates, outdoor dining and goods display permits, and kayak storage permits.						Customer and Communications

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 3: Make it easy for our community to engage and participate in decision-making

Objectives: Increase the percentage of residents who are at least somewhat satisfied with Council's consultation with the community to >85% by 2029 from a 2023 baseline of 80%¹
 Increase the percentage of residents who are at least somewhat satisfied with Council's communication with residents to >85% by 2029 from a 2023 baseline of 84%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G3.1	Review the Community Engagement Strategy every four years in accordance with the Integrated Planning and Reporting Guidelines.				●	Delivery to commence 2028-29.	Customer and Communications
G3.4	Review the advisory committee framework to better leverage the diverse knowledge and experience of the community in pursuing our strategic directions.	●				Review the advisory committee framework to better leverage the diverse knowledge and experience of the community in pursuing our strategic directions.	Customer and Communications
G3.5	Update Council's submission management procedures to make all submissions that inform decision-making publicly available, unless specifically excluded under legislation.		●			Delivery to commence 2026-27.	Corporate Governance
G3.6	Undertake a review of Council's Access to Information Policy every four years.	●				Review Council's Access to Information Policy.	Corporate Governance

Strategic Direction 4: Manage risks and maintain independent oversight in business operations and decision-making

Objectives: Increase the percentage of residents who agree or strongly agree that Council operates under ethical, open, accountable and transparent processes to >75% by 2029 from a 2023 baseline of 57%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G4.1	Review current Council meeting and briefing procedures to ensure alignment with industry best practice.	●				Review current Council meeting and briefing procedures to ensure alignment with industry best practice.	Corporate Governance
G4.2	Develop and implement a revised enterprise risk management framework focusing on Council's proactive assessment and management of operational and strategic risks.	●	●			Develop a revised enterprise risk management framework focusing on Council's proactive assessment and management of operational and strategic risks.	Corporate Governance
G4.4	Investigate the feasibility of implementing a risk and audit management system to enable the recording and tracking of risk and audit actions.		●	●	●	Delivery to commence 2026-27. Implementation of a new system will be subject to funding becoming available through grants, additional rates or other income, or operational savings.	Corporate Governance
G4.5	Undertake an annual review of the role and effectiveness of the Audit Risk and Improvement Committee.	●	●	●	●	Undertake an annual review of the role and effectiveness of the Audit Risk and Improvement Committee.	Corporate Governance

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Manage risks and maintain independent oversight in business operations and decision-making

Objectives: Increase the percentage of residents who agree or strongly agree that Council operates under ethical, open, accountable and transparent processes to >75% by 2029 from a 2023 baseline of 57%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
G4.6	Participate in Statewide's Continuous Improvement Program.	●	●	●	●	Participate in Statewide's Continuous Improvement Program.	Corporate Governance
G4.7	Ensure that all submissions made to the Office of Local Government under the Public Expenditure Guidelines are peer reviewed prior to submission.	●	●	●	●	Incorporate Public Expenditure Guideline requirements into Council's Project Management Framework.	Capital Projects and Asset Management
G4.8	Undertake a review of Council's Code of Conduct every four years.	●				Undertake a review of Council's Code of Conduct.	Corporate Governance
G4.9	Undertake a review of Council's Fraud and Corruption Prevention Policy and Gifts and Benefits Policy every four years.				●	Delivery to commence 2028–29.	Corporate Governance
G4.10	Undertake Councillor training and professional development each year to support informed and ethical decision-making.	●	●	●	●	Support Councillor training and professional development each year to support informed and ethical decision-making.	Corporate Governance
G4.11	Develop emergency response and preparedness resources.		●			Delivery to commence 2026–27.	Community Resilience and Sustainability
G4.12	Investigate solutions to reduce flooding around St Leonards Park.	●				Subject to grant funding availability, prepare a report outlining the feasibility of flood mitigation measures for St Leonards Park.	Capital Projects and Asset Management
Service S16	Oversee Council's governance activities to ensure accountability, transparency and compliance with all relevant laws, codes and directions.						Corporate Governance
Service S1	Ensure that the Mayor and Councillors are given timely information, advice and support necessary to effectively discharge their civic duties.						Office of the CEO
Service S19	Manage Council's shared internal audit function to ensure risk management controls are working.						Corporate Governance
Service S18	Develop and maintain Council's enterprise risk management framework including management of claims and insurance cover.						Corporate Governance
Service S35	Assess feasibility and implement flood mitigation projects and strategies identified through floodplain planning.						Capital Projects and Asset Management

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 4: Manage risks and maintain independent oversight in business operations and decision-making

Objectives: Increase the percentage of residents who agree or strongly agree that Council operates under ethical, open, accountable and transparent processes to >75% by 2029 from a 2023 baseline of 57%¹

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
Service S29	Ensure effective identification and management of hazards and risks to stakeholder health and safety.						People and Culture
Service S3	Provide legal advice and support on matters related to Council's duties and responsibilities.						General Counsel
Service S58	Manage the planning, response and recovery for emergency situations within the LGA.						Capital Projects and Asset Management

Strategic Direction 5: Exercise regulatory compliance responsibilities diligently to protect the environment and support our community

Objectives: Meet 100% of legislative compliance obligations each year

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
G5.1	Implement a system for monitoring legislative compliance.	●				Implement a system for monitoring legislative compliance.	Corporate Governance
G5.2	Undertake an annual review of delegations to ensure appropriate decision-making.	●	●	●	●	Undertake an annual review of delegations to ensure appropriate decision-making.	Corporate Governance
G5.3	Undertake a review of Council's Compliance and Enforcement Policy and Legislative Compliance Policy every four years.				●	Delivery to commence 2028–29.	Corporate Governance
G5.4	Implement a development application management platform to streamline the submission, assessment and approval process for development applications.	●				Implement a development application management platform to streamline the submission, assessment and approval process for development applications.	Development Services
Service S62	Implement Council's responsibilities under the Companion Animals Act 1998 for the registration, management and regulation of dogs and cats in the LGA.						Ranger and Parking Services
Service S63	Enforce legislation regarding public use of Council's parks, roads, reserves, property assets and other public places.						Ranger and Parking Services
Service S65	Enforce compliance with out of hours building work requirements.						Ranger and Parking Services
Service S59	Manage compliance programs, activities and regulatory actions to help prevent and manage environmental pollution caused by development activities and business operations.						Environment and Building Compliance

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 5: Exercise regulatory compliance responsibilities diligently to protect the environment and support our community

Objectives: Meet 100% of legislative compliance obligations each year

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
Service S71	Manage compliance programs, activities and regulatory actions to help protect public health and amenity.						Environment and Building Compliance
Service S60	Manage building and development compliance programs and activities in accordance with legislation including advice, approvals, investigations and regulatory action.						Environment and Building Compliance
Service S61	Manage building approvals, inspections and certifications including issuing Building Information Certificates, Subdivision Works Certificates, Subdivision Certificates, Complying Development Certificates, Construction Certificates, Occupation Certificates and S88B Certificates.						Environment and Building Compliance
Service S67	Assess and provide advice on major development proposals when Council is not the consent authority.						Development Services
Service S68	Assess other development-related applications including Local Approval applications, Roads Act applications and heritage exemption requests.						Development Services

Strategic Direction 6: Commit to efficiency and value for money in service delivery

Objectives: Deliver benefits realisation of at least \$20m through continuous improvement initiatives by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
G6.2	Develop a framework for measuring the value of system and process improvements.		●			Delivery to commence 2026–27.	Organisational Performance
G6.3	Implement a new or upgraded enterprise resource planning system to streamline operations, enhance efficiency and improve service delivery. This includes records management, field technology provision and process automation.		●	●	●	Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology
G6.4	Review Council accommodation and technology to ensure an effective workplace environment and alignment with new ways of working following the COVID pandemic.		●	●		Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	People and Culture
G6.5	Review the operational requirements of Council's depot and develop an options report for ongoing use and management. The report should consider safety, function and cost.	●				Develop a plan to guide the future use and management of Council's depot.	Public Presentation

Strategic Direction 6: Commit to efficiency and value for money in service delivery

Objectives: Deliver benefits realisation of at least \$20m through continuous improvement initiatives by 2035

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G6.6	Develop and implement a program evaluation framework to assess whether programs are delivering value and determine whether they should be continued.		●			Delivery to commence 2026-27.	Organisational Performance
Service S24	Implement and maintain information management systems and processes to support Council's operations.						Information Technology
Service S25	Develop, implement and maintain technologies to support Council's day-to-day operation and digital transformation.						Information Technology
Service S4	Monitor organisational performance to identify potential barriers to attaining strategic outcomes, and collaborate with teams to analyse and address issues.						Organisational Performance

Strategic Direction 7: Build a resilient, inclusive and empowered workforce that is committed to delivering community outcomesObjectives: Achieve above the 50th percentile for all constructive culture behaviours in the human synergistic model by 2035²

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G7.1	Implement a 'personal best' performance and development system to enhance workforce capacity and performance.	●				Implement a 'personal best' performance and development system to enhance workforce capacity and performance.	People and Culture
G7.2	Develop and implement a leadership development program.	●	●	●	●	Develop and implement a leadership development program.	People and Culture
G7.3	Deliver staff training to support development of a skilled workforce.	●	●	●	●	Deliver both compliance training and individual skill development to support an effective workforce.	People and Culture
G7.4	Develop and implement a staff engagement framework to integrate all engagement activities.		●	●	●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	People and Culture
G7.5	Deliver a modern HR information system to streamline HR processes and improve the employee experience.		●	●	●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology

Source: 2. Organisational Culture Survey, Human Synergistics International

Strategic Direction 7: Build a resilient, inclusive and empowered workforce that is committed to delivering community outcomes

Objectives: Achieve above the 50th percentile for all constructive culture behaviours in the human synergistic model by 2035²

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G7.6	Explore opportunities to replace Council's intranet with an alternative platform for information sharing.		●			Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology
G7.7	Develop an employee value proposition to attract and retain high calibre employees.	●				Define and develop an employee value proposition to attract and retain high calibre employees.	People and Culture
G7.8	Deliver a culture survey every four years to measure progress towards the preferred constructive culture.		●			Delivery to commence 2026-27.	People and Culture
Service S28	Implement programs and initiatives to support employee development and retention.						People and Culture
Service S26	Manage the attraction, recruitment and onboarding of new employees.						People and Culture
Service S27	Manage the offboarding (separation) process for employees who are leaving Council.						People and Culture
Service S10	Provide regular information to staff about Council's appointments, events, activities and initiatives.						Customer and Communications

Strategic Direction 8: Manage Council's finances through robust long-term planning and ongoing financial management

Objectives: Maintain an operating performance ratio of >2% each year
Maintain an average asset renewal ratio of >100% over a rolling five-year period

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G8.1	Prepare a financial strategy to repair Council's financial situation and deliver an operating surplus each year.	●				Undertake a comprehensive engagement program focussing on service levels and infrastructure management to inform new financial modelling.	Customer and Communications
						Develop a financial repair strategy, including consideration of a special rate variation.	Finance
						Identify an additional \$6 million in savings/income through a combination of efficiency improvements, service reductions, and/or increased non-rates revenue.	Finance

Source: 2. Organisational Culture Survey, Human Synergistics International

Strategic Direction 8: Manage Council's finances through robust long-term planning and ongoing financial management

Objectives: Maintain an operating performance ratio of >2% each year
 Maintain an average asset renewal ratio of >100% over a rolling five-year period

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025-2026	Responsible
G8.2	Undertake an annual review of Council's Revenue Policy to ensure equitable levying of rates and identification of potential new revenue sources.	●	●	●	●	Undertake an annual review of Council's Revenue Policy to ensure equitable levying of rates and identification of potential new revenue sources.	Finance
G8.3	Review building assets and commercial property to ensure best value use that aligns with Council's strategic direction.	●	●			Review Council's property portfolio and identify opportunities for divestment to address liquidity issues associated with the North Sydney Olympic Pool project.	Finance
G8.4	Review the procurement framework to ensure it is in line with best practice.	●				Review the procurement framework to ensure it is in line with best practice.	Finance
G8.5	Implement a robust project management framework to ensure projects are developed within schedule, budget and scope.	●				Finalise and implement the project management framework.	Capital Projects and Asset Management
G8.7	Undertake a comprehensive review and assessment of the condition of Council's building assets to inform prioritisation of renewal funding.		●			Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
G8.8	Invest a minimum of 100% of asset depreciation into a reserve for allocation towards the capital renewal program from 2026-27 onwards.		●	●	●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Finance
G8.9	Reduce the infrastructure backlog.		●	●	●	Delivery to commence 2026-27, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Capital Projects and Asset Management
G8.10	Implement an asset management system to provide robust asset management and maintenance capabilities.			●	●	Delivery to commence 2027-28, subject to funding being secured through grants, additional rates, other income sources, or operational savings.	Information Technology
G8.11	Develop a governance and operating model for Berrys Bay Parkland Precinct.		●			Delivery to commence 2026-27.	Corporate Governance

Strategic Direction 8: Manage Council's finances through robust long-term planning and ongoing financial management

Objectives: Maintain an operating performance ratio of >2% each year
 Maintain an average asset renewal ratio of >100% over a rolling five-year period

Delivery Program 2025-2029		2025-2026	2026-2027	2027-2028	2028-2029	Operational Plan 2025–2026	Responsible
Service S20	Manage and record Council's financial transactions including the levy and collection of rates and charges, and the preparation of financial statements and returns.						Finance
Service S21	Prepare, review and maintain Council's long-term financial plan and annual budget to ensure financial sustainability.						Finance
Service S22	Manage Council's procurement processes to ensure legislative compliance and best value.						Finance
Service S23	Manage Council's property portfolio including affordable housing, commercial property and community facilities.						Finance
Service S32	Manage the commercial operations of the North Sydney Olympic Pool facility.						Leisure and Aquatics
Service S52	Develop, maintain and monitor Council's developer contributions plans and voluntary planning agreements.						Strategic Planning
Service S33	Manage asset lifecycle planning (including creation, renewal, maintenance and disposal) to ensure sustainable service delivery. This includes development of Council's capital works program.						Capital Projects and Asset Management
Service S44	Clean, manage and maintain Council-owned buildings, plant, fleet and facilities, including providing security and civic support.						Public Presentation

Monitoring performance

SERVICE INDICATORS: Governance

Indicator		Target trend	2025–2026 Target value*		Baseline		Responsible
KPI-G1	Percentage of call centre calls answered within 60 seconds	↑	≥	75 %	73.1%	Jul-Dec 2024	Customer and Communications
KPI-G2	Percentage of web chats answered within 60 seconds	↑	≥	75 %	-		Customer and Communications
KPI-G3	Percentage of in person customer enquiries resolved on first contact	↑	≥	75 %	-		Customer and Communications
KPI-G4	Number of internal audits completed	↑	≥	6 audits	4 audits	2023-24	Corporate Governance
KPI-G5	Compliance with legislative governance reporting obligations	Maintain		100 %	100 %	2023-24	Corporate Governance
KPI-G6	Percentage of informal access to information requests processed within 20 business days	Maintain		100 %	100 %	2023-24	Corporate Governance
KPI-G7	Percentage of formal GIPA applications processed within legislated timeframes	Maintain		100 %	100 %	2023-24	Corporate Governance
KPI-G8	Percentage of identified WHS hazards addressed within ten (10) business days	↑	≥	95 %	90 %	Mar-25	People and Culture
KPI-G9	Percentage of out-of-hours development complaints responded to within one hour	↑	≥	90 %	-		Ranger and Parking Services
KPI-G10	Percentage of retail food premises inspections completed in accordance with the risk-based annual inspection program	↑	≥	95 %	-		Environment and Building Compliance
KPI-G11	Percentage of reports alleging contraventions of the Swimming Pools Act that are responded to within 72 hours	Maintain		100 %	-		Environment and Building Compliance
KPI-G12	Percentage of reports alleging unlawful activities that are acknowledged within 5 business days	↑	≥	95 %	-		Environment and Building Compliance

Indicator		Target trend	2025–2026 Target value*		Baseline		Responsible
KPI-G13	Percentage of IT service requests responded to within three (3) business days	↑	≥	80 %	-		Information Technology
KPI-G14	Unplanned downtime of critical systems	↓	≤	1 %	1.5 %	Jul-Dec 2024	Information Technology
KPI-G16	Number of technology-based performance improvement initiatives implemented	↑	≥	12	-		Information Technology
KPI-G17	Percentage of council@northsydney.nsw.gov.au emails processed within 48 hours of receipt	↑	>	90 %	-		Information Technology
KPI-G18	Staff turnover rate	↓	<	15 %	9 %	Jul-Dec 2024	People and Culture
KPI-G19	Time to fill staff vacancies	↓	<	8 weeks	-		People and Culture
KPI-G20	Percentage of staff completing mandatory training	↑	>	90 %	-		People and Culture
KPI-G21	Employee satisfaction with recruitment and onboarding process	↑	>	70 %	-		People and Culture
KPI-G22	Vacancy rate for Council-owned property portfolio	↓	<	5.8 %	5.8 %	31-Dec-24	Finance
KPI-G23	Operating performance ratio	↑	≥	0.00 %	-0.02 %	2023-24	Finance
KPI-G24	Own source revenue ratio	↑	≥	60.00 %	85.36 %	2023-24	Finance
KPI-G25	Unrestricted current ratio	↑	≥	1.5	2.42	30-Jun-24	Finance
KPI-G26	Debt service cover ratio	↑	≥	2.00	7.90	30-Jun-24	Finance
KPI-G27	Cash expense cover ratio	↑	≥	3.00 months	11.84 months	30-Jun-24	Finance
KPI-G28	Outstanding rates and annual charges	↓	<	5.00 %	3.74 %	30-Jun-24	Finance
KPI-G30	Ratio of year end operating result to adopted operating budget	↑	>	1.00	-		Finance

* Some target values may not be achieved in 2025-2026 due to service reductions that are required to reduce operating costs.



Part 4:

**Financial
information**



4.1 2025–2029 Financial Estimates

The following table provides our 2025–2029 financial estimates.

Forecast Income Statement

	General fund (excluding Domestic Waste) 2025–26 Budget (\$'000)	Consolidated 2025–26 Budget (\$'000)	Consolidated 2026–27 (\$'000)	Consolidated 2027–28 (\$'000)	Consolidated 2028–29 (\$'000)
Income from Continuing Operations					
Rates	64,881	64,881	67,055	69,301	71,621
Annual Charges	656	18,584	19,141	19,715	20,307
*Users fees and charges	36,921	38,323	40,548	42,818	44,317
Other revenue	10,895	10,895	11,276	11,671	12,079
Grants and contributions provided for operating purposes	4,455	4,455	4,522	4,590	4,659
Grants and contributions provided for capital purposes	13,387	13,387	11,748	13,487	13,881
Interest and investment income	3,192	3,912	4,200	4,451	4,717
*Other income	7,571	7,571	7,836	8,110	8,394
Total Income from Continuing Operations	142,678	162,007	166,326	174,143	179,975
Expenses from Continuing Operations					
*Employee benefits and on-costs	55,651	57,238	59,671	62,207	64,851
*Materials and services	39,222	54,891	56,537	58,234	59,981
Borrowing costs	2,488	2,488	2,532	2,299	2,071
Depreciation and amortisation	31,518	31,518	32,463	33,437	34,440
Other expenses	4,987	4,987	5,137	5,291	5,450
Net losses from the disposal of assets	277	277	277	277	277
Total Expenses from Continuing Operations	134,143	151,399	156,618	161,745	167,069
Operating Result from Continuing Operations	8,535	10,608	9,708	12,398	12,906
Net operating results before capital grants and contributions	- 4,852	- 2,779	- 2,040	- 1,089	- 976

* The budget included a \$6 million net result improvement target, comprising a \$1 million increase in fees and charges income, a \$1 million increase in other income, a \$1 million reduction in employee costs, and a \$3 million reduction in materials and services. These components will be tracked and reported as part of each Quarterly Budget Reviews. All costs are adjusted for inflation from year to year.

Forecast Balance Sheet

ASSETS	2025-26 (\$'000)	2026-27 (\$'000)	2027-28 (\$'000)	2028-29 (\$'000)
Current Assets				
Cash & Cash Equivalents	\$21,000	\$21,000	\$21,000	\$21,000
Investments	\$97,727	\$107,668	\$112,372	\$113,171
Receivables	\$11,025	\$11,025	\$11,025	\$11,025
Inventories	\$60	\$60	\$60	\$60
Other	\$626	\$626	\$626	\$626
Total Current Assets	\$130,438	\$140,379	\$145,083	\$145,882
Non-Current Assets				
Receivables	\$770	\$770	\$770	\$770
Infrastructure, Property, Plant & Equipment	\$1,649,327	\$1,644,024	\$1,646,420	\$1,818,508
Investment Property	\$53,698	\$53,698	\$53,698	\$53,698
Right of Use Assets	\$1,202	\$1,146	\$3,930	\$3,874
Investments Accounted for Using the Equity Method	\$34	\$34	\$34	\$34
Total Non-Current Assets	\$1,705,031	\$1,699,672	\$1,704,852	\$1,876,884
TOTAL ASSETS	\$1,835,469	\$1,840,051	\$1,849,934	\$2,022,766

LIABILITIES	2025-26 (\$'000)	2026-27 (\$'000)	2027-28 (\$'000)	2028-29 (\$'000)
Current Liabilities				
Payables	\$30,809	\$30,810	\$30,810	\$30,810
Contract Liabilities	\$537	\$537	\$537	\$537
Lease Liabilities	\$303	\$303	\$303	\$303
Borrowings	\$4,767	\$4,995	\$4,357	\$4,273
Employee Benefit Provisions	\$13,100	\$13,100	\$13,100	\$13,100
Total Current Liabilities	\$49,516	\$49,745	\$49,106	\$49,023
Non-Current Liabilities				
Lease Liabilities	\$391	\$32	\$2,513	\$2,154
Borrowings	\$51,639	\$46,643	\$42,287	\$38,013
Employee Benefit Provisions	\$1,154	\$1,154	\$1,154	\$1,154
Total Non-Current Liabilities	\$53,184	\$47,829	\$45,954	\$41,321
TOTAL LIABILITIES	\$102,700	\$97,574	\$95,059	\$90,344
Net Assets	\$1,732,769	\$1,742,477	\$1,754,875	\$1,932,422
EQUITY				
Accumulated Surplus	\$996,792	\$1,006,500	\$1,018,898	\$1,031,803
IPPE Revaluation Reserve	\$735,977	\$735,977	\$735,977	\$900,619
TOTAL EQUITY	\$1,732,769	\$1,742,477	\$1,754,875	\$1,932,422

Forecast Cash Flow

CASH FLOW FROM OPERATING ACTIVITIES	2025–26 (\$'000)	2026–27 (\$'000)	2027–28 (\$'000)	2028–29 (\$'000)
Receipts				
Rates	64,881	67,055	69,301	71,621
Annual Charges	18,584	19,141	19,715	20,307
User Charges & Fees	38,323	40,548	42,818	44,317
Investment & Interest Revenue Received	3,912	4,200	4,451	4,717
Grants & Contributions	15,842	16,270	18,077	18,540
Bonds & Deposits Received	3,950	3,950	3,950	3,950
Other	18,466	19,112	19,781	20,473
Payments				
Employee Benefits & On-Costs	(57,238)	(59,671)	(62,207)	(64,851)
Materials & Contracts	(54,891)	(56,537)	(58,234)	(59,981)
Borrowing Costs	(2,488)	(2,532)	(2,299)	(2,071)
Bonds & Deposits Refunded	(5,446)	(3,950)	(3,950)	(3,950)
Other	(5,264)	(5,137)	(5,291)	(5,450)
Net Cash provided (or used in) Operating Activities	38,630	42,448	46,112	47,623

CASH FLOWS FROM INVESTING ACTIVITIES	2025–26 (\$'000)	2026–27 (\$'000)	2027–28 (\$'000)	2028–29 (\$'000)
Receipts				
Sale of Infrastructure, Property, Plant & Equipment				
Payments				
Purchase of Investment Securities	8,664			
Purchase of Investment Property				
Purchase of Infrastructure, Property, Plant & Equipment	(52,819)	(27,437)	(36,110)	(42,163)
Contributions paid to joint ventures and associates	-	-	-	-
Net Cash provided (or used in) Investing Activities	(44,155)	(27,437)	(36,110)	(42,163)

CASH FLOWS FROM FINANCING ACTIVITIES	2025–26 (\$'000)	2026–27 (\$'000)	2027–28 (\$'000)	2028–29 (\$'000)
Receipts				
Proceeds from Borrowings & Advances	10,000			
Payments				
Repayment of Borrowings & Advances	(4,172)	(4,767)	(4,995)	(4,357)
Repayment of lease liabilities (principal repayments)	(303)	(303)	(303)	(303)
Net Cash Flow provided (used in) Financing Activities	5,525	(5,070)	(5,298)	(4,660)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	9,941	4,703	800
plus: Cash & Cash Equivalents - beginning of year	21,000	21,000	21,000	21,000
Cash & Cash Equivalents - end of the year	21,000	21,000	21,000	21,000
Investments - end of the year	97,727	107,668	112,372	113,171
Cash, Cash Equivalents & Investments - end of the year	118,727	128,668	133,372	134,171
Externally restricted funds	81,484	90,796	96,548	98,959
Cash, Cash Equivalents & Investments - not restricted externally	37,243	37,873	36,824	35,213
Internal Reserves	21,699	21,699	21,699	21,699
Unrestricted	15,544	16,174	15,125	13,514

Key Performance Indicator

Ratio	2025-26 (\$'000)	2026-27 (\$'000)	2027-28 (\$'000)	2028-29 (\$'000)	OLG Benchmark
Operation Performance ratio	-1.87%	-1.32%	-0.68%	-0.59%	>0%
Own Source Operating revenue ratio	90%	90%	90%	90%	>60%
Unrestricted current ratio	1.63	1.63	1.63	1.59	>1.5
Debt service cover ratio	4.49	4.33	4.56	5.28	>2
Cash expense cover ratio	10.98	11.62	11.66	11.42	>3month
Infrastructure - Buildings and infrastructure renewals ratio	40.58%	62.35%	62.40%	62.40%	>100%
Infrastructure - Infrastructure backlog ratio - condition 3	10.27%	11.27%	12.28%	12.08%	<2%
Infrastructure - Infrastructure backlog ratio - condition 2	36.37%	38.24%	40.01%	37.94%	<2%
Infrastructure - Asset maintenance ratio	87%	84%	81%	78%	>100%
Infrastructure - Cost to bring assets to agreed service level - condition 3, in '000	\$167,701	\$183,509	\$200,102	\$217,525	
Infrastructure - Cost to bring assets to agreed service level - condition 2, in '000	\$593,790	\$622,381	\$652,140	\$683,124	

4.2 2025–2026 Budget

Income Statements 2025–26

	2025–26 Budget (\$'000)
Income from Continuing Operations	
Rates	\$64,881
Annual Charges	\$18,584
Users fees and charges	\$38,323
Other revenue	\$10,895
Grants and contributions provided for operating purposes	\$4,455
Grants and contributions provided for capital purposes	\$13,387
Interest and investment income	\$3,912
Other income	\$7,571
Total Income from Continuing Operations	\$162,007
Expenses from Continuing Operations	
Employee benefits and on-costs	(\$57,238)
Materials and services	(\$54,891)
Borrowing costs	(\$2,488)
Depreciation and amortisation	(\$31,518)
Other expenses	(\$4,987)
Net losses from the disposal of assets	(\$277)
Total Expenses from Continuing Operations	(\$151,399)
Operating Result from Continuing Operations	\$10,608
Net Operating results before capital grants and contributions	(\$2,779)

Application of funds

Revenue type	Amount	
Rates	\$64,881	40%
Annual charges	\$18,584	11%
User fees and charges	\$38,323	24%
Other revenue	\$10,895	7%
Grants and contributions	\$17,842	11%
Interest and investment income	\$3,912	2%
Other income	\$7,571	5%
Total	\$162,007	100%
Reserve and other movements		
External	\$11,468	
Internal	-\$2,804	
Proceeds from loan borrowing	\$10,000	
TOTAL revenue and reserves movements	\$180,672	
Application of funds		
Income received 2024–25	\$2,000	1%
Employee Costs	\$57,238	32%
Materials and services	\$54,891	30%
Net capital expenditures	\$52,819	29%
Loan repayments	\$6,963	4%
Other expenses	\$5,264	3%
Net payment of bonds/deposits	\$1,496	1%
TOTAL	\$180,672	100%

Balance sheet 2025–26

	2025–26 (\$'000)
ASSETS	
Current Assets	
Cash & Cash Equivalents	\$21,000
Investments	\$97,727
Receivables	\$11,025
Inventories	\$60
Other	\$626
Total Current Assets	\$130,438
Non-Current Assets	
Receivables	\$770
Infrastructure, Property, Plant & Equipment	\$1,649,327
Investment Property	\$53,698
Right of Use Assets	\$1,202
Investments Accounted for Using the Equity Method	\$34
Total Non-Current Assets	\$1,705,031
TOTAL ASSETS	\$1,835,469

	2025–26 (\$'000)
LIABILITIES	
Current Liabilities	
Payables	\$30,809
Contract Liabilities	\$537
Lease Liabilities	\$303
Borrowings	\$4,767
Employee Benefit Provisions	\$13,100
Total Current Liabilities	\$49,516
Non-Current Liabilities	
Lease Liabilities	\$391
Borrowings	\$51,639
Employee Benefit Provisions	\$1,154
Total Non-Current Liabilities	\$53,184
TOTAL LIABILITIES	\$102,700
Net Assets	\$1,732,769
Equity	
Accumulated Surplus	\$996,792
IPPE Revaluation Reserve	\$735,977
Total Equity	\$1,732,769

Statement of cash flows 2025–26

	2025–26 (\$'000)
Receipts	
Rates	64,881
Annual Charges	18,584
User Charges & Fees	38,323
Investment & Interest Revenue Received	3,912
Grants & Contributions	15,842
Bonds & Deposits Received	3,950
Other	18,466
Payments	
Employee Benefits & On-Costs	(57,238)
Materials & Contracts	(54,891)
Borrowing Costs	(2,488)
Bonds & Deposits Refunded	(5,446)
Other	(5,264)
Net Cash provided (or used in) Operating Activities	38,630
CASH FLOWS FROM INVESTING ACTIVITIES	
Receipts	
Sale of Investment Securities	8,664
Redemption of term deposits	-
Sale of Infrastructure, Property, Plant & Equipment	-

	2025–26 (\$'000)
Payments	
Purchase of Investment Securities	
Purchase of Investment Property	-
Purchase of Infrastructure, Property, Plant & Equipment	(52,819)
Contributions paid to joint ventures and associates	-
Net Cash provided (or used in) Investing Activities	(44,155)
CASH FLOWS FROM FINANCING ACTIVITIES	
Receipts	
Proceeds from Borrowings & Advances	10,000
Payments	
Repayment of Borrowings & Advances	(4,172)
Repayment of lease liabilities (principal repayments)	(303)
Net Cash Flow provided (used in) Financing Activities	5,525
Net Increase/(Decrease) in Cash & Cash Equivalents	-
plus: Cash & Cash Equivalents - beginning of year	21,000
Cash & Cash Equivalents - end of the year	21,000
Investments - end of the year	97,727
Cash, Cash Equivalents & Investments - end of the year	118,727
Externally restricted funds	81,484
Cash, Cash Equivalents & Investments excluding externally restricted funds	37,243

Capital works budget 2025–2026

Description	Funding Source				Total
	Rates – New and Upgrade	Rates – Backlog and Depreciation	Grants	Developer Contributions	
	\$	\$	\$	\$	
Environment					
Gross pollutant trap network expansion	-	-	154,500	-	154,500
Stormwater drainage renewals		800,000			800,000
Social Inclusion					
Library books		211,789	24,380		236,169
Crows Nest Community Centre renewal works		500,000			500,000
McMahons Point Community Centre renewal works		700,000			700,000
Kelly's Place Childrens Centre renewal works		400,000			400,000
Affordable housing – carry over	617,966				617,966
Open Space and Recreation					
Hume Street Park expansion (Design)	-	-	257,500	257,500	515,000
North Sydney Indoor Sports Centre critical renewals		515,000			515,000
Park minor infrastructure renewals		410,000			410,000
Blues Point Reserve seawall renewal		250,000			250,000
Stratford Street retaining wall renewal		280,000			280,000
Fence and safety barrier renewals		250,000			250,000
Lighting renewals		250,000			250,000
North Sydney Olympic Pool - carry over	33,853,654				33,853,654
Tunks Park acid sulfate soil investigation		200,000			200,000

Description	Funding Source				Total
	Rates – New and Upgrade	Rates – Backlog and Depreciation	Grants	Developer Contributions	
	\$	\$	\$	\$	
Integrated Transport					
Local Area Transport Management projects	309,000	-	309,000	-	618,000
Heritage style bus shelter renewals		600,000	-	-	600,000
Fitzroy Street (west of Jeffreys Street) new pedestrian crossings			250,000		250,000
Rosalind Street at Miller Street new pedestrian crossings			250,000		250,000
Reynolds Street road safety barrier renewal			635,000		635,000
Traffic facility renewals		248,180			248,180
Road renewals		2,670,473	629,527		3,300,000
Kerb and gutter renewals		400,000			400,000
Footpath renewals		400,000			400,000
Young Street upgrade - carry over			2,000,000		2,000,000
Governance					
Council property (cnr Miller and Ridge) roof repairs		100,000			100,000
Central depot repairs		80,000			80,000
Council chambers roof repair		1,000,000			1,000,000
Council chambers chiller and HVAC		600,000			600,000
Plant and equipment renewals		1,721,601			1,721,601
Office equipment renewals		250,000			250,000
Furniture and fittings renewals		390,845	33,245	10,000	434,090
Total capital budget	34,780,620	13,227,888	4,543,152	267,500	52,819,160

Financial and asset management indicators

Description	2025–26 Budget	OLG benchmark
Operating Performance ratio	-1.87%	>0%
Own Source Operating revenue ratio	90%	>60%
Unrestricted current ratio	1.63	>1.5
Debt service cover ratio	4.49	>2
Cash expense cover ratio	10.98 months	>3month
Infrastructure - Buildings and infrastructure renewals ratio	41%	>100%
Infrastructure - Infrastructure backlog ratio - cond 3	10.27%	<2%
Infrastructure - Infrastructure backlog ratio - cond 2	36.37%	>100%
Infrastructure - Asset maintenance ratio	87%	>100%
Infrastructure - Cost to bring assets to agreed service level - cond 3, in '000	\$167,701	
Infrastructure - Cost to bring assets to agreed service level - cond 2, in '000	\$593,701	

4.3 Financial assistance

North Sydney Council community organisations, not-for-profits, individuals, and businesses by providing a range of grants, donations and subsidies. Pursuant to Section 356 of the *Local Government Act 1993*, the following information details the contributions and subsidies that have been included in the 2025-26 budget. However, in response to current financial pressures, some of these financial contributions may be reduced or removed from the budget as part of reactive service reductions being implement to cut costs in 2025–26 . Please refer to section 2.4 for more information.

	2025-26 Draft Budget \$		2025-26 Draft Budget \$
Aboriginal Projects	10,300	Miscellaneous Contributions	10,300
Annual Individual Creative Grants	10,300	Neutral Bay Community Centre	64,890
Community Centres Playgrounds/Tree Inspection	4,120	New & Innovative Projects Program	26,780
Community Groups Insurance	5,150	North Sydney Aust. Day Celtic Festival	3,214
Cremorne Baby Health Centre	14,560	North Sydney Community Centre	169,950
Crows Nest Centre Operating	481,010	North Sydney Community Centre Choir	5,150
Crows Nest Centre Parking	71,240	North Sydney RSL Sub-branch PA Hire	670
Crows Nest Early Childhood Centre Parking	37,440	North Sydney Symphony Orchestra	4,635
Crows Nest Fair	76,220	Nutcote Insurance Premiums	7,210
Early Education Centre - Parking	1,560	Nutcote Operational	35,020
Ensemble Theatre	4,285	Nutcote Rates & Maintenance Contribution	19,817
Food Grants	16,068	Pensioner Christmas Dinner	4,120
Indoor Sports Centre Parking	8,840	Pensioner Christmas Relief	13,390
International Volunteers Day	8,240	Phoenix House	4,120
Kelly's Place Operational Subsidy	12,360	Royal Art Society	5,768
Kelly's Place Parking Subsidy	11,980.80	Shakespeare on the Green	1,366
Kirribilli N/Hood Centre	77,250	St Mary's Refuge Parking	26,000
Leisure Ctr/Tennis Ctr/KU Parking	26,000	Story to Screen	18,540
McMahons Point Occasional Care	12,855	Taldumande Youth Refuge	4,326
Men's Shed	3,090	Waverton Hub	3,399
		Total	1,321,534

The above amounts do not include in-kind contributions through reduced rental on community facilities



Part 5:

**Statement of
revenue policy
2025–2026**



Statement of intent

This policy outlines North Sydney Council's annual rating structure and approach to setting fees listed in the Schedule of Fees and Charges.

Council's rate revenue estimates for 2025–26 comply with the relevant provisions of the *Local Government Act NSW 1993* (the Act) and the Office of Local Government's Rating and Revenue Raising Manual.

Overview

Council will undertake the following actions in 2025–26:

- increase total ordinary rates income by 4% rate peg set by IPART
- consolidate Mainstreet levies (Crows Nest and Neutral Bay) to the ordinary rates base and discontinue them effective 1 July 2025
- increase the minimum rates (residential and business) to \$743.85, reflecting the 4% rate peg.

Domestic waste and stormwater charges are charged as per this revenue policy.

To assist Council's financial performance, Council will consider the introduction of new fees and charges throughout the year, including entry fees for New Years Eve celebrations and new or increased fees for use of public open space. Any new or changes fees and charges will be publicly exhibited prior to implementation.

5.1 Ordinary and special rates

Ordinary rates

Rates and annual charges are Council's primary source of operating income. Rates are used to provide essential services and infrastructure such as roads, footpaths, parks, sportsfields, playgrounds, swimming pools, community centres, cycleways, public amenities and Stanton Library.

In accordance with section 498 and 548 of the Act, Council's ordinary rates are structured on an 'ad valorem' amount based on the value of the land and are subject to a minimum.

The Act requires that all rateable properties be categorised as one of four categories of ordinary rates:

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

All properties within the North Sydney Council area are categorised as either residential or business for rating purposes. Properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the NSW Valuer General are rated as part Residential and part Business on the basis of the apportionment percentage.

Valuations

Rates are determined and calculated on the land value of a property, multiplied by a 'rate in the dollar'. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every three years. The *Valuation of Land Act 1916* requires that Council assess rates using the most recent values provided. For the 2025–26 rating year, the valuation base date is 1 July 2022.

Rate pegging and special rate variations

The NSW Government introduced 'rate pegging' in 1977. Each year, IPART approves a maximum percentage increase in the total income each Council can receive from rates, known as the 'rate peg'.

IPART has set the rate peg for the 2025–26 financial year using the new rate peg methodology. This methodology incorporates the Base Cost Change (BCC) for groups of councils, which reflects projected increases in employee costs, asset costs, and other operating expenses. It also includes adjustments for changes in the Emergency Services Levy, temporary election costs, a population factor, and a productivity factor.

Rating structure

Ordinary rates

The rating structure below reflects a 4.00% increase in 2025–26 as per rate peg approved by IPART.

2025–26 Rating structure					
Rate description	Rate (cents in \$) or minimum rate	Number of properties	Estimated rate revenue (\$)	TOTAL (\$)	%
Residential minimum	\$743.85	28,927	\$21,517,515.90	35,274,609.92	59.36%
Residential ad valorem	0.063794	8,388	\$13,757,094.02		
Business minimum	\$743.85	1,142	\$849,476.24	24,146,247.89	40.64%
Business ad valorem	0.461779	2,323	\$23,296,771.65		
Total				59,420,857.81	

Infrastructure Levy

This program was formulated to address funding gaps in maintenance of Council infrastructure. As part of Council's general rate, this levy is collected and restricted for infrastructure and maintenance. It consists of a base amount (50%) and an ad valorem amount (at value)

Category	Number of Assessments	Base, \$	Cents in \$	Income from Base	Income from Ad Valorem	Total Income
Residential Infrastructure Special Levy	37,316	31.54	0.00003114	1,177,082.35	1,126,737.60	2,303,819.96
Business Infrastructure Special Levy	3,465	31.54	0.00003114	109,310.77	159,655.52	268,966.28

Environment Levy

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

Category	Number of Assessments	Base, \$	Cents in \$	Income from Base	Income from Ad Valorem	Total Income
Residential Environmental Special Levy	37,316	35.40	0.00003494	1,321,018.55	1,264,517.54	2,585,536.09
Business Environmental Special Levy	3,465	35.40	0.00003494	122,677.53	147,178.54	301,856.07

Discontinued special rates

Mainstreet Levies

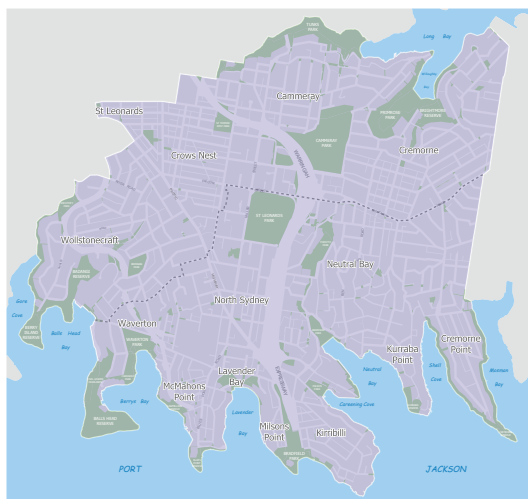
The following special levies are discontinued, effective 1 July 2025:

- Crows Nest Mainstreet Levy
- Neutral Bay Mainstreet Levy

These levies have been rolled into the overall business rate.

Rating category map

The above rating structure applies to all land in the North Sydney local government area.



LEGEND

RATE CATEGORY

- Residential Ordinary Rate
- Business Ordinary Rate
- Infrastructure Levy
- Environmental Levy

Pensioner rebates

In accordance with section 575 of the Act, eligible ratepayers who meet the essential criteria are entitled to receive a maximum reduction amount of \$250 for combined ordinary rates and charges for domestic waste management services (refer to section 5.2). The amount of the concession depends upon whether:

- the person is solely liable or jointly liable with one or more jointly eligible occupiers but with no other person for the rate or charge (full concession allowable); or
- the person is jointly liable with one other person who is not a jointly eligible occupier or with 2 or more other persons any of whom is not a jointly eligible occupier (pro rata concession)

The cost to provide these concessions is shared between the NSW Government (55%) and North Sydney Council (45%).

In addition to the Statutory Pensioner Rebate, Council will grant a Voluntary Pensioner Rebate to a maximum of \$242, offset against the domestic waste management charge. This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate. It will be granted to all eligible pensioners on the same basis as the Statutory Pensioner Rebate and will be 100% funded by Council.

Pro rata rebates are available and will be calculated for each full quarter following the quarter in which the pensioner becomes eligible.

Requests for retrospective statutory and voluntary rebates may be approved for the current rating year and a maximum of one prior rating year only.

Financial hardship

Council's Financial Hardship Policy complies with section 601 of the Act and covers situations where residential ratepayers believe that they have suffered financial hardship by way of Council utilising a General Revaluation for rating purposes for the first time, ie hardship caused by the use of new valuations, or ratepayers who suffer genuine financial hardship. This policy is under review.

Rates adjustments and aggregation

Upon registration of a new strata plan or deposited plan, Council will reassess the rates and charges for the property/properties from the date the new plan is registered.

Aggregation of rates in accordance with section 548A of the Act will apply in the following situations:

- the lots are used in conjunction with the unit, by the occupier of the unit; and
- the ownership of each lot noted on the certificate of title is the same for each; and
- all lots are within the same strata plan, or strata scheme; and
- the lots are not leased out separately

All aggregation will only apply from the commencement of the quarter following the lodgement of the application with Council.

Aggregation is subject to the following maximums:

- Residential assessment: 3 utility lots (car spaces and storage lots)
- Business assessment: 1 car space lot and 1 storage lot

Interest on overdue rates and charges

Pursuant to section 566(3) of the Act, interest will be charged on all overdue rates and charges. For the 2025–26 financial year, North Sydney Council will apply the maximum interest rate allowed by the Minister for Local Government, which is 10.5%.

5.2 Annual charges

Domestic waste management charge

Sections 496 and 504 of the Act provide that waste management services of the Council are to be financed by a specific annual charge made and levied for that purpose. In the current environment of rising costs and high inflation, domestic waste management contractors, materials and other costs directly associated with providing the service, there is a modest increase of 3% in 2025–26.

Charges for 2025–26 are shown below:

Domestic waste	2025–26 charge (\$)	Change from previous year (\$)
Domestic waste charge (60L bin) – Council approved only	485.00	14
Domestic waste charge (80L bin)	485.00	14
Domestic waste charge (120L bin)	808.00	23
Domestic waste charge (240L bin)	1,419.00	40
Service availability charge	69.00	2

Stormwater management service charge

Council is responsible for managing stormwater across the North Sydney LGA. This involves the management and maintenance of over 101km of pipes, many of which were installed in the early 1900s when suburbs were first established. Some of these are now coming to the end of their useful life.

Since 2006, Council has been proactively investigating the condition of the pipe network with CCTV. 13km of the networks is in a condition that needs replacing. The replacement of these poor-condition pipes will cost about \$23 million. To help fund this work, Council introduced a stormwater management charge from 1 July 2014.

The charge is between \$5 and \$25 per year depending on the category of the property for rating purposes. The following table outlines the charge structure as specified by the Act and associated regulations.

Rating category	Annual charge (\$)
Residential property	\$25.00
Residential strata plan or company title (maximum)	\$12.50
Business property	\$25.00 per 350m ² or part thereof
Business strata plan or company title (capped)	\$5

The charge will support the stormwater management program of works and will provide approximately \$582,000 funding towards that program.

5.3 Pricing policy for goods and services

In accordance with Section 608 of the Act, Council charges and recovers approved fees and charges for services it provides. These are detailed in our separate 'Fees and Charges 2025–2026' document.

The various methods for pricing are:

1. **Full cost recovery:** Fee charged aims to recover all the direct and indirect costs associate with providing the service.
2. **Partial cost recovery:** Fee charged aims to only partially recover the full cost involved in providing a service. Situations where partial cost recovery may apply include:
 - where benefits from provision of the service accrue to the community as a whole as well as individual users
 - a short-term approach to stimulate demand for a service where charging at full cost recovery may result in service evasion
3. **Market competitive:** Fee charged is based on market competition. Comparatives are made with businesses offering the same or similar services.
4. **Bonds and deposits:** Refundable payments that may be requested as a security for making good any damage caused to Council property and/or completing any works required in connection with an approval.
5. **Regulated and prescribed:** Fees that are prescribed by State or Federal Government legislation. In the event of legislation introducing a new or amended statutory/regulatory fee subsequent to adoption or printing of this document, the Council may apply these new charges without further notice.
6. **Conditions of grant funding:** Fees that are subject to eligible State and Federal grants whereby the Council is bound by their contractual terms and conditions, including applicable limits to chargeable fees.

Fees and charges may include the Goods and Services Tax (GST). GST is a broad-based tax of 10% on the supply of most goods and services consumed in Australia. Applicable GST amounts are shown in a separate column in the Fees and Charges.

5.4 Other funding sources

Property review to address capital and infrastructure pressures

While Council is actively developing new financial models and repair strategies, it continues to operate under ongoing liquidity risk. Current budget forecasts are based on a range of assumptions, many of which are subject to significant sensitivities. These variables may result in either positive or negative financial outcomes. In a low-liquidity environment, such uncertainty heightens Council's overall financial risk.

To mitigate liquidity risks, Council will undertake a review of all properties classified as operational land. This includes:

- income-generating properties
- community-use assets

As part of this review, Council will consider strategic divestment opportunities. The objective is to generate capital to offset the rising costs of the North Sydney Olympic Pool project and to address the growing backlog of infrastructure renewals that have been delayed due to funding constraints.

The current project budget is structured as follows:

- loan funding: \$61 million
- grant funding: \$15 million
- developer contributions: \$5.7 million
- general revenue: \$40.3 million
- total project budget: \$122 million

This budget does **not** account for additional costs resulting from delays associated with structural steel design and construction issues. Legal proceedings are currently underway regarding these matters.

With the project still under construction, it continues to pose significant financial risk to Council.

At this stage, property divestment is recommended above loan borrowings due to insufficient forecast income to cover further interest expenses.

Borrowings from externally restricted reserves

The 2025–26 financial year will require careful and responsive financial management in light of ongoing liquidity challenges and broader financial risks. As a safeguard, Council intends to apply to the Office of Local Government for pre-approval to borrow from externally restricted reserves.

Initially, Council will seek approval for a \$10 million loan from the Domestic Waste Reserve. This facility is intended as a contingency measure only. The timing required to implement financial repair strategies means that many savings will be realised partway through the year rather than immediately.

Additional external loan funding

Council will consider the use of additional external borrowings as part of its broader financial modelling. While such funding sources can provide short-term liquidity, they also increase long-term costs through interest repayments and may lead to upward pressure on rates over time. As such, external borrowing will be approached cautiously and strategically.

Business activities

Based on current projections, it is anticipated that the North Sydney Olympic Pool will be classed as a significant business (category 1) under the competitive neutrality policy.

Income earned from Council's assets will be maximised, based on industry market rates.

TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषण सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषण के लिए अनुरोध करें। यह एक नि:शुल्क सेवा है।

JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス(TIS)にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつながるように伝えてください。当サービスは無料です。

PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02 9936 8100). Este es un servicio gratuito.

KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.

North Sydney Council's Delivery Program and Operational Plan have been prepared in accordance with the Integrated Planning and Reporting Framework requirements.



North Sydney Council,
200 Miller Street, North Sydney NSW 2060

P (02) 9936 8100 | E council@northsydney.nsw.gov.au

www.northsydney.nsw.gov.au

Adopted:

Attachment 2: YourSay Submissions and Responses (Questions 2 and 9)

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
1	Very thorough.	Noted	I think in progress, but lobby state govt to reduce fee exemption to private schools.	Noted
2	Yes, U do not support the sale of public assets. This is a one-off budget sugar hit. Should council consider this option it is appropriate that Councilors take their positions to the electorate.	Any asset being considered for potential sale will be the be subject of separate detailed report to Council.	-	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures
3	<p>Very wordy to look at and read but really lacks the financial control and management to make it all happen - look at how the financial position of the Council is compared to the glossy document.</p> <p>Please spend more time and energy on doing things instead of Word documents.</p> <p>Where is there a list of the \$146 million in urgent repairs to infrastructure ?</p>	<p>The \$146M identified in the LTFP is the cost to bring existing assets to satisfactory standard. This figure comes directly from Council's Asset Management Plans that are available on Council's website.</p> <p>Specific renewal projects scheduled for each year are detailed in the annual budget and also included in the four-year capital works program (refer to sections 4.1 and 4.2 of the plan). Unfortunately, IPART's decision to reject Council's SRV application means that Council will not be able to undertake the all the asset renewals initially planned for 2025-2026.</p>	<p>1. I was supportive of a smaller increase in rates but the Council never offered this option. The Council handled the submission to IPART very badly and did not engage with the residents/ratepayers hence the knock back to the exorbitant increase.</p> <p>The Council was very misleading on how the extra \$540 million was to be spent and many ratepayers were annoyed with this high-handed approach. So now we have no increase in rates and we need to cut services.</p> <p>Meanwhile the pool saga just continues and is likely to open in 2026. This cost and time blow out gives residents NO CONFIDENCE that Council has the skills to manage any type of large scale project - how would it manage and control spending \$146 million on infrastructure ?</p> <p>Additional comments on cost saving measures</p> <p>2. Stop building bike lanes now (no one uses them and they are expensive).</p> <p>3. Stop putting in fancy gardens and then changing the plants eg Bannerman Street roundabout. Just plant natives and leave them.</p>	<p>1. Council is committed to mitigating ongoing risks and implementing stronger oversight measures to deliver the North Sydney Olympic Pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy.</p> <p>With regard to the SRV application, Council did undertake a range of engagement activities as part of the SRV process, such as surveys, fact sheets, and information sessions, however, we recognise that some residents felt this didn't go far enough. The outcome has highlighted the need to strengthen how we communicate and build trust with residents, particularly in relation to financial decisions.</p> <p>Additional comments on cost saving measures</p> <p>2. Supporting active and sustainable transport (including cycling) helps to reduce congestion and ensures that there is space on our roads for those who need to travel by private vehicles. As detailed in the Integrated Transport Study, the shift towards active and sustainable transport is supported by community engagement results and extensive research. With regard to cost, bike lanes are typically funded primarily through grants - the capital works table in section 4.1 shows the funding source as 95% grants.</p> <p>3. Species selection for new and replacement planting across the LGA is made with consideration given to site conditions, aesthetics and cost (including maintenance requirements).</p>
4	1. Council needs to live within its financial means. Council should focus on reducing the costs associated with unnecessary Land and Environment Court appeals by settling cases early and reduce expenditure across the	<p>1. Council has recently appointed a Legal Counsel Planning to manage appeals inhouse. This appointment is expected to result in significant reductions in Land and Environment Court appeal costs.</p> <p>2. Noted. Asset sales are being considered.</p>	1. The financial predicament Council finds itself in is a direct result of the gross mismanagement of the North Sydney Olympic Pool. Who were the staff responsible for administering this project? Have they been held accountable? I have read with scepticism the Mayor's comments blaming former Councils (of which she was a member), but ultimately the Pool project could have gone ahead and be built within budget so long as the pool upgrade was properly	1. Councils new executive team was recruited and formed in 2023 and have been committed to mitigating ongoing risks and implementing stronger oversight measures to deliver the pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy. To mitigate the financial impact on current ratepayers, Council will consider property divestment.

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	<p>board to ensure that Council's finances remain viable.</p> <p>2. Asset sales should be seriously considered.</p>		<p>documented and professionally project managed and a fixed price construction contract was entered into. Why didn't the elected officials at the time (including the Mayor who was on the Council at the time) insist on these basic requirements? Why didn't the Council Officers recommend these basic cost control measures to the elected officials?</p> <p>Additional comments on cost saving measures</p> <p>2. Improving the productivity of Council staff needs to be a significant priority with a view to reducing overall headcount, particularly for back office functions.</p> <p>3. Council should better integrate AI and automate your activities as much as possible to achieve efficiencies.</p> <p>4. For all applications that proponents make to Council, reduce the information requirements. Not only will that save money for applicants, it will also save Council resources because additional reports will not need to be read and analysed.</p> <p>5. Fees that should not be increased are the costs associated with development</p> <p>6. Third party advertising opportunities should also be considered on the bridge overhanging the Pacific Highway in North Sydney CBD and maximum revenue from bus shelters across the municipality.</p>	<p>2. Section 2.6 of the plan details productivity improvements already implement by Council as well as future improvement priorities. The budget for 2025-26 includes a \$1 million reduction in employee costs.</p> <p>3. It is agreed that AI offers efficiency improvement opportunities with many staff already identifying suitable uses. The development assessment team is currently working to implement an AI solution that will support assessment efficiency improvements.</p> <p>4. As part of the process mapping project currently being undertaken across all service units, Council is looking for opportunities to streamline processes. Whilst there are certain legal requirements for some applications, Council will be looking to remove any unnecessary red tape.</p> <p>5. Development application fees are regulated under the Environmental Planning and Assessment Regulation 2021.</p> <p>6. Suggestions are noted.</p>
5	See below	-	<p>1. The decision by IPART is a terrible blow to council. Council needs to reduce expenditure where it can and submit a more complete submission for a substantial rate increase to IPART at the appropriate time.</p> <p>Additional comments on cost saving measures</p> <p>2. The total for grants and contributions is almost \$16.5M, which is more than 11 percent of the total council budget, yet I cannot find a detailed breakdown of these figures. If this figure cannot be justified and therefore reduced substantially, then that would result in a substantial reduction in overall operational costs.</p> <p>3. I would be strongly opposed to sponsors for naming rights or advertising affiliated with anything</p>	<p>1. Noted</p> <p>2. The 16.5M figure quoted in this submission appears to be the grants and contributions included in the income statement. This figure refers to the income received by Council for specific purposes e.g. to build a cycleway, etc</p> <p>The total amount paid by Council in grants, donations and subsidies to community organisations, not-for-profits, individuals, and businesses is approximately \$1.3M. The breakdown of this figure is provided on page 109.</p> <p>3. Any proposal for naming rights for the North Sydney Olympic Pool or North Sydney Oval will be the be subject of separate detailed report to Council.</p>

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			considered antisocial including any of the following: gambling, alcohol, tobacco, digital currency	
6	Well we have to accept it after the failed SRV. The Council really needs to look closely how it manages proposals and information flows	Noted	<p>1. Stop spending money on bike lanes - no one uses them and we can't afford them. Every ratepayer I talk to wants the bikes lanes stopped or removed. Since Covid/work from home the number of bike riders to the city has been greatly reduced and weekend bike riders don't use the bike lanes.</p> <p>2. Another example of Council wasting money is the Young St plaza - why has it been removed? This shows the Council has no planning process. Also stop spending Council money on things like the 1 Henry Lawson Avenue DA - costs \$1.3million to build a toilet block and viewing stand. There are over 60 submissions against this development. Stop this type of Council madness. Please listen to ratepayers!</p> <p>3. Also things like changing the flowers at Bannerman St roundabout cost money - just plant natives and stop planting seasonal flowers. Just a waste of ratepayer money!</p> <p>4. And just get the North Sydney pool open! The plan shows the pool costing another \$35 million which is a criminal mis-management.</p> <p>Additional comments on cost saving measures</p> <p>5. Why does it cost NSC \$1 million for NYE?</p>	<p>1. Supporting active and sustainable transport (including cycling) helps to reduce congestion and ensures that there is space on our roads for those who need to travel by private vehicles. As detailed in the Integrated Transport Study, the shift towards active and sustainable transport is supported by community engagement results and extensive research. In addition, bike lanes are typically funded through primarily grants - the capital works table in section 4.1 shows the funding source as 95% grants.</p> <p>2. The Young Street Plaza project is fully grant funded (\$2M) and is carried over from 2024-25. It is listed in the capital works table on page 107. Regarding new capital projects, the updated program as detailed in the revised OP is minimal. Community consultation is undertaken on Infrastructure projects (including construction or renewal of community facilities, buildings, parks and playgrounds) in accordance with Council's adopted Community Engagement Strategy.</p> <p>3. Species selection for new and replacement planting across the LGA is made with consideration given to site conditions, aesthetics and cost (including maintenance requirements).</p> <p>4. Council is committed to mitigating ongoing risks and implementing stronger oversight measures to deliver the North Sydney Olympic Pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy.</p> <p>5. North Sydney Council's \$1 million expenditure on New Year's Eve is primarily due to the significant planning, infrastructure, and safety measures required to manage the large crowds who gather in the area to view the Sydney Harbour fireworks.</p> <p>While the City of Sydney funds and organises the fireworks display itself, North Sydney Council provides managed access to three popular vantage points: Bradfield Park, Blues Point Reserve, and Lavender Bay parklands. These areas offer prime views and attract thousands of people each year.</p> <p>Council's costs are largely associated with ensuring public safety and providing appropriate infrastructure for these crowds. This includes installing fencing and toilets, managing waste, deploying traffic controllers, implementing crowd control strategies, and providing hostile vehicle mitigation measures. Council is also responsible for managing impacts in areas beyond the designated viewing sites, including road closures and facilities for crowds gathering in nearby locations.</p>

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				Under the Major Events Act, Council is legally required to cooperate with the Premier's Department and comply with Ministerial directions regarding road closures and transport management. This means Council has limited discretion and must fulfil certain obligations that contribute to the overall cost.
7	see previous submission	This is a supplementary submission from the same submitter	<p>On page 208, extend the financial indicators out to Year 4 so that we can all see the trend. Council argued strongly (and in vain) for the large rate increase based on the poor performance indicators but then this Plan has no figures beyond Year 1. Come on - help us ratepayers understand what is going on.</p> <p>Page 100 has P&L out 4 years, why can't we have a balance sheet as well ?</p> <p>The lack of proper financial presentation to IPART led to no approval and again Council in this document is poorly presenting key financial figures. Again, try harder!</p>	The four-year financial performance indicators and balance sheets have been added (please refer to pages 100-103)
8	Yes. I understand that following rejection of Council's application to IPART that some services and fees need to change so that vital infrastructure is maintained and that contingency funds are available for an emergency.	Noted	<p>Those who orchestrated and celebrated the IPART result have left a hollow victory. All the community will suffer for it. Council has been admired for the services it provides for residents in contrast to some other councils while its rates are below those of neighbouring councils. It is apparent that residents must pay more for services that are available.</p> <p>Additional comments on cost saving measures Perhaps printed flyers could be replaced by electronic ones? Schools which are exempt from rates should be required to pay for the use of playing fields and parks.</p>	Comments are noted. Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of another special rate variation application.
9	I am very disappointed that the rate rise was rejected. I would like council to be able to have the funds to properly maintain and upgrade the area.	Noted	<p>1. Please try again to increase the rates for apartments in particular.</p> <p>2. I would like to propose that sandstone blocks be used in lieu of replacing sections of the existing timber fencing at Tunks Park, called up in the revised draft Delivery Program and Operational Plan for capital works.</p> <p>This change would:</p> <p>Complement the existing park context, aligning with the sandstone gate, seawall, and foreshore edge; Provide a more attractive, durable and sustainable</p>	<p>1. Noted. Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.</p> <p>2. Council's renewal budget only allows for 'like for like' replacement. Unfortunately this means that there is insufficient funding available to replace the timber fence with sandstone.</p> <p>With regard to the playground renewal versus gym equipment replacement, there is no funding available for either project in the revised 2025-26 budget. Item O3.9 which states ' Explore opportunities to enhance outdoor fitness</p>

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			<p>alternative to the current timber fencing; Serve a dual purpose, functioning as both a physical barrier and informal seating; Eliminate ongoing maintenance, unlike timber, which deteriorates over time, and requires periodic maintenance; Address the current fencing alignment, which inhibits access behind parked cars, by offering a chance to redefine the barrier line for improved usability. This is an opportunity to be the 1st step in a Tunks park-wide upgrade rather than simply another ad-hoc piece of repair to poorly considered and uncoordinated infrastructure. Additionally, under Objective O3.3, I note that the playground at Tunks Park is earmarked for renewal. However, I would like to highlight that the gym equipment at the park is in far worse condition, with many elements in disrepair. This area is heavily used by the community and is in urgent need of renewal and upgrade, arguably more so than the playground.</p>	<p>equipment across the LGA¹ is scheduled to commence in 2026-27 subject to funding being secured through grants, additional rates, other income sources, or operational savings.</p>
10	N/A	-	<p>Yes, please remove the plane trees from the streets and lanes stated in the cleaners required coverage area. Include Yeo Lane which has a very overgrown and unwell plane trees. Essential 8-9 must be removed immediately from beside Neutral Bay Primary School they run only a few metres alongside a school play area. They have currently stopped using the area due to the health risk. They have very little space with the new buildings and increased students so they need to be culled immediately. Planting of magnolia is preferred after discussion with the principal. As skin cancer does not stop in autumn and winter so evergreen trees at the location are most important to protect the children and staff.</p>	<p>While leaf fall from plane trees can be significant at certain times of the year, mature specimens across the LGA provide valuable shade and contribute to the area's overall canopy cover.</p> <p>Council is selectively removing London Plane trees (<i>Platanus x hybrida</i>) where their health and condition have declined, and they are nearing the end of their safe and useful life. These trees are being replaced with more suitable alternative species.</p>
11	No	-	<p>My view is North Sydney council has a lot of money it's just how they spend it. There is a lot of wastage and unnecessary works and projects completed and started. I'll list two examples, the renovation of the toilet block down at Lavender Bay about 8-9 years ago, it cost in excess of \$250k, there was a fancy electric door, fancy electric tap that all lasted about 3 months and it all stopped working. No there is \$5 Bunnings hinge lock and a good old twist tap. Such a waste spending all that money on that toilet renovation when none of it worked after 3 months. Another example of wasted rate payers money, there was new turf put down at Lavender Bay about 7 years ago or so, the council watered it for about 3-4 weeks</p>	<p>Comments on past projects, including the toilet block and turf at Lavender Bay, are noted.</p> <p>In relation to the turf, if the reference is to Quibaree Park, this was delivered as part of a capital project. Generally, new turf is maintained until it has been mown for the second time, after which it is opened to the public. Areas without irrigation rely on natural rainfall, as Council does not have the resources to provide ongoing manual watering. Quibaree Park is a particularly small but highly popular location, and unfortunately, the level of use can exceed the site's capacity to recover, especially during dry periods.</p>

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			then they opened it to public and hardly came back to water it, it eventually all dried up and died again within a year. Such a waste of resources and money.	
12	No	-	<p>Additional comments on cost saving measures: Strongly opposed to Service Reductions (verge mowing, transport, parks, libraries, etc.) as it would significantly harm the quality of the local environment, especially with expected population growth due to the ToD (Transport-Oriented Development).</p> <p>Private schools should be charged for public space use.</p> <p>Public assets should only be sold if absolutely necessary.</p>	<p>Comments and suggestions on potential cost saving measures are noted.</p> <p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p>
13	<p>Yes. I appreciate the Council's efforts to balance fiscal responsibility following the SRV outcome. However, I am deeply concerned about the proposed cuts to vital community services—especially community centres and community transport—which deliver high social value across all demographics. It feels a bit like the residents of North Sydney are being punished by the Council's financial crisis. Please consider reasonable rate rises not disproportionate ones. Please do not further alienate locals by reducing support for services that help the community: community transport, the community centres, parks and gardens. Many of us have chosen North Sydney as our place to call home precisely because of the community culture, local services, the 'green-ness' and maintenance of this beautiful area.</p>	<p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025–26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations.</p> <p>Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>	<p>This submission has been summarised. Please refer to the verbatim submissions at the end of this attachment for the full submission: The submission urges Council to avoid asset sales by first pursuing sustainable alternatives, including public-private partnerships, operational reforms, and small user fees. It strongly recommends seeking State and Federal funding for community infrastructure, particularly to address Olympic Pool cost overruns. The Pool's state-wide significance in health, tourism, and heritage strengthens the case for support. Council is encouraged to partner with local MPs, apply for relevant grants, and form a community coalition. Long-term financial sustainability should prioritise collaboration with government over short-term asset disposals.</p> <p>Additional comments on cost saving measures: The submission urges Council to first review internal costs, capital works, and large commercial tenants before cutting community services or selling assets. It supports transparent, balanced revenue-raising that protects public access, inclusion, and wellbeing. The submission highlights strong community support for retaining full funding for community centres and transport services, maintaining the identity of key public venues, and applying fair fees for commercial use of public spaces. Asset sales are strongly opposed, with a preference for sustainable, community-aligned alternatives.</p>	<p>Comments and suggestions are noted. Council actively seeks grants for the delivery of capital projects and was recently awarded a \$1.4M grant from the Office of Sport (NSW Government) for the North Sydney Olympic Pool. This has been added to 'grants and contribution provided for capital purposes' in the income statement.</p> <p>Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.</p>

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14	I believe it is essential that continued, and probably greater funding be provided to the community centre	<p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p> <p>With regard to community centres, there is currently no intention to reduce services as a result of the review outlined in the Delivery Program and Operational Plan. The purpose of the review is to assess whether reduced financial contributions can be made in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations.</p> <p>Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>Services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>	<p>no.</p> <p>Additional comments on cost saving measures: Nil reduction should be given to services at NSCC (community centre).</p>	<p>The purpose of the funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations.</p> <p>Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>
15	na	-	<p>na</p> <p>Additional comments on cost saving measures: Please continue to subsidise the classes at the North Sydney community centre to support community participation and mental health in a central location that is accessible to all via public transport. By discontinuing the subsidy this would potentially make most classes too expensive in comparison to other community centres in Sydney.</p>	<p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on</p>

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				service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.
16	N/A	-	<p>na</p> <p>These additional comments on cost saving measures have been summarised. Please refer to the verbatim submissions at the end of this attachment for the full submission:</p> <p>The submission strongly opposes funding cuts to community centres, describing them as essential, inclusive spaces that support social connection, mental wellbeing, and community resilience. It warns that reducing support would have long-term negative impacts, undermining decades of relationship-building and weakening the social fabric of North Sydney.</p>	<p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025–26, taking into account Council’s financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>
17	I haven’t read it	-	I think for work is needed to come up with other ideas	Council is actively seeking new cost saving ideas and we encourage you to provide specific suggestions if you have ideas that are not already listed in the Delivery Program 2025-2029 and Operational Plan 2025-2026. Internally staff are working hard to identify cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.
18	Both appear “bits and pieces” in nature , unrelated to an overall strategy and set of goals.	The delivery program commitments come straight from the informing strategies to ensure that Council's actions are directly aligned to delivering the outcomes wanted and needed by the community.	<p>1. The Council needs to prepare a (min) 5 year plan that is costed in detail sufficient to gain IPART support next year for a doable rate rise</p> <p>Additional comments on cost saving measures:</p> <p>2. Services that bring communities together eg North Sydney Community Centre are at the core of what enhances the lifestyle of this community. They should not be reduced.</p>	<p>1. Section 4.1 of the Delivery Program 2025-2029 and Operational Plan 2025-2026 has been updated to include the full four-year income statements, balance sheets, cashflows and financial performance indicators.</p> <p>In addition, Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.</p> <p>2. The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025–26, taking into account Council’s financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community</p>

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				input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.
19	No	-	No Additional comments on cost saving measures: Sell the pool	Selling the North Sydney Olympic Pool could offer short-term financial relief, but it risks losing a valuable public asset with strong community, historical, and recreational significance. Any such decision should weigh the long-term social and cultural impacts against potential financial gains and only be considered if no viable alternatives remain.
20	See below	-	No Additional comments on cost saving measures: Selling assets should be a last resort only. It is a very short term solution with long term negative impacts	Council is undertaking a review of operational properties to manage ongoing financial pressures and liquidity risks. Any potential divestment would be carefully considered as part of a broader strategy to support critical infrastructure needs—such as the Olympic Pool project—and ensure long-term financial sustainability.
21	As IPART has rejected the requested rate rise, should the 2025-29 Delivery Program, and 2025-26 Operational Plan be revised, to allow for a new Financial Plan, and Resourcing Strategy to be formed. Then would have a clearer determination on how much money will be incoming, so as to prioritise the outgoings?	Version 2 of the Delivery Program 2025-29 and Operational Plan 2025-26 that was exhibited from 27 May to 24 June includes the revised activities, budget and four-year financial summaries based the IPART's refusal of the special rate variation application.	1. To consider the long-term neglect of repair -- ultimately costing more as it could mean replacement is necessary as repair is not viable. Additional comments on cost saving measures: 2. Does the public asset have a repurpose that could bring in over time more revenue, than that of a one-off sale. 3. North Sydney Community Centre plays a vital role in fostering friendship, learning, and community engagement, especially for seniors. Reducing Council funding may lead to higher fees, lower attendance, and threaten the centre's viability. Community centres support lifelong learning, social connection, and volunteerism—aligning with Council's strategic goals and serving a key demographic in the local area.	1. Agreed. Due to financial pressures, including rising costs from the North Sydney Olympic Pool project, Council has had to reduce and defer infrastructure renewals. This has created a growing backlog of ageing assets in poor condition, increasing long-term costs and risks. While we aim to maximise asset value and community benefit, limited funding means renewal projects must be prioritised based on urgency and risk. 2. As part of Council's review of operational properties, we are assessing not only potential divestment opportunities but also the capacity of assets to generate sustainable, long-term revenue. Where feasible, repurposing assets to increase ongoing income will be prioritised over one-off sales. The goal is to balance financial sustainability with the long-term value these assets can provide to the community. 3. Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position. The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025–26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained. The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.
22	No because I haven't seen it	Version 2 of the Delivery Program 2025-29 and Operational Plan 2025-26 was exhibited from 27 May to 24 June.	I'm really angry that the Council thinks it has the right to bleed us dry to pay for their incompetence. We pay our rates for the all the services you listed in	Council is committed to mitigating ongoing risks and implementing strong oversight measures to deliver the pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
			<p>Question 2, not the restoration and complete re-development of a swimming pool. Those services are the reason you have a job. Do away with those and we'll seriously have to question why we need a council at all.</p> <p>These additional comments on cost saving measures have been summarised. Please refer to the verbatim submissions at the end of this attachment for the full submission:</p> <p>The submission suggests suspending work on North Sydney Pool, requiring church properties to pay rates, and reducing the number of salaried councillors to preserve core council services. It proposes building parking stations in Neutral Bay and Cammeray to generate revenue and address demand. It also recommends selling the Olympic Pool with conditions to maintain public access and allow private investment. Finally, it suggests seeking funding from state and sporting bodies for the upkeep of North Sydney Oval.</p>	<p>overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy. To mitigate the financial impact on current ratepayers, Council will consider property divestment.</p> <p>Selling the pool could offer short-term relief, but it would mean losing a valuable public asset with significant community, historical, and recreational value. Such a step would only be considered after exploring all other viable options.</p> <p>At present, Council does not have the resources to build new infrastructure such as parking stations.</p> <p>A community engagement program will be launched early in the new financial year to help shape a revised financial strategy, including potential cost-saving and income-generating measures. Council is also actively exploring opportunities for external funding to support maintenance of facilities like North Sydney Oval.</p>
23	I think the council should look into generating income by selling assets and increasing advertising revenue. Corporations can afford to pay and the residents should not bear the brunt of poor financial management and potential corruption. Cutting services should not be considered.	As detailed in section 2.5: 'Income generation and revenue opportunities' of the Delivery Program 2025-29 and Operational Plan 2025-26, consideration is being given to generating income by selling assets and increasing advertising revenue.	The North Sydney community centre, Stanton library and all the amazing parks in the North Sydney LGA are one of the reasons I love this area and it would be very disappointing if these resources were cut.	<p>Noted.</p> <p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>
24	N/a	-	I don't support cutting funds to community services full stop.	Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.

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				Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.
25	No	-	-	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures
26	<p>This submission has been summarised. Please refer to the verbatim submissions at the end of this attachment for the full submission:</p> <p>1. Financial Strategy and Transparency The submission supports Council's financial repair strategy and budget adjustments but calls for greater transparency about which projects and services are being deferred or reduced to help the community understand the impacts.</p> <p>2. Infrastructure and Asset Renewal Concern is raised over the proposed \$12.5 million reduction in infrastructure renewal. The submission urges Council to prioritise critical assets and develop a phased plan to reinstate renewals when financially possible.</p> <p>3. Community Services The importance of protecting essential community services is emphasised, particularly for vulnerable populations. Any reductions should be clearly explained, with alternatives explored, such as partnerships or external funding.</p> <p>4. Alternative Revenue Measures Support is expressed for exploring alternative</p>	<p>1. Noted. The Delivery Program 2025-2029 and Operational Plan 2025-2026 details the projects that have been deferred through the inclusion of the following text 'Delivery to commence 2026–27, subject to funding being secured through grants, additional rates, other income sources, or operational savings'.</p> <p>2. Agreed. Due to financial pressures, including rising costs from the North Sydney Olympic Pool project, Council has had to reduce and defer infrastructure renewals. This has created a growing backlog of ageing assets in poor condition, increasing long-term costs and risks.</p> <p>While we aim to maximise asset value and community benefit, limited funding means renewal projects must be prioritised based on urgency and risk.</p> <p>3. Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p> <p>4 & 5. Noted</p>	<p>I am concerned that residents are being asked to bear the financial consequences of budget overruns caused by the North Sydney Olympic Pool redevelopment.</p> <p>It is unfair and unacceptable that ratepayers should be responsible for covering costs resulting from poor project management, unforeseen expenses, or builders exceeding their budget allowances. Accountability must rest with those managing and delivering the project, including contractors and Council decision-makers.</p> <p>I urge Council to: Investigate thoroughly the reasons for budget overruns and implement measures to prevent recurrence; Pursue any cost recovery options from contractors where appropriate; Avoid passing these costs onto residents through increased rates or asset sales without clear justification and transparency.</p> <p>Residents deserve assurance that public funds are being managed responsibly, and that those responsible for financial mismanagement are held accountable.</p> <p>These additional comments on cost saving measures have been summarised. Please refer to the verbatim submissions at the end of this attachment for the full submission:</p> <p>The submission emphasises that parks and open spaces are essential and must remain freely accessible. It supports charging commercial users or exclusive events, not casual community use. If New Year's Eve events are ticketed, free or low-cost access for local residents is urged. For naming rights, it calls for transparency, direct community benefits, and flexible, short-term agreements—otherwise, renaming is not supported.</p>	<p>Council is committed to mitigating ongoing risks and implementing strong oversight measures to deliver the North Sydney Olympic Pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy.</p> <p>Legal proceedings are underway in relation to contracts.</p> <p>No decisions have been made regarding asset sales to manage the financial impact. Council remains committed to transparency and will be launching a comprehensive community engagement program early in the new financial year. This process will help guide decisions on service levels, infrastructure priorities, and financial recovery strategies.</p> <p>Regarding potential cost-saving approaches, separate reports will be presented to Council, providing detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p>

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	revenue streams beyond rate increases, including grants, partnerships, revised fees, and better use of Council assets—ideally with community input. 5. Community Engagement The submission recognises Council's efforts and stresses the need for ongoing engagement and transparent communication as future plans are adapted. .			
27	As a resident of North Sydney for the past twenty years I have become concerned at the management of the finances and the apparently unnecessary projects that have been implemented - eg the new parking meters. I am anxious that spending in North Sydney is sensibly allocated and is not just directed at vanity projects.	The new parking meters were installed because the previous meters could not be upgraded to support 5G technology. The updated system allows customers to stop paying for parking once they return to their vehicle, helping them save money. Additionally, the new meters have significantly lower operating costs, resulting in a net annual saving of approximately \$600,000 for Council.	Instead of the council introducing future vanity projects I think we must first pay off all costs and begin to apply some common sense to the use of residents' money in North Sydney. The present and previous councils have not handled our money well and I believe the refusal to allow the astronomical rate increase was evidence that others agree.	The capital works budget in 2025-26 is minimal and focusses primarily on critical renewals. Most new projects are funded through non-rates revenue sources such as grants and developer contributions. A comprehensive community engagement program will begin early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.
28	Comments withheld at the request of the submitter	The updated budget includes \$1 million in reduced employee costs.	Comments withheld at the request of the submitter	Council is actively working to repair its financial position, aiming to achieve \$6 million in operational savings in 2025-26 through reduced employee and service costs, productivity gains, and increased non-rates income. These savings are being tracked and reported through Quarterly Budget Reviews. Council will also be undertaking a comprehensive community engagement program in the new financial year to guide future decisions on service levels, infrastructure management, and the development of an updated financial strategy.
29	No	-	-	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.
30	See below	-	Is there a budget for the pool once it is operational? Will it be profitable? Will the profits cover the interest cost? Can the pool income be increased?	An operational budget will be in place for North Sydney Olympic Pool (NSOP) upon its opening. Based on current projections and financial modelling, the facility is expected to generate an operating surplus when averaged over the first ten years. These surpluses will assist in offsetting interest and depreciation costs. While increasing the proposed fees and charges for users could provide additional revenue, this approach is not recommended. The current fee structure has been set in line with market averages to ensure fairness and accessibility for the broader community. A more sustainable opportunity for increasing income lies in exceeding forecasted levels of membership and patronage. The NSOP operations team will

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				remain focused on actively promoting and marketing the facility to encourage higher-than-anticipated engagement and utilisation.
31	<p>Page 104 Balance sheet has Investments of \$86.182m and Investment property of \$53.698m. These amounts seem high while the Council cries poor. More detail should be shown and with the investment property raises the question why not sell ?</p> <p>Page 108 should show the finance indicators going out for the next 5 years - again residents struggle to understand where the financial crisis is coming from ?</p> <p>Page 104 balance sheet only shows this year - why not include next 5 years to see effect of the Olympic Pool and other items ?</p> <p>IPART and myself again see only limited financial reporting and no projections out for next 5 years (except for P&L).</p>	<p>In addition to \$86.182 million in investments, Council holds approximately \$21 million in cash. However, according to the Statement of Cash Flows, \$78.836 million of cash and cash equivalents are externally restricted. These funds are primarily allocated for the delivery of new capital projects and cannot be used for asset renewals, maintenance, or operational expenditure.</p> <p>The sale of any Council properties should be approached cautiously and strategically—not as a reactive measure. Property sales must contribute to long-term financial sustainability and align with broader community and planning objectives.</p> <p>Section 4.1 of the Delivery Program 2025-2029 and Operational Plan 2025-2026 has been updated to include the full four-year income statements, balance sheets, cashflows and financial performance indicators.</p>	<p>Improve and expand financial reporting for next 5 years so ratepayers can understand the potential problems and why Council was pushing for such a big increase in rates. IPART told you the presentation was poor and you still continue to do it for this plan (presumably the Council will try next year for extra rate increase).</p>	<p>Section 4.1 of the Delivery Program 2025-2029 and Operational Plan 2025-2026 has been updated to include the full four-year income statements, balance sheets, cashflows and financial performance indicators.</p> <p>Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.</p>
32	Refer below	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures	Council needs to look beyond 2025-2026 (2 - 5 year plan) so the decisions made above contribute to the provision of a suitable level of service to the community and does not impact on the level of community building the Council should be undertaking.	<p>The delivery program articulates priorities for the next 4 years (2025-29). Unfortunately, IPART's refusal of Council's Special Rate Variation application means that many of these initiatives have been deferred and are subject to funding availability.</p> <p>Council is actively working to repair its financial position, aiming to achieve \$6 million in operational savings in 2025-26 through reduced employee and service costs, productivity gains, and increased non-rates income. These savings are being tracked and reported through Quarterly Budget Reviews</p> <p>Council will also be undertaking a comprehensive community engagement program in the new financial year to guide future decisions on service levels, infrastructure management, and the development of an updated financial strategy.</p>
33	Na	-		Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
34	Sell the pool	Selling the North Sydney Olympic Pool could offer short-term financial relief, but it risks losing a valuable public asset with strong community, historical, and recreational significance. Any such decision should weigh the long-term social and cultural impacts against potential financial gains and only be considered if no viable alternatives remain.	Sell the pool	Selling the North Sydney Olympic Pool could offer short-term financial relief, but it risks losing a valuable public asset with strong community, historical, and recreational significance. Any such decision should weigh the long-term social and cultural impacts against potential financial gains and only be considered if no viable alternatives remain.
35	Always the rate payer loses out and gets services taken away without any decrease in fees.	Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position. Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.		Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures
36	Yes. I still don't know why the current Council did not simply endorse the earlier (2021?) plan when it came to power. The output of that plan was approved in a survey a few years ago. Sticking with it would have saved ratepayers a lot of money.	Each new incoming Council is required to adopt a four-year delivery program outlining the strategic initiatives Council will undertake during its term. Council is also required to prepare a new operational plan and budget each year. Given the current financial situation, the current 2025-26 plan is limited primarily to critical renewals and services.	Yes. Please demolish the old boat shed at McMahon's Point, then simply grass the site. Do not proceed with the 'development' of the site which included a toilet block. This will be a win-win result: Council saves a lot of money and we, the residents, will be happy. Thank you.	Planning legislation requires that Council prepare and lodge a Development Application for the demolition of these buildings. Council is committed to further community consultation in relation to the future of this site.
37	Yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	Additional comments on cost saving measures: I note that there was no information on page 12 about contributions and donations paid to community groups and external bodies, nor anywhere else in the document that I could find.	Information about contributions and donations paid to community groups and external bodies was available on page 109 of the exhibited version and on page 110 of the final Delivery Program 2025-29 and Operational Plan 2025-26.
38	The council needs to remember it is here to represent and serve the community. Residents and local businesses are not an income stream for councillors to peruse their own interests and agendas.	Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position. Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.	Do not punish residents and businesses for the terrible financial management of previous councils.	Frustration regarding past financial decisions is acknowledged. Current Council staff and elected representatives are focused on repairing Council's financial position through a combination of savings, efficiency measures, and careful planning—while working to minimise impacts on residents and businesses. Council remains committed to transparency, accountability, and engaging with the community to shape fair and sustainable financial solutions for the future.

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
39	I have been very happy so far with North Sydney Council's exceptional provision of services for the betterment of the community and would love for it to continue. It's sad that financial deficits might affect some of these services	Noted.	I have been very happy so far with North Sydney Council's exceptional provision of services for the betterment of the community. I love the graffiti removal, waste collection, native plants nursery, streets alive, and enjoy using the local parks.	<p>It is encouraging to hear positive feedback regarding Council services such as graffiti removal, waste collection, the native plant nursery, Streets Alive, and local parks. These programs reflect a commitment to supporting a vibrant, sustainable, and well-maintained community.</p> <p>As Council addresses significant financial challenges, some difficult decisions will be necessary, and it may not be possible for all current services to remain unchanged. Feedback like this helps identify what the community values most and will be carefully considered when prioritising future service delivery.</p>
40	The \$6M annual financial repair target appears ambitious given the scale of previous savings achievements. Could Council provide a more detailed timeline showing when different savings components will be realized and what happens if targets aren't met? Has Council investigated all available options, such as emergency state government support, regional service sharing arrangements, or federal infrastructure grants that might reduce the burden on local services and residents? What contingency plans exist if the financial repair strategy doesn't achieve projected results? The community would benefit from understanding how Council will respond to shortfalls without further crisis-driven decisions. Going forward, how will Council ensure ongoing community consultation on implementation of these significant changes? Regular reporting on progress and community feedback mechanisms could help build trust and identify issues early. The proposed	<p>Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.</p> <p>The timing required to implement financial repair strategies means that many savings will be realised partway through the year rather than immediately. Therefore, Council will seek approval for a \$10 million loan from the Domestic Waste Management Reserve as a contingency measure.</p> <p>Internally staff are continuing to work hard to identify additional cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.</p> <p>Your concerns regarding the low infrastructure renewal ratio are acknowledged. Unfortunately, IPARTs refusal of Council Special Rate Variation application has necessitated significant cuts to infrastructure renewals. The limited funding means that renewal projects must be prioritised based on urgency and risk.</p> <p>Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial</p>	<p>Additional comments on cost saving measures: Could Council provide a list of assets being considered for sale so the community can understand and provide input on the potential impacts? This transparency would help build confidence in the decision-making process. What criteria will Council use to determine which assets are appropriate for sale versus retention? Factors like community use, future need, and strategic value seem important to establish upfront.</p>	<p>Council is undertaking a review of operational properties to manage ongoing financial pressures and liquidity risks. Any potential divestment would be carefully considered as part of a broader strategy to support critical infrastructure needs and ensure long-term financial sustainability.</p> <p>Separate report/s will be prepared and presented to Council with a more a detailed analysis of any proposed asset sales before decisions are made.</p>

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
	40% infrastructure renewal ratio appears significantly below the 100% industry benchmark. What is Council's assessment of the risks this creates, and how will priority assets be protected from failure?	modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.		
41	nil	-	Build more community volunteer groups to assist with providing some of the services you might look at reducing.	This suggestion is noted.
42	yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	<p>North Sydney is home to several under-utilised tourist attractions and public spaces that could be enhanced to generate sustainable income. The area has untapped potential when it comes to tourism and local activation. Council could:</p> <p>Create guided walking tours or historical and cultural trails around heritage sites, parks, and art installations, offering low-cost, high-engagement options for both locals and tourists.</p> <p>Introduce pop-up events, markets, or seasonal festivals in scenic public spaces like Bradfield Park, Blues Point Reserve, or near the pool itself. These events could attract visitors and vendors, with small participation fees contributing to Council revenue.</p> <p>Activate waterfront areas with temporary kiosks, food stalls, or public art that encourages foot traffic and local spending.</p> <p>Partner with local businesses to offer sponsored amenities or events, such as outdoor cinema nights or wellness mornings in the park, creating shared value without compromising public access.</p> <p>Additionally, Council could explore contributions from property developers who stand to benefit from increased densification and rezoning. These developers should be held to contribute to the public infrastructure that supports their projects through Section 7.11 contributions, public benefit agreements, or voluntary planning agreements (VPAs). This can fund things like transport, parks, and amenities without cutting vital services or selling off public land.</p>	<p>Constructive suggestions regarding tourism, activation of public spaces, and sustainable funding strategies are noted. Many of the opportunities outlined align with priorities identified in Council's Economic Development Strategy.</p> <p>Progress on implementing this strategy has been delayed due to resource constraints following the refusal of Council's Special Rate Variation (SRV) application, including delays in appointing dedicated staff to lead this work. However, the ideas raised remain highly relevant and will be considered as part of future planning and prioritisation when resourcing becomes available.</p> <p>Comments regarding developer contributions and the importance of protecting public assets are noted. Council continues to apply mechanisms such as Section 7.11 contributions and voluntary planning agreements (VPAs) to ensure that development supports the provision of local infrastructure and public benefit.</p> <p>It is acknowledged that asset sales should be approached with caution. Council is undertaking a review of operational properties to manage ongoing financial pressures and liquidity risks. Any potential divestment would be carefully considered as part of a broader strategy to support critical infrastructure needs and ensure long-term financial sustainability.</p>

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
			<p>There's also an opportunity to better engage with non-local users of Council facilities, such as implementing modest visitor fees or tourist levies for high-traffic attractions and events, while ensuring locals continue to access core services affordably.</p> <p>Selling public assets is a short-sighted solution with long-term consequences. Once sold, they are no longer available for future community use or to generate ongoing value. Council should prioritise innovative, inclusive, and long-term strategies that support both the financial sustainability of our area and the wellbeing of current and future residents.</p>	
43	Owners should pay fair rates as the property values soared	Noted. Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will inform the development of an updated financial repair strategy, including consideration of cost-saving measures and a potential application for another special rate variation.	Pay rates property owners are not poor!	Noted. Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.
44	No	-		Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.
45	<p>In short: resign. You are unfit to lead North Sydney Council. I doubt you'll take this advice, so here are a few blunt suggestions to address the obvious failures:</p> <p>The North Sydney Olympic Pool redevelopment was awarded to Icon SI — the same company behind the nationally infamous Opal Tower disaster. The firm is legally and financially compromised. This decision reeks of corruption, demands investigation, and the misallocated funds must be recovered.</p> <p>The new illumination on the Council building is bright and colourful — impressive, even. But it's not what we</p>	<p>Council's new executive team was recruited and formed in 2023 and have been committed to mitigating ongoing risks and implementing stronger oversight measures to deliver the North Sydney Olympic Pool project. An independent review of the project was undertaken and presented in 2023 outlining key reasons for budget overruns and delays. A report providing a summary of these reasons was presented to Council in their April 2023 Council meeting and is available online. Lessons from this experience have informed Council's new Governance Strategy. To mitigate the financial impact on current ratepayers, Council will consider property divestment. Legal proceedings are underway in relation to contracts.</p> <p>The MLC building is on the State heritage register.</p> <p>Section 2.6 of the plan details productivity improvements already implemented by Council as well as future improvement priorities.</p>		Feedback has been noted and recorded as part of the public consultation process. Council remains committed to transparent governance and serving the best interests of the community.

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
	<p>paid for. We asked for a functioning pool and proper maintenance of our local area, not vanity lighting.</p> <p>The MLC building is a visual blight. If that's considered "heritage," then our children have nothing to admire. Remove it from the heritage list, demolish it, and sell the development rights to recover funds.</p> <p>Want more ideas?</p>			
46	Yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	<p>Don't hammer the more needy people in the community with any financial repair actions.</p> <p>Additional comments on cost saving measures: Outsource the management or ownership of the pool as Lane Cove Council has done with its pool.</p>	<p>1. Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts and fee increases prior to decisions being made.</p> <p>2. An operational budget will be in place for North Sydney Olympic Pool (NSOP) upon its opening. Based on current projections and financial modelling, the facility is expected to generate an operating surplus when averaged over the first ten years. These surpluses will assist in offsetting interest and depreciation costs.</p>
47	I think it's a shame that Council did not submit a more reasonable proposal for rate increases such as 20% would have probably been approved by IPART and residents would have complied with. Given the situation now I'm still not sure what assets Council has that can be sold off .	<p>Council will be undertaking a comprehensive community engagement program early in the new financial year, focusing on service levels and infrastructure management. The insights gathered will help inform updated financial modelling and guide the development of a revised financial repair strategy. This process will include careful consideration of cost-saving measures, potential asset management options, and the possibility of submitting a new Special Rate Variation application to IPART.</p> <p>We are committed to working transparently with the community as we assess all available options to find a balance between financial sustainability and affordability for our residents.</p>	<p>1. I'm not sure how much the council contributes to the building of bike lanes, the one in Sutherland Street is barely used , I've rarely seen a bike rider on it and it has narrowed the street and made it more difficult to park . The recent installation of bike lanes in Young Street is also very irritating .</p> <p>Additional comments on cost saving measures: 2. What is meant by road closure and sale?</p>	<p>1. Bike lanes are typically funded primarily through grants - the capital works table in section 4.1 shows the funding source as 95% grants.</p> <p>Council is developing plans for safer and more connected cycling network to offer the community alternatives to private vehicle travel. Sutherland Street Cycleway is one connection in the currently incomplete network. As safe and continuous bicycle network is provided it will be easier and more comfortable for bike riders with a wider range of abilities to travel by bicycle.</p> <p>2. Road closure and sale refers to the formal process where a council closes a public road or laneway—typically one that is no longer needed for public access or transport—and then sells the land to an adjoining property owner or another party. Any funds generated from road sales will be allocated strictly to road projects, in accordance with legislative requirements. Although this will not improve ongoing operating results, it will help fund critical infrastructure renewal backlogs.</p>
48	Yes, see below.	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	No	-

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
49	I went to the website and found what I thought was the correct document but the page numbers don't correspond with those referenced in this survey. Very irritating https://yoursay.northsydney.nsw.gov.au/draft-dp-op-2025	Submitter was emailed a link to the correct document on Tues 24 and invited to provide any additional feedback.	1. It would be unfortunate if North Sydney Council punishes ratepayers for their refusal to accept an 87% increase in rates. The IPART report was very critical of aspects of the council's proposals. Additional comments on cost saving measures: 2. Can North Sydney Council sell roads? Is this legal? Was this publicised at the last election? Has the Council the right to sell roads without proper community consultation?	1. Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position. Separate reports will be presented to Council with a more detailed analysis of any proposed service cuts and fee increases prior to decisions being made. 2. Under NSW legislation, it is legal for councils to initiate the closure and sale of a road. Any proposal to close a road will go through formal public notification, allowing community members to comment before a decision is made. Road closure and sale is not about selling major roads or thoroughfares, but rather surplus or underutilised land that no longer serves a public transport or access purpose.
50	Yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	Years of frivolous spending have come home to roost. Cut your expenditure to the bone.	Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review. Internally staff are continuing to work hard to identify additional cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.
51	No	-	-	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.
52	Council has lost credibility by asking for outlandish funding and has embarrassed itself in front of the community and IPART. It's clear council wastes too much money on things like huge legal bills fighting in the LEC and is still trying to hide the true waste of resources by trying to blame the community for the poor management of community owned assets and services.	Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review. Internally staff are continuing to work hard to identify additional cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.	Council is embarrassing the community with outlandish claims to fund white elephant extravagances. They need to be held account and external auditing of expenses and ongoing wasting of taxpayer funds should be priority number 1. Additional comments on cost saving measures: Reduce Legal expenses by not fighting everything.	Council is actively working to reduce legal expenses, including the recent appointment of in-house Legal Counsel Planning to better manage matters and avoid unnecessary litigation where possible.

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
		<p>Steps are also being taken to reduce legal costs, including the recent appointment of in-house legal counsel to manage planning appeals. Internally, staff are actively identifying further savings through process improvements and service reviews.</p> <p>A comprehensive community engagement program will begin early in the new financial year to help shape future service levels, infrastructure priorities, and financial planning—including consideration of a revised rate variation application.</p>		
53	There should be an overall objective - maintain the North Sydney community and ensure sufficient maintenance to prevent further decline in the value of assets. If necessary to maintain cash flow, surplus assets should be sold.	Council will be undertaking a comprehensive community engagement program early in the new financial year, focusing on service levels and infrastructure management. The insights gathered will help inform updated financial modelling and guide the development of a revised financial repair strategy. This process will include careful consideration of cost-saving measures, potential asset management options, and the possibility of submitting a new Special Rate Variation application to IPART.	Clearly Council needs to have some rate increase. The next IPART submission should have clear financial metrics and treat all rate payers fairly i.e. same % increase. The last IPART submission did not do this and hence was rightly rejected.	Council will be engaging with the community early in the new financial year and preparing a revised financial repair strategy. This process will include consideration a new Special Rate Variation application to IPART.
54	Yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	<p>Increase restricted parking areas and increase patrolling/fining parking violation.</p> <p>Additional comments on cost saving measures: Household cleanup/green waste collection changed from fortnightly to monthly Increased parking patrols Parking meters</p>	<p>Support for increased parking patrols is noted.</p> <p>Unfortunately the funding source for green waste and hard waste collections is from the restricted domestic waste management reserve so whilst the suggestion will be considered when reviewing waste services, it will not improve Councils financial position. Due to the transient population, consideration must also be given to illegal dumping when considering reduction in this area.</p>
55	No, I have not seen this document, but understand North Sydney Council are looking at their costings.	Noted.	The only thing I can see that could be cut down in line with other councils - is collection of items left on the street to be disposed of. This happens every 2 weeks so this could be cut down on.	Unfortunately, the funding source for residential waste collections services (including the collection of bulky goods) is from the restricted domestic waste management reserve so whilst the suggestion will be considered when reviewing waste services, it will not improve Councils financial position. Due to the transient population, consideration must also be given to illegal dumping when considering reduction in this area.
56	Management of infrastructures is a priority for all councils. But a close knit community held together by activities and support for health and well being is also an integral responsibility of council.	Agreed.	No	-
57	Very sad that we need to cut services due to mismanagement of the pool. Council should look at	Noted.	<p>This is so sad. Our community is going to be ruined for the sake of a pool.</p> <p>Additional comments on cost saving measures:</p>	Separate reports will be presented to Council with a more a detailed analysis of any proposed service cuts, fee increases or asset sales prior to decisions being made.

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
	adding more revenue generating opportunities with festivals, events, etc..		any asset sale needs to be very considered as you can't get it back. Do not sell any open space as we have so little already.	
58	Yes	Submission received via email (refer to attachment 3)	See Submission	Submission received via email (refer to attachment 3)
59	I am very disappointed with the IPART decision, but pleased to see the continued emphasis on repairing assets.	Noted.	<p>I think the household pick-up could probably be reduced to once a month in most areas. Possibly green waste too.</p> <p>Additional comments on cost saving measures: Please do not cut back community centre funding, especially North Sydney Community Centre (NSCC). NSCC has used its reserves to get through Covid and the financial aftermath. It is just beginning to recover financially. Council's grant plays an important part in the recovery process.</p>	<p>Unfortunately, the funding source for green waste and hard waste collections is from the restricted domestic waste management reserve so whilst the suggestion will be considered when reviewing waste services, it will not improve Councils financial position. Due to the transient population, consideration must also be given to illegal dumping when considering reduction in this area.</p> <p>Additional comments on cost saving measures: Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>
60	See below	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	<p>Additional comments on cost saving measures: Please do not cut back community centre funding, especially North Sydney Community Centre (NSCC). NSCC has used its reserves to get through COVID-19 and the financial aftermath. It is just beginning to recover financially. Council's grant plays an essential part in the recovery process.</p>	<p>Additional comments on cost saving measures: Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community</p>

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
				input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.
61	See Attached	Submission received via email (refer to attachment 3)	-	-
62	No	-	<p>Thank you for consulting</p> <p>Additional comments on cost saving measures: North Sydney community centre provides a hub for diverse groups to build community and I would be reluctant to remove funds from this service</p>	<p>Additional comments on cost saving measures: Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>The purpose of the community centre funding review outlined on page 34 of the Delivery Program and Operational Plan is to assess whether reduced financial contributions can be made to community centres in 2025-26, taking into account Council's financial position and the cash and investment levels held by the relevant organisations. Community centre funding reductions in 2025-26 will not be made where current service levels cannot be maintained.</p> <p>The services provided by community centres will form part of a comprehensive community engagement program early in the new financial year, with a focus on service levels and infrastructure management. The survey will seek community input on which services should be maintained, enhanced, or reduced, and will inform new financial modelling.</p>
63	Yes	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	<p>Parking Compliance Increase the number of Council Rangers whose duty is solely to enforce parking compliance. For an annual salary of approximately \$80,000, and an average parking fine of \$250, they would pay for themselves within a week around north Cremorne!</p> <p>Educational Institutions Council is losing rate revenue as private schools buy both commercial and residential buildings that were previously paying rates. Council spends \$20 in every \$100 on infrastructure renewal and upgrade, and \$8 on parks, sports fields and streetscapes. Ratepayers are subsidising these educational institutions, especially private schools which are heavy users of public open space and do not contribute to the maintenance of infrastructure. I support new fees or increased fees of for use of public open space (parks and sporting grounds) for school activities. Could Council consider a levy on both land size and per student? Council to lobby the NSW Government directly and via Local Government NSW for universities and non-</p>	<p>Parking Compliance Increased compliance activity, including the potential for additional parking officers, is being considered.</p> <p>Educational Institutions Schools are exempt from paying rates under legislation. Council will explore user charges for use of parks and open spaces, including charges for schools where parks are being used for operational purposes.</p>

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
			Government schools to contribute some form of rates?	
64	Yes. Operating costs are too high; revenue is too low. Toxic combination	<p>Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.</p> <p>Internally staff are continuing to work hard to identify additional cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.</p> <p>Steps are also being taken to reduce legal costs, including the recent appointment of in-house legal counsel to manage planning appeals. Internally, staff are actively identifying further savings through process improvements and service reviews.</p> <p>A comprehensive community engagement program will begin early in the new financial year to help shape future service levels, infrastructure priorities, and financial planning—including consideration of a revised rate variation application.</p>	I'm pretty sure residents will support a reasonable rate increase. It we are assured you are working in the best interests of the community and will cut expenses and delay non essential expenses such as delivery programs until the financial situation stabilises.	<p>Noted. Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.</p> <p>As detailed in the revised Delivery Program 2025-29 and Operational Plan 2025-26, Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.</p> <p>The capital works budget in 2025-26 is minimal and focusses primarily on critical renewals. Most new projects are funded through non-rates revenue sources such as grants and developer contributions.</p>
65	It is less than ideal.	Noted.	I think you should reduce the fortnightly hard waste collection. Waste accounts for 10% of expenditure and knowing that you can put junk out every second Sunday means that people don't use the charities or the e-waste depot. The fortnightly waste collection is expensive, breeds laziness and is environmentally irresponsible.	Unfortunately, the funding source for hard waste collections is from the restricted domestic waste management reserve so whilst the suggestion will be considered when reviewing waste services, it will not improve Councils financial position. Due to the transient population, consideration must also be given to illegal dumping when considering reduction in this area.
66	Yes - see below.	Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.	Brightmore Precinct supports the Neutral Bay Community Centre being both accessible and remaining Council owned. Should someone other than the Council wish to contribute to the development of a new Neutral Bay Community Centre that provides genuine accessibility and better caters to the community's needs, we would also	Noted.

No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
			welcome that, subject to the caveat that the NBCC remains owned by North Sydney Council.	
67	Yes, please see attached submission.	<p>Submission received via email (refer to attachment 3)</p> <p>Feedback submitted through survey questions 2-8 was included in the analysis of community support for specific cost saving measures.</p>	<p>Please see attached submission - council must be open to all reasonable options (including revising strategic plans & programs) and incorporate community feedback in the LTFP about their willingness to pay.</p> <p>Additional comments on cost saving measures: Divestment of council's property portfolio should be assessed to address improvements in financial position such as addressing infrastructure backlogs, repayment of loans and/or improvement in reserve levels to ensure financial strength and responsiveness. In relation to the pool's reconstruction loans, council should consider a temporary SV rate increase to pay them off.</p>	<p>Council will be undertaking a comprehensive community engagement program (including willingness to pay) early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.</p> <p>Additional comments on cost saving measures: Noted. The sale of any Council properties will be approached cautiously and strategically.</p>
68	Please continue & expand the program	<p>Council is committed to ensuring the community of North Sydney is well supported by quality services and infrastructure, however right now, our forecast operating deficits and low liquidity mean that throughout 2025-26 we will have to reduce expenditure and make some difficult decisions to improve our cash flow position.</p> <p>A comprehensive community engagement program will begin early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.</p>	No. Doing a good job in difficult times.	Noted.
69	Yes, I wish wasn't having to fill in a survey again about an annual budget out of strategic context when council should have got the SRV application right 4 months ago. The council is wasting ratepayers money by doing it twice and at the same time taking a pay rise that will had to an ailing budget.	As detailed in the revised Delivery Program 2025-29 and Operational Plan 2025-26, Council aims to identify \$6 million in operational savings in 2025-26 through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue. These savings are shown through \$1 million in increased fees and charges income, \$1 million in increased other income, \$1 million in reduced employee costs, and \$3 million in reduced materials and services. Progress in delivering these savings will be tracked and reported as part of each Quarterly Budget Review.	Please don't seek another unreasonable rate increase based on unrealistic assumptions. First attempt budget repair with no additional rate increase and then if necessary only seek a modest one. Please read IPART's criticisms carefully and do not repeat them. Please listen and be respectful of community feedback this time around. I do remain angry with council's recent failures and the imposition on rate payers time and effort all over again. Please apologise for the waste of money and effort, and be more honest and transparent this time round.	Council will be undertaking a comprehensive community engagement program early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.

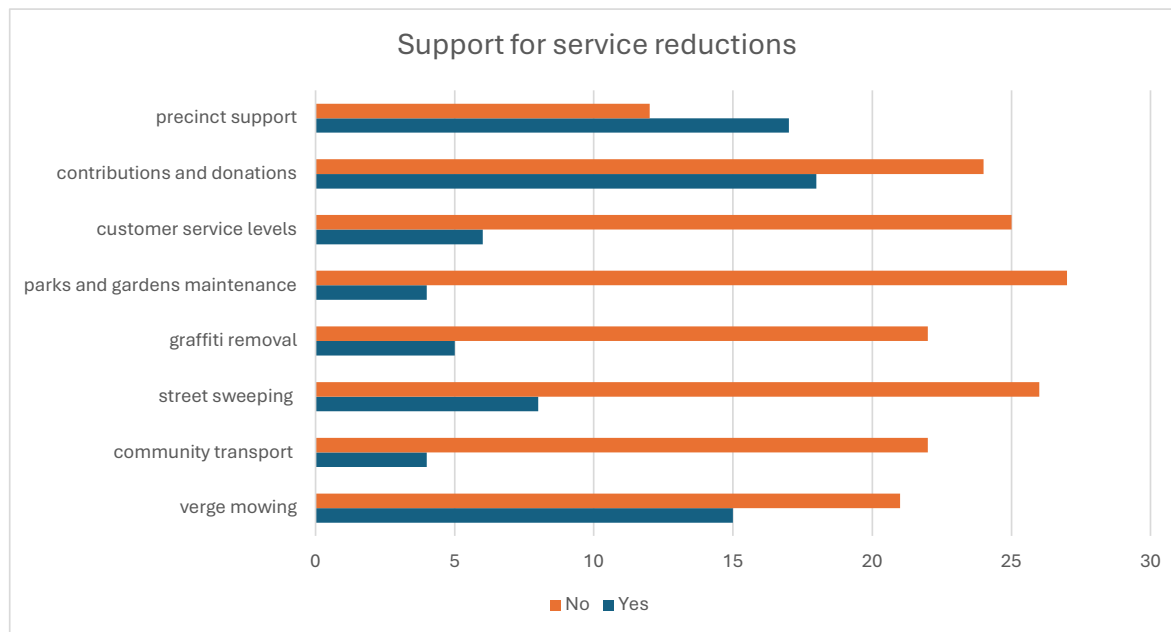
No.	2. Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Response	9. Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Response
		<p>Internally staff are continuing to work hard to identify additional cost saving opportunities through service reviews, processing mapping and a new 'Improvement Express Form' which encourages all staff to share and implement 'quick improvement wins'.</p> <p>A comprehensive community engagement program will begin early in the new financial year focussing on service levels and infrastructure management to inform new financial modelling. This information will be used to develop an updated financial repair strategy, including consideration of cost saving measures and another special rate variation application.</p>		

Analysis of community support for specific cost saving measures (Questions 2 to 8)

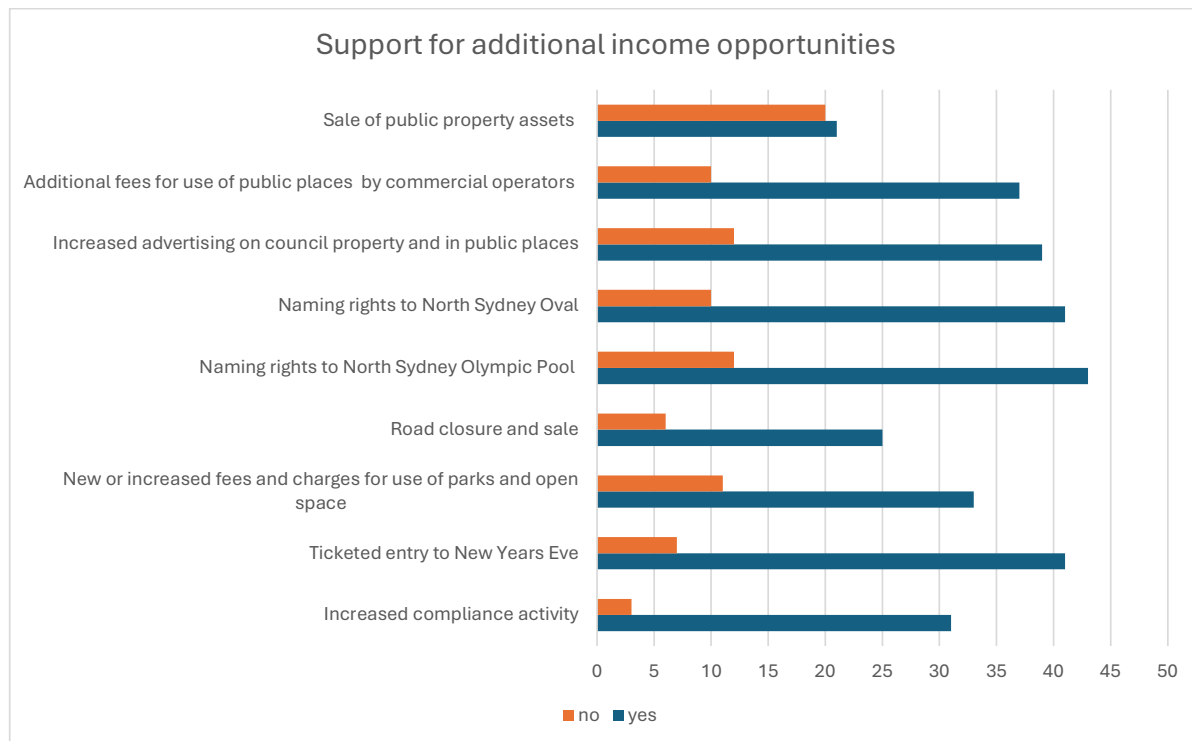
Only submissions that specifically reference support or opposition to a cost saving measure are included in the following results. Therefore, the number of responses for each item varies.

The results are from all submissions made through YourSay as well as feedback from submission emailed to Council that specifically note support or opposition to specific cost saving measures.

Questions 2 & 3 – Service reductions



Questions 4 to 8 – additional income opportunities



YourSay Submission verbatim

Submission number	Question	Answer
1	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Very thorough.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	In favour of verge mowing reduction. It's not a large burden to place on residents. Community transport has been very useful to me for bush care visits such as Barrington Top s Scoth Broom Control program. Hope these can continue even if buses are sold
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Precinct donations should be reduced. They waste money on leaflet distribution, which is an outdated means of communication. Their small costs could be absorbed by members.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Increased compliance is good, especially for parking. Many cars overstay their time allowance, so a good revenue source there.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Seems reasonable.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Fair enough.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Agree, it's a cost to their business they should carry.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Agree, time to sell some properties.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I think in progress, but lobby state govt to reduce fee exemption to private schools.
2	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes, I do not support the sale of public assets. This is a one off budget sugar hit. Should council consider this option it is appropriate that Councillors take their positions to the electorate.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Agreed
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Agreed
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Agreed
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Agreed

Submission number	Question	Answer
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Agreed
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Agreed
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Disagree. Asset sales are one off events that penalise future residents.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
3	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Very wordy to look at and read but really lacks the financial control and management to make it all happen - look at how the financial position of the Council is compared to the glossy document. Please spend more time and energy on doing things instead of Word documents. Where is there a list of the \$146 million in urgent repairs to infrastructure ?
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Stop building bike lanes now (no one uses them and they are expensive). Stop putting in fancy gardens and then changing the plants eg Bannerman Street roundabout. Just plant natives and leave them.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Do precinct committees really need funds ?
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	To hard to do for NYE and not cost effective.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	No naming rights to the swimming pool.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Well stop the proliferation of signage around the area - street signs, parking signs etc etc .Stop it.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes sell them - what does the Council own (it seems to be a secret) and if saleable eg a shop in Kirribilli then sell it.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I was supportive of a smaller increase in rates but the Council never offered this option. The Council handled the submission to IPART very badly and did not engage with the residents/ratepayers hence the knock back to the exorbitant increase. The Council was very misleading on how the extra \$540 million was to be spent and many ratepayers were annoyed with this high handed approach. So now we have no increase in rates and we need to cut services. Meanwhile the pool saga just continues and is likely to open in 2026. This cost and time blow out gives residents NO CONFIDENCE that Council has the skills to manage any type of large scale project - how would it manage and control spending \$146 million on infrastructure ?

Submission number	Question	Answer
4	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Council needs to live within its financial means. Council should focus on reducing the costs associated with unnecessary Land and Environment Court appeals by settling cases early and reduce expenditure across the board to ensure that Council's finances remain viable. Asset sales should be seriously considered.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	While there are never any easy choices, community transport should not be a local government responsibility. Improving the productivity of Council staff needs to be a significant priority with a view to reducing overall headcount, particularly for back office functions. Council should better integrate AI and automate your activities as much as possible to achieve efficiencies. For all applications that proponents make to Council, reduce the information requirements. Not only will that save money for applicants, it will also save Council resources because additional reports will not need to be read and analysed.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I support these changes. Precinct groups are unelected and largely unaccountable and should not receive the benefit of public funding.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Ticketed entry to New Years Eve is sensible and supportable. Council should not have to subsidise the costs associated with New Years Eve celebrations. Increased fees for commercial use of parks and open space is reasonable and enforcing parking restrictions is reasonable. The sale of surplus public land, including roads (where appropriate) should be given serious consideration. One area of fees that should not be increased are the costs associated with development. NSW is facing a housing supply crisis and Council needs to do its part to ensure the next generation of residents can afford to live in North Sydney
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	No issue. Third party advertising opportunities should also be considered on the bridge overhanging the Pacific Highway in North Sydney CBD and maximum revenue from bus shelters across the municipality.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I support these changes and similar considerations should be applied to private property that already has 3rd party signage.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I consider this a fee for service. It is justified.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	This is a sensible option and should be supported. Rate rises significantly beyond inflation are not supportable so Council must consider alternative options so that Council remains financially viable without the need to pursue unreasonable and unaffordable rate rises.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	The financial predicament Council finds itself in is a direct result of the gross mismanagement of the North Sydney Olympic Pool. Who were the staff responsible for administering this project? Have they been held accountable? I have read with scepticism the Mayor's comments blaming former Councils (of which she was a member), but ultimately the Pool project could have gone ahead and be built within budget so long as the pool upgrade was properly documented and professionally project managed and a fixed price construction contract was entered into. Why didn't the elected officials at the time (including the Mayor who was on the Council at the time) insist on these basic requirements? Why didn't the Council Officers recommend these basic cost control measures to the elected officials?
5	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	See below
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I think the lowest priority services listed in section 2.4 (page 33) are verge mowing and street sweeping. I think every property in the LGA would either have a lawn mower or a contracted garden maintenance company that could mow the the verges. I fail to see any substantial improvement in the general appearance of a street from street sweeping. I cannot recall the last time a street sweeper went down our street, yet I have not noticed any build up of rubbish or leaves, etc. in our street.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	The total for grants and contributions is almost \$16.5M, which is more than 11 percent of the total council budget, yet I cannot find a detailed breakdown of these figures. If this figure cannot be justified and therefore reduced substantially, then that would result in a substantial reduction in overall operational costs.

Submission number	Question	Answer
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I fully support any and all increases in "user pay" fees.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	'I think selling these valuable assets, for a limited time could generate much needed significant revenue. However I believe the council needs to carefully consider any naming rights proposals. I would be strongly opposed to sponsors affiliated with anything considered antisocial including any of the following: - gambling - alcohol - tobacco - digital currency
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	'If Advertising generates significant revenue then I am not opposed to it. However I would not like to see advertising for the following items: I would be strongly opposed to sponsors affiliated with anything considered antisocial including any of the following: - gambling - alcohol - tobacco - digital currency
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	If there is a commercial value for personal trainers, third party event organizers, etc. in using council land, then they should pay a realistic fee to use that land. If they feel the fee is not realistic then they should be able to use the nature strip outside there own property for their commercial enterprises at no charge,
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Please only sell public assets as the very last resort. If the council is faced with the prospect of selling public assets to stay afloat, I would prefer the council go into administration and let the administrators determine if selling public assets is the best way forward.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	The decision by IPART is a terrible blow to council. Council needs to to reduce expenditure where it can, and submit a more complete submission for a substantial rate increase to IPART at the appropriate time.
6	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Well we have to accept it after the failed SRV. The Council really needs to look closely how it manages proposals and information flows
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Agree reduce street sweeping and verge grass cutting
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Is this easy to do ? Why does it cost NSC \$1 million for NYE ?
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	

Submission number	Question	Answer
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Agree sell property. Council does not need to own shops etc. Where is the list of saleable assets ? Many ratepayers agree to selling these type of properties.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Stop spending money on bike lanes - no one uses them and we can't afford them. Every ratepayer I talk to wants the bikes lanes stopped or removed. Since Covid/work from home the number of bike riders to the city has been greatly reduced and weekend bike riders don't use the bike lanes. Another example of Council wasting money is the Young St plaza - why has it been removed ? This shows the Council has no planning process. Also stop spending Council money on things like the 1 Henry Lawson Avenue DA - costs \$1.3million to build a toilet block and viewing stand. There are over 60 submissions against this development. Stop this type of Council madness. Please listen to ratepayers ! Also things like changing the flowers at Bannerman St roundabout cost money - just plant natives and stop planting seasonal flowers. Just a waste of ratepayer money ! And just get the North Sydney pool open ! The plan shows the pool costing another \$35 million which is a criminal mis-management.
7	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	see previous submission
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	see previous submission
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	

Submission number	Question	Answer
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	<p>On page 208, extend the Financial indicators out to Year 4 so that we can all see the trend. Council argued strongly (and in vain) for the large rate increase based on the poor performance indicators but then this Plan has no figures beyond Year 1. Come on - help us ratepayers understand what is going on.</p> <p>Page 100 has P&L out out 4 years, why can't we have a balance sheet as well ?</p> <p>The lack of proper financial presentation to IPART led to no approval and again Council in this document is poorly presenting key financial figures. Again, try harder !</p>
8	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	<p>Yes. I understand that following rejection of Council's application to IPART that some services and fees need to change so that vital infrastructure is maintained and that contingency funds are available for an emergency.</p>
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	<p>As an ad.Valorum rates payer, I would hope that verge moving can be retained. I live on a corner, angled block 45m x14m with a sloped unbroken verge of 45m. I mowed it when services were withdrawn years ago. I can not do so now. I hope that come consideration can be given to owners of similar blocks.</p>
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	<p>I support community transport for elderly people. Precincts are an invaluable community resource and provide an important link to Council. Perhaps printed flyers could be replaced by electronic ones?</p>
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	<p>Such increases must be necessary. I am not in favour of road closure and sale. Schools which are exempt from rates should be required to pay for the use of playing fields and parks.</p>
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	<p>A horrifying prospect, but it may be necessary. Please avoid selling naming rights to North Sydney Oval. North Sydney Pool is such a shambles and will have little resemblance to the pool I swam in in the 1950s so I wouldn't care if naming rights were sold!</p>
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	<p>Again a nasty prospect, but probably necessary.</p>
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	<p>I am in favour of this. On occasion, their use limits ratepayers use of the area.</p>
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	<p>I would prefer that this didn't happen. As a ratepayer for many years, I have contributed to the maintenance of these assets. I would hate to see them lost. Sale of income producing assets should not take place.</p>
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	<p>Those who orchestrated and celebrated the IPART result have left a hollow victory. All the community will suffer for it. Council has been admired for the services it provides for residents in contrast to some other councils while its rates are below those of neighbouring councils. It is apparent that residents must pay more for services that are available.</p>
9	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	<p>I am very disappointed that the rate rise was rejected. I would like council to be able to have the funds to properly maintain and upgrade the area.</p>
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	<p>Both my comments are related to Tunks Park</p> <p>I would like to propose that sandstone blocks be used in lieu of replacing sections of the existing timber fencing at Tunks Park, called up in the revised draft Delivery Program and Operational Plan for capital works.</p> <p>This change would:</p>

Submission number	Question	Answer
		<p>Complement the existing park context, aligning with the sandstone gate, seawall, and foreshore edge; Provide a more attractive, durable and sustainable alternative to the current timber fencing; Serve a dual purpose, functioning as both a physical barrier and informal seating; Eliminate ongoing maintenance, unlike timber, which deteriorates over time, and requires periodic maintenance; Address the current fencing alignment, which inhibits access behind parked cars, by offering a chance to redefine the barrier line for improved usability. This is an opportunity to be the 1st step in a Tunks park-wide upgrade rather than simply another ad-hoc piece of repair to poorly considered and uncoordinated infrastructure. Additionally, under Objective O3.3, I note that the playground at Tunks Park is earmarked for renewal. However, I would like to highlight that the gym equipment at the park is in far worse condition, with many elements in disrepair. This area is heavily used by the community and is in urgent need of renewal and upgrade, arguably more so than the playground.</p>
	<p>Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?</p>	<p>I support these measures</p>
	<p>Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?</p>	<p>I support these measures</p>
	<p>Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?</p>	<p>This is disappointing to see but considering the financial predicament, I support these measures</p>
	<p>Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?</p>	<p>I do not support these measures</p>
	<p>Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?</p>	<p>I support these measures</p>
	<p>To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?</p>	<p>I do not support these measures. Please try again to increase the rates for apartments in particular.</p>
	<p>Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?</p>	
10	<p>Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?</p>	
	<p>Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.</p>	<p>Poor maintenance/unkempt townships result in attracting youth crime+++ I am an expert on the matter as I have personally reduced crime by 50%. So the continuance of basic rubbish pick up and plant damage prevention is required by one person daily in the expansive Neutral Bay Township which includes Cheal Lane, May Gibbs place, May Lane, Yeo St from Rangers Rd to Watson Street, Watson Street, Ben Boyd Rd from Yeo St to Grosvenor St, Grosvenor St, Grosvenor Lane, Rangers Rd from Yeo to Military Rd, Young St from Military Rd to Grosvenor Street and Waters Rd from Military Rd to Grosvenor St and Military Rd from Watson Street bus stop to Rangers Rd. Equip street cleaner with a small battery powered leaf blower and graffiti cleaner and rags. The leaf blower can clear walkways missed and clear garden beds smothered by plane tree leaves along Military Rd from Watson Street bus stop to Ranger Rd. This will reduce the necessity to replace smothered/dead plants all the time.</p>
	<p>Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?</p>	
	<p>Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?</p>	

Submission number	Question	Answer
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Go for it if it makes money! Sell advertising at entry for swimming products etc too.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Utilise council property for paid advertising spaces such as Watson Street Bus Stop- this will pay for much needed maintenance and can go towards the street cleaners wages.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	These people do not make much money! Their operations are severely affected by the weather.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Sell the pool!
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Yes please remove the plane trees from the streets and lanes stated in the cleaners required coverage area. Include Yeo Lane which has a very overgrown and unwell plane trees. Essential 8-9 must be removed immediately from beside Neutral Bat Primary School they run only a few metres alongside a school play area. They have currently stopped using the area due to the health risk. They have very little space with the new buildings and increased students so they need to be culled immediately. Planting of magnolia is preferred after discussion with the principal Joann. As skin cancer does not stop in autumn and winter so evergreen trees at the location are most important to protect the children and staff.
11	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I agree with reducing some of the services so the council can save money. One of the examples is why does the council have contractors cutting grass, when the council own gardeners can do it. There is a lot of time wasting with workers and more can be done.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I agree in reducing contributors and donations to community groups.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	There should be charge for NYE. But regarding local rate paying residents to pay to use the parks I highly disagree.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Yes I agree.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Yes I agree, as long as it generates revenue for the council.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I disagree with this. Personal trainers offer a service to local rate payers to enjoy the outdoors and exercise outdoors. Any increase or new fees to use parks by personal trainers will only be passed onto the local rate payers. Why should I as rate payer, pay to use a park to exercise with my personal trainer. If anything charge the picnic pops, none seem to be locals. Local rate payers should not pay to use their parks.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes I agree to selling assets to raise revenue.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	My view is North Sydney council has a lot of money it€™s just how they spend it. There is a lot of wastage and unnecessary works and projects completed and started. I€™ll list two examples, the renovation of the toilet block down at Lavender Bay about 8-9 years ago, it cost in excess of \$250k, there was a fancy electric door, fancy electric tap that all lasted about 3 months and it all stopped working. No there is \$5 Bunnings hinge lock and a good old twist tap. Such a waste spending all that money on that toilet renovation when none of it worked after 3 months.

Submission number	Question	Answer
		Another example of wasted rate payers money, there was new turf put down at Lavender Bay about 7 years ago or so, the council watered it for about 3-4 weeks then they opened it to public and hardly came back to water it, it eventually all dried up and died again within a year. Such a waste of resources and money.
12	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	This would be disastrous for the quality of the lived environment in the LGA, especially in light of the huge projected population densification associated with the ToD.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	This seems unlikely to make a significant difference to Council's finances, but symbolically is probably useful in raising public awareness of the impossibility of sustaining services given the current level of rates
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I strongly support this option - including charging the many private schools in the LGA for their use of public space.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	If the naming rights included a requirement to include the current name, and if a very substantial amount could be raised, then I would potentially (but reluctantly) support this. (But not to a gambling-related entity).
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I would support this, albeit reluctantly, but not to for the promotion of gambling.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I strongly support this.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	If absolutely necessary, I would reluctantly support this option.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
13	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes. I appreciate the Council's efforts to balance fiscal responsibility following the SRV outcome. However, I am deeply concerned about the proposed cuts to vital community services€"especially community centres and community transport€"which deliver high social value across all demographics. It feels a bit like the residents of North Sydney are being punished by the Council's financial crisis. Please consider reasonable rate rises not disproportionate ones. Please do not further alienate locals by reducing support for services that help the community: community transport, the community centres, parks and gardens. Many of us have chosen North Sydney as our place to call home precisely because of the community culture, local services, the 'green-ness' and maintenance of this beautiful area.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Yes! Don't! Council should look first at its staff operational costs, capital works projects & prolific big business occupants for reducing costs and revenue raising.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	North Sydney€'"s community centres, including NSCC, serve as inclusive community hubs offering: * Lifelong learning, social connection, and volunteer engagement. * Programs supporting seniors, children, new migrants, and arts enthusiasts. As local data shows, centres are key access points for promoting health, inclusion, and community resilience.

Submission number	Question	Answer
		<p>Cuts to these services would directly undermine aspects of Council’s Community Strategic Plan (CSP), particularly goals around Social Inclusion, Cultural Identity, and Healthy Lifestyles. The proposed scaling back of the community transport service would significantly impact older residents, people with mobility challenges, and those reliant on support to access essential services. The 2015-25 Integrated Transport Strategy and recent reviews make it clear that community transport is central to a connected, accessible, and active community.</p> <p>Removing or weakening this service would contradict objectives within the CSP to maintain accessible, equitable infrastructure and erode independence for those most in need.</p> <p>Both community centres and transport services offer excellent social return on investment by:</p> <ul style="list-style-type: none"> * Reducing social isolation and improving mental health outcomes * Providing affordable, local access to education and recreation * Supporting carers, families, and older residents to stay engaged and independent <p>These services alleviate pressures on health, aged care, and social services – essentially preventative and community-strengthening interventions.</p> <p>Scaling back essential supports undermines North Sydney’s stated vision for a connected, inclusive, and thriving community. I strongly urge Council to reconsider these cuts and retain full funding for community centres and transport – preserving the backbone of our local social fabric.</p>
	<p>Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?</p>	<p>Again, I acknowledge the need for North Sydney Council to explore responsible revenue-raising alternatives in light of increasing budgetary pressures. However, I encourage Council to consider the equity, accessibility, and long-term social value of each proposal before implementation.</p> <p>Increased Compliance Activity I support targeted compliance where it relates to public safety, environmental protection, or amenity (e.g. illegal dumping, misuse of public land). However, I urge Council to avoid overly punitive or excessive enforcement that may disproportionately affect vulnerable groups, such as low-income residents, community users, or older adults. Recommendation: Use compliance revenue to reinvest in community education and engagement initiatives, not just enforcement.</p> <p>Ticketed Entry to New Year’s Eve Events Introducing a ticketed model may be reasonable for premium/viewing areas, but I would caution against: * Creating exclusivity in traditionally public celebrations * Limiting access for families, local residents, or young people Recommendation: Consider a tiered or donation-based model that preserves free access to public space while generating modest income from those who can afford to contribute.</p> <p>New or Increased Fees for Use of Parks and Open Space Parks and green space are core public assets, essential for physical and mental wellbeing. Fee increases may: * Deter community groups, seniors, and low-income residents * Undermine health equity and social participation Recommendation: Consider modest increases for commercial or private hire, but retain free or low-cost access for community-based activities, charities, schools, and not-for-profits.</p> <p>Road Closures and Sale Permanent road closures or the sale of public land must be approached with extreme caution. The community has a strong expectation that public land remain for public good, especially given the already limited green and accessible space in North Sydney. Recommendation: Only consider closures/sales if:</p>

Submission number	Question	Answer
		<ul style="list-style-type: none"> * Community consultation is extensive and transparent * The land is demonstrably surplus to public needs * Revenue is reinvested directly into essential community infrastructure or services <p>Final Comments Revenue-raising should be balanced, transparent, and equitable. Importantly, it must not come at the cost of community access, inclusion, or wellbeing. I strongly encourage Council to explore income opportunities that protect the integrity of public assets and align with the principles in the Community Strategic Plan.</p>
	<p>Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?</p>	<p>I understand the need for Council to explore innovative revenue streams, and selling naming rights for major assets like the North Sydney Olympic Pool and Oval may seem like a practical option. However, I urge Council to proceed with great care and clear guiding principles, particularly considering these venues' historic, cultural and community significance.</p> <p>North Sydney Olympic Pool This site holds state-wide historical and emotional value, having hosted Olympic athletes and generations of families and locals. Renaming it risks eroding its identity and legacy – something that no commercial benefit should outweigh.</p> <p>My recommendation:</p> <p>Retain the name 'North Sydney Olympic Pool' prominently, even if a sponsor name is added. Consider a 'represented by' model (e.g. North Sydney Olympic Pool presented by [Sponsor]), rather than full renaming. Prioritise sponsors that are aligned with community values, such as health, education, or sustainability – not industries at odds with public wellbeing.</p> <p>North Sydney Oval The Oval is also a civic landmark and iconic heritage sports venue. While naming rights may be less contentious here, any change should:</p> <ul style="list-style-type: none"> * Honour the site's rich sporting history. * Be developed in consultation with the sporting and community groups that use it. * Ensure that a strong reference to 'North Sydney Oval' is retained. <p>My recommendation: Use a hybrid name that maintains the identity and civic pride of the venue. Set a strict code of sponsor suitability – e.g., no naming by gambling, alcohol, or fast food brands.</p> <p>Final Comments Selling naming rights may provide short-term revenue, but it must not come at the expense of heritage, identity, and community ownership. These venues are more than just infrastructure – they are symbols of public life and should be treated with care and respect.</p> <p>If Council proceeds, I urge a commitment to:</p> <ul style="list-style-type: none"> * Transparent community consultation * Clearly defined ethical sponsorship guidelines * Retaining core elements of the original names <p>Thank you for considering this feedback in the interest of protecting what makes North Sydney unique.</p>
	<p>Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?</p>	<p>I'm not opposed to this in principle, provided it's approached thoughtfully and with clear guidelines. To that end, I encourage Council to ensure:</p> <ul style="list-style-type: none"> * Advertising remains tasteful and appropriate for a broad public audience – including children, families, and seniors. * Location guidelines are established to prevent visual clutter in high-amenity or natural areas (e.g. parks, heritage precincts). * A clear policy is in place to exclude ads for gambling, alcohol, fast food, or other industries not aligned with public health and wellbeing.

Submission number	Question	Answer
	<p>Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?</p>	<p>* Wherever possible, Council gives priority to local businesses, events, and not-for-profit promotions, helping stimulate the local economy and community engagement.</p> <p>I am generally supportive of Council’s consideration to introduce new or increased fees for the use of public spaces by commercial operators, such as personal trainers, event organisers, and private businesses.</p> <p>These operators derive private commercial benefit from public assets, so it is reasonable for Council to recoup costs related to maintenance, wear and tear, and amenity management.</p> <p>That said, I encourage Council to:</p> <ul style="list-style-type: none"> * Ensure fee structures are fair and scaled appropriately to the size and impact of the activity. * Provide clear and accessible permit processes so small local businesses are not discouraged or overburdened. * Consider discounted or exempt fees for community-led, volunteer-run, or not-for-profit activities to support grassroots engagement and local vibrancy.
	<p>To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?</p>	<p>I am deeply concerned by the proposal to sell public assets €” particularly when framed as a response to the financial burden created by the North Sydney Olympic Pool redevelopment. This feels like the community is being asked to bear the long-term cost of poor financial planning and mismanagement, which many residents, including myself, did not support or have a say in.</p> <p>Public land and community-owned assets are irreplaceable. Once sold, they are lost to future generations. Selling these assets to plug a financial gap risks short-term gain at the expense of long-term public good.</p> <p>Asset Sales Are Not a Sustainable Solution Council must recognise that:</p> <ul style="list-style-type: none"> * Asset sales are a one-off fix, not a sustainable revenue model. * They weaken the community’s long-term ability to provide services, resilience, and green space. * Selling land or community facilities now could undermine the very fabric of North Sydney’s identity, character, and liveability. <p>Consequences of Poor Project Governance It’s deeply frustrating that, rather than accepting accountability for cost overruns and project mismanagement, Council is now proposing to sell off community assets. The Olympic Pool redevelopment has been widely criticised for lack of transparency, unrealistic budgeting, and overcapitalisation €” and yet it is the community being asked to carry the burden.</p> <p>We should not be punished for decisions we didn’t make.</p> <p>Community-Backed Alternatives While I opposed the scale of the proposed Special Rate Variation (SRV), I believe that modest, reasonable rate increases, implemented transparently and with staged review, are more appropriate than selling irreplaceable public property.</p> <p>I would support:</p> <ul style="list-style-type: none"> * A reasonable staged rate rise that is clearly linked to performance and community priorities. * Better financial management and project accountability moving forward. * Exploring partnerships or leasing arrangements that retain public ownership rather than full asset disposal. <p>Final Position I strongly oppose the sale of public assets as a short-term financial solution. Council must prioritise restoring trust, engaging</p>

Submission number	Question	Answer
	<p>Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?</p>	<p>the community in transparent decision-making, and developing sustainable solutions that protect the legacy and liveability of North Sydney for generations to come.</p> <ul style="list-style-type: none"> * Consider Public-private partnerships: Leasing, sponsorship, or €represented by€ naming rights could generate revenue without giving up ownership. * Operational reforms: Consider more efficient models of staffing, maintenance, and usage. Better service share with state & fed government * Staged cost recovery: Small entry price increases or membership drives could contribute without excluding people. * Transparent financial oversight: Tighten governance before making drastic asset sales. <p>Council Should Engage More with State & Federal Government - Infrastructure Funding Exists for This Purpose The NSW Government and Commonwealth Government both offer grants and infrastructure funding streams designed to support:</p> <ul style="list-style-type: none"> * Community facilities and pools * Local economic recovery * Health and wellbeing initiatives * Energy efficiency upgrades (e.g. solar on council buildings) <p>Cost Overruns Are a Valid Case for Exceptional Support Given that the Olympic Pool project has significantly overrun budget (and was affected by broader COVID-era cost pressures), Council can:</p> <ul style="list-style-type: none"> * Make a case for exceptional circumstances funding * Partner with local MPs to lobby for direct support * Explore co-funding models with government <p>Community Benefit Strengthens the Case The Olympic Pool isn't just a local facility € it has state-wide historical and recreational significance. If framed strategically, Council could make a case that:</p> <ul style="list-style-type: none"> * The pool contributes to regional health outcomes * It supports tourism and economic activity * It preserves an iconic public institution <p>Better Leverage Local MPs and Ministers Council should work closely with:</p> <ul style="list-style-type: none"> * Felicity Wilson * Zali Steggall <p>Both have an interest in maintaining services and amenities for their constituents and could be valuable advocates in discussions with government departments.</p> <p>Suggested Action for Council Apply to the NSW Office of Sport, Department of Planning, and Infrastructure NSW for recovery or capital assistance.</p> <p>Seek co-investment under the Federal Local Roads and Community Infrastructure (LRCI) Program or Stronger Communities Program.</p>

Submission number	Question	Answer
		<p>Establish a community coalition to amplify the call for State and Federal assistance before resorting to asset sales.</p> <p>Develop a long-term sustainability plan that includes government partnership rather than short-term disposals.</p> <p>Council must exhaust all opportunities to work with State and Federal Government before considering the sale of community assets. Facilities like the North Sydney Olympic Pool contribute to public health, tourism, and local economy €” and should be supported by infrastructure and resilience grants. The community expects Council to advocate on its behalf, including through partnerships with our local MPs and Ministers.</p>
14	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I believe it is essential that continued, and probably greater funding be provided to the community centre.G
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Greater consideration should have been given to the exorbitant rate increase sought, as a lesser increase would allow ongoing funding of council services
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Nil reduction should be given to services at NSCC (community centre).
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	A realistic and reduced rate increase would negate the need for any of the options.Ni
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Nil issue, but as per earlier comments, an over reaction to a failure to propose realistic rate increases in the first instance.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	As per 5.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	As per 5.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Under no circumstances should assets be sold to meet short term funding requirements. A realistic rate increase, and controlled expenditure by a responsible council should suffice. Undue blame is being attributed to earlier council decisions, rather than the mismanagement of funds and expenditure by current council.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	no.
15	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	na
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	na
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Please continue to subsidise the classes at the North Sydney community centre to support community participation and mental health in a central location that is accessible to all via public transport. By discontinuing the subsidy this would potentially make most classes too expensive in comparison to other community centres in Sydney.

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	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	na
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	na
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	please don't install noisy solar/battery operated electric notice boards at the bus stops. These are noisy, bright and disruptive.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Please support small business (like personal trainers) who are barely surviving in this economy.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	set guidelines so not to change the look of the suburb.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	na
16	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Community centres are the beating heart of North Sydney. They provide vital, inclusive spaces that support people of all ages, from young children and parents to seniors. Reducing operational funding to these centres would have a deeply negative impact on the fabric of our community. These are not just buildings. They are safe, welcoming spaces where people connect, learn, support one another, and feel a sense of belonging. Community centres play a key role in mental wellbeing, social inclusion, and civic engagement. If you reduce their ability to run efficiently, you risk losing the soul of the community. While some proposed funding cuts in other areas may be manageable, pulling back support from community centres threatens to unravel the very structures that hold our neighbourhoods together. These spaces are where people turn for connection, support, purpose, and resilience. Cutting funding may offer short-term financial relief, but the long-term cost to the community will be far greater. We will lose momentum, trust, and decades of relationship-building. And we will have to start from the ground up to rebuild what we once had. Please reconsider. Investing in community is what keeps North Sydney strong.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	

Submission number	Question	Answer
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
17	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I haven't read it
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Against
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Against
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Neutral
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Neutral
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Neutral
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Neutral
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Against
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I think for work is needed to come up with other ideas
18	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Both appear to be bits and pieces in nature, unrelated to an overall strategy and set of goals.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Reducing to what level? At a point these in total will reduce the overall quality of life in North Sydney. For instance if you want the public to treat our parks and gardens with respect, the Council must show a high level of respect themselves.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Services that bring communities together eg North Sydney Community Centre are at the core of what enhances the lifestyle of this community. They should not be reduced.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees	Good ideas

Submission number	Question	Answer
	and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Good ideas
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	As long as the area doesn't end up looking like Times Square
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Should have been increased ages ago
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Depends on which property for what future purpose
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	The Council needs to prepare a (min) 5 year plan that is costed in detail sufficient to gain IPART support next year for a doable rate rise
19	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	These essential services should not be reduced.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	These should be assessed on a needs basis
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	New Years Eve events and public spaces such as parks at all times should be available to all free of charge.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	No. Please sell it and charge those who actually use it, not the taxpayer!
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Go for it!
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Yes, this is reasonable.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Sell the pool!
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No
20	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	See below
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in	Customer service is valuable to me - at library and council. It is the way residents connect with their council. It is also people's jobs and livelihood. Verges: hopefully neighbours and residents can pick up this on a temporary basis.

Submission number	Question	Answer
	these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Yes. Reduced support of community groups could be considered as a temporary measure. Precincts may have to rely more on volunteers. Depends on the financial savings - if significant
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Yes to fees and charges for use of parks - a lot of businesses and out of area people take advantage of NS favourable park use terms. Ticketed NYE definitely- adds to crowd control as well as a source of revenue.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Only if for a set number of years. And if revenue from this is significant. Don't have as problem with this. It will have a lot less impact than reducing council services and parks maintenance.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Again, if needed this will have less impact than reducing council services.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Do this except for any services operating not for profit. E.g. there is a cancer survivors group run as a no cost service and they should not be charged.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	This should be as a last resort only. It is a very short term solution with long term negative impacts
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No
21	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	As IPART has rejected the requested rate rise, should the 2025-29 Delivery Program, and 2025-26 Operational Plan be revised, to allow for a new Financial Plan, and Resourcing Strategy to be formed. Then would have a clearer determination on how much money will be incoming, so as to prioritise the outgoings?
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Does reducing mean removing? Verge mowing -- this is important to maintain an LGA that is attractive. This area receives a lot of tourist visitors -- the environment should be maintained. Plus it reduces the risk of vermin. Community transport is important for disadvantaged members of the community. This may be their only means of transport to shops etc, socialisation and inclusion. Street sweeping -- same comment as verge mowing Parks and gardens -- same comment as verge mowing. Our green space is important. Perhaps there are community groups who would volunteer, much the same as bush care? Service levels at Council -- what would this be replaced with OR would this be a reduced operating hours, example, purchase of permits can be done on these days / these hours. Service levels at the Library -- perhaps the suggestion above, reduced hours.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I have been attending classes at North Sydney Community Centre for over 10 years. The Centre is a wonderful place for friendship, to learn a new skill, or just have fun -- aligning so well with North Sydney Council's current strategic goal -- community engagement, environmental sustainability and support for lifelong learning. Reducing the funding to the Centre will impact in many ways, a spiral of impact -- affordability reduces and potentially places the class charges inline with commercial competitors, which in turn could reduce attendance, and lead to a non-viable product. The heart of North Sydney Community Centre and other centres within the North Sydney LGA (Coal Loader, neighbourhood centres) are the local people who attend, who create friendships while learning. It is noted that North Sydney LGA will have a large seniors / retired population. The North Sydney Community Centre and places such as the Coal Loader, not only rely on volunteers from this demographic but also attendance is largely of this demographic. These people want to contribute to the community and to also be a part of it. Community Centres at reduced class charges (due to Council funding) enable this interaction to continue.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees	If ticketing charges pay for cleanup then a yes, however should rate payers be given a free of charge (limited number) or reduced rate, as we pay rates for this already.

Submission number	Question	Answer
	and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	What a great idea, however to be mindful of the company values of potential sponsors -- do their values align with those of North Sydney Council values. It's not just the potential revenue, which of course is important. Also are these potential sponsors ones that could be long-term and renew, rather than redoing every few years.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Same response as above -- mindful of the company values of potential sponsors -- do their values align with those of North Sydney Council values. Will Neon signage be done tastefully.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Weigh up -- whether increasing fees while bringing in more income could result in events, personal trainers, unable to afford, which could reduce the current income received, as they wont hold events, or train -- could go to gyms. North Sydney is currently a bit of a dead weight out of business hours -- dont we want to see more people in North Sydney at night and on weekends. Increasing fees to use space could backfire.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Does the public asset have a repurpose that could bring in over time more revenue, than that of a one-off sale.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	To consider the long-term neglect of repair -- ultimately costing more as it could mean replacement is necessary as repair is not viable.
22	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No because I haven't seen it
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	All work on the North Sydney Pool should be suspended, Church properties should pay rates and the number of salaried councillors should be reduced so that normal levels of usual council services can continue.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	No rate payers funds should ever be donated to any religious organisations.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	This is undemocratic and un-Australian. I strongly object to public land only being available to those who can afford to pay. Build some more parking stations at Neutral Bay and Cammeray. They'll raise some money and are sorely needed.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Sell North Sydney Olympic Pool in its entirety on the proviso that it continue to operate as a swimming pool and allow the development of a restaurant and private club to be attached to it. The membership of the private club can then pay rates and pay for the maintenance of the pool and club. North Sydney Oval should remain in public hands but perhaps the NSW government, Cricket Australia, the AFL and other sporting groups could be approached to chip in something for the maintenance of the grandstand and facilities,
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	No problem with this
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Once again I repeat that public spaces should be free to access.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Please see above comments re North Sydney Olympic Pool, It should be sold outright, unless the State government wants to take it on.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I'm really angry that the Council thinks it has the right to bleed us dry to pay for their incompetence. We pay our rates for the all the services you listed in Question 2, not the restoration and complete re-development of a swimming pool. Those services are the reason you have a job. Do away with those and we'll seriously have to question why we need a council at all.

Submission number	Question	Answer
23	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I think the council should look into generating income by selling assets and increasing advertising revenue. Corporations can afford to pay and the residents should not bear the brunt of poor financial management and potential corruption. Cutting services should not be considered.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	These are not services that should be cut. Parks and gardens should not be left unmaintained. Graffiti removal is important for keeping the community feeling safe. I honestly can't believe that these ESSENTIAL services are even under consideration.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	This is a very disappointing consideration as this decreases the community building and good administration on particular precincts.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	This makes a lot of sense to generate income.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	This is a good idea to generate income
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	This is a good idea to generate income
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	This makes sense for commercial operators to pay to use public spaces.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	This makes a lot of sense since I'm sure there are assets that would increase cash flow to reduce the amount of services that need to be cut.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	The North Sydney community centre, Stanton library and all the amazing parks in the North Sydney LGA are one of the reasons I love this area and it would be very disappointing if these resources were cut.
24	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	N/a
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I don't want any of those services reduced in north sydney
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Yes that's not fair I disapprove
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	There should be no fees to parks in north sydney
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	No I don't care
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	We don't want that

Submission number	Question	Answer
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Ridiculous they will drive services out of the area
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Depends what they are
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I don't support cutting funds to community services full stop
25	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Verge mowing and green and hard rubbish removal services should be reduced.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Precinct budget allowance could've reduced.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	No charge for NYE events.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	North Sydney Pool and Oval names should remain without change.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Agree.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Asset selling should be a last resort action.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
26	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	<p>I acknowledge the challenges the Council faces following the Independent Pricing and Regulatory Tribunal's (IPART) refusal of the proposed Special Rate Variation (SRV). It is commendable that the Council has taken proactive steps to revise the Delivery Program and maintain financial sustainability under these difficult circumstances.</p> <p>1. Financial Strategy and Transparency</p> <p>The introduction of a financial repair strategy and the effort to balance the budget through deferrals and reductions are pragmatic. However, I encourage the Council to ensure transparency around the specific projects and services that will be impacted. Clear, accessible communication about what is being deferred or scaled back will help the community understand the real-world implications of these decisions.</p> <p>2. Infrastructure and Asset Renewal</p>

Submission number	Question	Answer
		<p>I am particularly concerned about the proposed \$12.5 million reduction in infrastructure renewal funding. While I understand the need to manage costs, it is important that critical assets such as roads, footpaths, drainage, and community facilities are not allowed to deteriorate to a point where future repair costs escalate. I urge the Council to prioritise asset condition monitoring and develop a phased plan for reinstating deferred renewals when financially feasible.</p> <p>3. Community Services</p> <p>It is vital that essential community services remain protected where possible. These programs contribute to the social well-being and cohesion of the local area, particularly for vulnerable groups. Any proposed service reductions should be clearly explained with rationale and potential alternatives considered (e.g., partnerships or grants).</p> <p>4. Alternative Revenue Measures</p> <p>I support the exploration of alternative revenue options beyond rate increases. This could include grants, public-private partnerships, revised fee structures (with fairness in mind), or leveraging underutilised council assets. If such measures are being considered, I encourage the Council to involve the community in prioritising these opportunities.</p> <p>5. Community Engagement</p> <p>The revised documents reflect a serious effort to respond to changing financial realities, and I thank Council staff and Councillors for their work. Ongoing community engagement and feedback will be essential as you adapt future operational plans and explore long-term strategies.</p> <p>Closing</p> <p>In conclusion, I support the intent of the revised documents but encourage a focus on transparency, asset maintenance, service equity, and collaborative problem-solving. Thank you for considering my feedback as part of this important process.</p>
	<p>Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.</p>	<p>'I acknowledge the difficult financial circumstances Council is currently facing following the Independent Pricing and Regulatory Tribunal's decision to not approve the proposed Special Rate Variation. It is understood that, as a result, Council is required to review its services and operations with a view to ensuring long-term financial sustainability.</p> <p>However, I wish to express my concerns regarding the proposal to reduce service levels in the following areas, as outlined in Section 2.4 of the draft documents:</p> <p>---</p> <p>Verge Mowing and Parks & Gardens Maintenance</p> <p>These services are critical to the safety, amenity, and visual appeal of our local neighbourhoods. Reductions may lead to overgrown verges, safety hazards for pedestrians and drivers, and a decline in the upkeep of public green spaces, which are essential for community recreation and mental well-being particularly for residents without access to private outdoor areas.</p> <p>Street Sweeping and Graffiti Removal</p> <p>Street sweeping and graffiti removal directly impact perceptions of cleanliness and safety in the public realm. Reducing these services risks a build-up of litter, debris, and vandalism, which can contribute to a broader sense of neglect and diminish civic pride.</p>

Submission number	Question	Answer
		<p>Community Transport</p> <p>This service is a vital lifeline for many residents, particularly older adults, people with disabilities, and individuals with limited mobility. Reducing or removing this service could significantly increase isolation and reduce access to essential services and activities for some of the most vulnerable members of our community.</p> <p>Customer Service (Council Administration and Library)</p> <p>Library and administrative services serve as key access points for information, support, and community connection. Reductions in service levels risk lowering the quality of customer service, especially for residents who may not have the skills, confidence, or ability to engage through digital channels. Libraries, in particular, are important community hubs that support education, social connection, and digital inclusion.</p> <p>---</p> <p>Recommendations:</p> <p>If reductions are necessary, I urge Council to consider a tiered or seasonal approach, such as decreasing verge mowing frequency only during lower-growth seasons, or reducing hours rather than eliminating services entirely.</p> <p>Explore alternative funding models or community partnerships to support the delivery of essential services (e.g., grants, volunteer programs, corporate sponsorships).</p> <p>Ensure that any changes are implemented with a strong focus on equity, with particular attention paid to how reductions may disproportionately affect vulnerable community members.</p> <p>Provide clear, timely communication to residents about service changes and available alternatives.</p>
	<p>Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?</p>	<p>No</p>
	<p>Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?</p>	<p>I understand the financial pressures Council is facing; however, I do not support the introduction of new or increased fees for the use of public parks and open spaces. These areas are vital to the health, wellbeing, and social connection of our community, and access to them should remain free and equitable for all. Charging people to use public spaces€”whether for gatherings, recreation, or leisure€”risks creating a two-tiered community where access is determined by ability to pay.</p> <p>Public parks and open space are not luxuries; they are essential community infrastructure, especially in dense urban environments like North Sydney. They should remain open and freely accessible to all residents, regardless of income or background.</p> <p>While I acknowledge the need to raise revenue, I encourage Council to focus on commercial users or event organisers€”not everyday residents using shared space. Fees should be limited to structured or exclusive-use scenarios (e.g., major events, commercial fitness operators), rather than casual or informal community use.</p> <p>Similarly, if Council proceeds with exploring ticketed entry to New Year€”s Eve events, I urge you to ensure North Sydney residents retain free or low-cost access, particularly families, pensioners, and low-income households.</p>
	<p>Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?</p>	<p>I understand Council is considering selling naming rights to the North Sydney Olympic Pool and North Sydney Oval as a revenue-raising measure. While I€”m not opposed to commercial naming in principle, I believe the only justification for this is if it directly delivers measurable, tangible benefits to North Sydney residents.</p>

Submission number	Question	Answer
		<p>As a resident, I do not have a strong attachment to the name itself but if Council is going to allow a corporate name to be attached to these iconic facilities, then it must be more than a branding deal. It must serve our community.</p> <p>My questions are:</p> <p>What exact benefit will this bring to the people who live here?</p> <p>Will this funding reduce the burden on ratepayers?</p> <p>Will it improve services, access, or upgrades at the venues themselves?</p> <p>If the sale of naming rights goes ahead, I strongly urge Council to:</p> <p>Clearly disclose where the revenue will go residents deserve transparency.</p> <p>Ensure all funds raised benefit the community directly, such as by lowering costs for local users, subsidising swim programs, or reinvesting into public infrastructure.</p> <p>Avoid long-term naming contracts that lock the community into a corporate identity with little room for flexibility.</p> <p>If no clear, direct benefit to the community can be shown, then I do not support the renaming of these public facilities.</p>
	<p>Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?</p>	<p>No</p>
	<p>Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?</p>	
	<p>To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?</p>	<p>I am concerned that residents are being asked to bear the financial consequences of budget overruns caused by the North Sydney Olympic Pool redevelopment.</p> <p>It is unfair and unacceptable that ratepayers should be responsible for covering costs resulting from poor project management, unforeseen expenses, or builders exceeding their budget allowances. Accountability must rest with those managing and delivering the project, including contractors and Council decision-makers.</p> <p>I urge Council to:</p> <p>Investigate thoroughly the reasons for budget overruns and implement measures to prevent recurrence;</p> <p>Pursue any cost recovery options from contractors where appropriate;</p> <p>Avoid passing these costs onto residents through increased rates or asset sales without clear justification and transparency.</p> <p>Residents deserve assurance that public funds are being managed responsibly, and that those responsible for financial mismanagement are held accountable.</p>
	<p>Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?</p>	

Submission number	Question	Answer
27	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	As a resident of North Sydney for the past twenty years I have become concerned at the management of the finances and the apparently unnecessary projects that have been implemented - eg the new parking meters. I am anxious that spending in North Sydney is sensibly allocated and is not just directed at vanity projects.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	The thought that the Council might decide to reduce graffiti removal, park maintenance and street sweeping is of great concern. The appearance of the suburb and its attractiveness to new residents and commercial properties would be severely reduced. A very false economy. We bought into this environment twenty years ago because of its convenience and beauty as a place to live. That high level of maintenance must be maintained. The Library is widely used and it would be a tragedy if there were to be a significant drop in convenience for users.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I was an active member of the Stanton precinct for many years but left because it seemed that there was little regard by Council for our ideas. If precincts are not a force for good, then I feel that administration support could be lessened.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I agree with all of these especially the idea that use of our parks should involve some cost to the user.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Good ideas so long as the maintenance of these were maintained.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Within sensible limits this could work.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Yes! Supported.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Assets not being used must be sold.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Instead of the council introducing future vanity projects I think we must first pay off all costs and begin to apply some common sense to the use of residents' money in North Sydney. The present and previous councils have not handled our money well and I believe the refusal to allow the astronomical rate increase was evidence that others agree.
28	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Comments withheld from publication at the submitter's request.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Comments withheld from publication at the submitter's request.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Comments withheld from publication at the submitter's request.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Comments withheld from publication at the submitter's request.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Comments withheld from publication at the submitter's request.

Submission number	Question	Answer
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Comments withheld from publication at the submitter's request.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Comments withheld from publication at the submitter's request.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Comments withheld from publication at the submitter's request.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Comments withheld from publication at the submitter's request.
29	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Discontinuing graffiti on public property should not be included. On private property owners can manage however leaving it on public property is not acceptable.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I think this is a good/fair option.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I think this is an excellent idea.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I think this is a good/fair option.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	There should be limitations on who could purchase i.e., no international investors and depending on the asset's limitations of developers.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
30	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	See below
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Graffiti is an eyesore and degrades the idea that North Sydney is a prime Council area. Graffiti removal should be continued. NS parks are a joy for residents and visitors and should be maintained to the current high standard.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Possibly acceptable

Submission number	Question	Answer
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Appears acceptable
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Acceptable
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	As long as this is tastefully done
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Fees for personal trainers are passed on to the people exercising. This will discourage some from participating, when good health and exercise should be a priority. Fees for trainers is not a good idea.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Depends upon which property will be sold. Why not sell the pool?
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Is there a budget for the pool once it is operational? Will it be profitable? Will the profits cover the interest cost? Can the pool income be increased?
31	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Page 104 Balance sheet has investments of \$86.182m and Investment property of \$53.698m. These amounts seem high while the Council cries poor. More detail should be shown and with the investment property raises the question why not sell ? Page 108 should show the finance indicators going out for the next 5 years - again residents struggle to understand where the financial crisis is coming from ? Page 104 balance sheet only shows this year - why not include next 5 years to see effect of the Olympic Pool and other items ? IPART and myself again see only limited financial reporting and no projections out for nest 5 years (except for P&L).
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	na
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Just more visual pollution around for us to see - NO more advertising. Council continually adds to signage and visual pollution eg road signs, parking signs, etc etc etc. Stop it.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	

Submission number	Question	Answer
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes, at least identify saleable assets to ratepayers
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Improve and expand financial reporting for next 5 years so ratepayers can understand the potential problems and why Council was pushing for such a big increase in rates. IPART told you the presentation was poor and you still continue to do it for this plan (presumably the Council will try next year for extra rate increase).
32	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Refer below
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I would like the following two areas to be retained at least at current funding levels due to the community benefits that they both provide. 1. Street Alive program 2. North Sydney Community Centre
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I believe the Community Centre provides critical service to North Sydney residents and in particular our aging population in the form of the exercise and other classes. Cutting funding to the Centre will result in higher costs being passed on to attendees who are pensioners (who may not afford to continue) or the reduction in the activities provided. The Streets Alive program brings together the community to maintain Council assets which reduces Council maintenance activities. This program also builds social cohesion through bringing like-minded people together and the creation of green spaces that can be used by all.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I agree with this approach.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I agree with this approach.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I agree if it is appropriately designed and sited that it is a revenue generation opportunity.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I agree that any business that gains financially on our public spaces should pay fees that goes towards cleaning and Maintenance.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Depending on the property, I agree that this can be a suitable approach. Before selling any assets, Council needs to seek community feedback.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Council needs to look beyond 2025-2026 (2 - 5 year plan) so the decisions made above contribute to the provision of a suitable level of service to the community and does not impact on the level of community building the Council should be undertaking.
33	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Na
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	The frequency of furniture could be decreased to say once a month. Street sweeping should not be decreased if drains are blocked.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	

Submission number	Question	Answer
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	No issue with charging a fee for new years event
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Selling rights to pool is fine but not sydney oval
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	The pool overruns should not be funded by rates payer.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
34	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Sell the pool
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Sell the pool
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Sell the pool
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Sell the pool
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Sell the pool
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Sell the pool
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Sell the pool
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Sell the pool
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Sell the pool
35	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Always the rate payer loses out and gets services taken away without any decrease in fees.

Submission number	Question	Answer
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Bad idea. Reducing verge mowing occurred before and was a complete disaster with dangerous broken glass, dog poo and rubbish on the verges. A big health issue for everyone. Street sweeping should be increased not decreased especially in areas that are experiencing flooding eg Lytton Street. The drains need to be kept clear of leaf litter.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Do not decrease annual grants to community centres as they provide essential services for the community and provide safe, inclusive places for everyone. Social inclusion is very important. Review precinct committees and get rid of them. Just have a combined precinct committee and meetings for all precincts combined.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Great idea to provide ticketed New Year's events and charges for parks and open space. Hoping this income will maintain the parks and open space. Schools need to be charged for use of parks and open space.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Big shame if this has to occur.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	If advertising is discreet and not too over the top, then this would be a good income stream.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	About time that charges are made to these operators. Include all schools too and charge them as they use the parks and public spaces most.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	I strongly object to selling public assets and I can't believe you let go of the Waverton Bowls Club which is in poor condition and remains so. Maybe May Gibb's house could go if you had to sell something.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
36	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes. I still don't know why the current Council did not simply endorse the earlier (2021?) plan when it came to power. The output of that plan was approved in a survey a few years ago. Sticking with it would have saved ratepayers a lot of money.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I do not think Council should reduce these services. Having a municipality which is well-maintained improves the mood and well-being of residents and impresses visitors. Allowing maintenance to decline will give North Sydney a bad name.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Precincts are a valuable asset to the community and the Council. I cannot believe they cost the Council much. I think reducing support for precincts will mean that communities feel disconnected and disenfranchised. I do not have an opinion about community grants.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I did like the fact that Council did not charge for New years' Eve entry. But maybe you can charge for that because of having to clear rubbish and street signs, etc. I think that private schools and ACU should pay for use of Council parks and facilities because they don't pay rates, and they receive grants from the Fed. Government.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I don't mind leasing naming rights for the Oval and the Pool. Maybe on yearly contracts. Please put up a sign at the corners of the Oval on Miller St telling us what's on each day. I can't believe how hard it is to find out!
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	That is fine with me. Maybe on a short term trial.

Submission number	Question	Answer
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	It's a good idea if they are a large organisation, but not for solo personal trainers.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	I strongly disapprove of selling community housing. All the assets listed seem vital to keep.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Yes. Please demolish the old boat shed at McMahon's Point, then simply grass the site. Do not proceed with the 'development' of the site which included a toilet block. This will be a win-win result: Council saves a lot of money and we, the residents, will be happy. Thank you.
37	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I am supportive of reducing verge mowing and customer service levels at Council administration and library I am not supportive of reducing community transport, street sweeping, graffiti removal, and parks and gardens maintenance.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I am supportive of reducing contributions and donations paid to external bodies and precincts administration support. I am not supportive of reducing contributions and donations paid to community groups. These groups reflect the areas that the community cares most about and/or is most affected by. I note that there was no information on page 12 about contributions and donations paid to community groups and external bodies, nor anywhere else in the document that I could find.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I am supportive of increased compliance activity and ticketed entry to New Years Eve - if they result in positive financial outcomes overall. I am not supportive of new or increased fees and charges for use of parks and open space, or road closure and sale.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I am supportive of selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I am supportive of increased advertising in public places. I am not supportive of increased advertising on council property.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I am supportive of introducing new/and or increased fees for use of public places and spaces for events or by commercial operators - if they result in positive financial outcomes overall.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Further community consultation should be carried out in relation to a specific shortlist of public assets being considered for sale.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
38	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	The council needs to remember it is here to represent and serve the community. Residents and local businesses are not an income stream for councillors to peruse their own interests and agendas.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in	The council has a duty to provide a minimum standard of service to residents and businesses. Services that maintain the local area need to continue in a fiscally responsible way.

Submission number	Question	Answer
	these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	If the council is running in deficit then it would be reckless to continue making donations with money it doesn't have. This item is supported.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	This item is supported. The council's duty is to local residents and businesses. If large events are being held then these need to be funded by those requesting and attending them.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Why not just sell the pool? This is the reason we are in this mess.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	There is already too much advertising in public spaces. This item is not supported. Public advertising is ugly and distracting.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Refer response to question 4 - this item is supported. Local residents and businesses cannot be asked to subsidise commercial events and activities
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	YES sell the stupid pool!!!
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Do no punish residents and businesses for the terrible financial management of previous councils.
39	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I have been very happy so far with North Sydney Council's exceptional provision of services for the betterment of the community and would love for it to continue. It's sad that financial deficits might affect some of these services
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Please keep graffiti removal service, verge mowing & street sweeping. These services are valued by the community and keep a consistently neat and tidy appeal of the suburbs. It would be nice to keep the parks serviced too. These seem like basic essential services.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Please don't ticket St Leonards Park at New Years Eve. Or consider free or cheap tickets
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Ok
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Ok
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Ok
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	No

Submission number	Question	Answer
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I have been very happy so far with North Sydney Council's exceptional provision of services for the betterment of the community. I love the graffiti removal, waste collection, native plants nursery, streets alive, and enjoy using the local parks.
40	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	The \$6M annual financial repair target appears ambitious given the scale of previous savings achievements. Could Council provide a more detailed timeline showing when different savings components will be realized and what happens if targets aren't met? Has Council investigated all available options, such as emergency state government support, regional service sharing arrangements, or federal infrastructure grants that might reduce the burden on local services and residents? What contingency plans exist if the financial repair strategy doesn't achieve projected results? The community would benefit from understanding how Council will respond to shortfalls without further crisis-driven decisions. Going forward, how will Council ensure ongoing community consultation on implementation of these significant changes? Regular reporting on progress and community feedback mechanisms could help build trust and identify issues early. The proposed 40% infrastructure renewal ratio appears significantly below the 100% industry benchmark. What is Council's assessment of the risks this creates, and how will priority assets be protected from failure?
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Before reducing service levels, has Council explored other efficiency improvements such as route optimization, technology solutions, or shared services with neighboring councils that might maintain current service levels at lower cost?
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	It would be helpful to understand how Council plans to evaluate which funding provides the greatest community benefit. Will there be criteria for maintaining support for programs that leverage additional funding or provide essential services?
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	'-
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	'-
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	'-
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	'-
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Could Council provide a list of assets being considered for sale so the community can understand and provide input on the potential impacts? This transparency would help build confidence in the decision-making process. What criteria will Council use to determine which assets are appropriate for sale versus retention? Factors like community use, future need, and strategic value seem important to establish upfront.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
41	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	nil
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	'Public/street lighting: - i think our back streets are too well lit, It negatively affects my sleep, so reducing power/lighting would be OK with me. - verge mowing, street sweeping, etc: this could be extended to 2x annually. Education to households that this is their responsibility could be effective - use of pesticides: this would be better done by groups of volunteer groups in each ward. Sprayed weeds always grow back yet poisons are used consistently with little long term benefits and negatively affect soil & water quality. A group of volunteers, given access to dealt with weeds can probably better manage local weed infestations & find solutions to chronic problems.

Submission number	Question	Answer
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	nil
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	nil
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Our North Sydney Pool is health & wellness facility for all people living, working or visiting in the community to exercise, and build/maintain fitness. Giving a corporation naming rights of such an important facility may work against its public use (especially those most vulnerable). Many people have psychological trauma from interactions/ with these businesses or it would potential be stressful for out vulnerable in our community when entering a facility perceived to be influenced by the sponsor. It risk erosion of historical significance of this facility, and risks the general public percipient Council is being unduly influences by big corporations. I am less concerned that North Sydney Oval may have corporate sponsorship & naming rights because it is NOT a fitness/wellness facility used by the public, and because many sports stadiums ALREADY have naming rights in Sydney.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	nil
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	nil
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	this is such a short term solution. these is soooo many reasons why I disagree. I don't have time to give you all my reasons. However, basically, this is an accountants quick fix solution, and not in the interest of our community in the long term.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	build more community volunteer groups to assist with providing some of the services you might look at reducing.
42	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I strongly oppose these proposed service reductions. At a time when many in our community are already under financial strain, cutting jobs will only deepen the hardship. These roles are not just numbers on a budget. They represent livelihoods and essential services that keep our community functioning and connected. Reducing verge mowing, community transport, and parks maintenance may seem like minor adjustments on paper, but the cumulative effect will be a less welcoming, less liveable area, especially concerning as our population is growing due to recent rezoning. Public spaces and accessible services are critical for fostering community, inclusion, and wellbeing. Libraries and customer service desks, in particular, are safe havens for many, and cutting staff or hours there will have long-reaching social consequences. Rather than short-term cost cutting, I urge Council to consider the long-term impacts on community cohesion, safety, and employment.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I oppose any cuts to support for community groups. As a member of the local Kayak Share Club, I've seen firsthand the enormous value these groups bring to our area. We're not just a club, we connect people, care for our environment by cleaning the waterways, and support the health and wellbeing of our members through active, outdoor engagement. Community groups like ours create real social, environmental, and economic benefits. Cutting support to these groups undermines community cohesion and discourages local initiative at a time when people need it most. Rather than reducing funding, Council should be looking at ways to better support and promote these programs, especially when they contribute to the maintenance of public spaces, environmental sustainability, and residents' wellbeing.

Submission number	Question	Answer
		<p>Community groups often deliver outcomes that would cost far more if outsourced or handled by government programs.</p> <p>Let€™s invest in what works. Cutting costs to community groups is short-sighted and risks long-term damage to the resilience and vitality of our neighbourhood. The consequence can be an increased healthcare cost.</p>
	<p>Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?</p>	<p>I oppose these income-raising suggestions, in particular 'new fees for use of parks and open space'Introducing or increasing fees for access to parks and open spaces undermines the principle that these areas should be free, inclusive, and accessible to everyone, especially during a cost-of-living crisis. Charging for community use creates unnecessary barriers, particularly for families, young people, and lower-income residents who rely on these spaces for connection and wellbeing.</p> <p>Turning New Year's Eve into a ticketed event will shift it from a public celebration into something exclusive and commercialised. This goes against the spirit of community that Council should be promoting.</p> <p>Instead of charging residents more for basic access or freedoms, Council should explore more equitable, long-term revenue solutions that don€™t compromise inclusion, community connection, or public trust.</p>
	<p>Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?</p>	<p>Don't oppose as long as the pool entry remains accessible to the local residents.</p>
	<p>Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?</p>	<p>Don't oppose</p>
	<p>Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?</p>	<p>More discussion is need. The revenue isn't significant and they play a role in connecting local residents, in particular the elderly.</p>
	<p>To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?</p>	<p>I oppose the proposal to sell public assets to address liquidity issues related to the North Sydney Olympic Pool. These assets belong to the community and should not be sold off to cover short-term financial gaps or to avoid future rate rises.</p> <p>Council should explore alternative revenue sources that do not place the burden on local residents, such as targeted contributions from non-local users, tourists, local businesses, restaurants, and shops that benefit from public infrastructure and services.</p> <p>Selling public assets now, particularly in a context where local schools and hospitals are already overcrowded and government budgets are being cut, risks compounding existing problems. Once these assets are gone, they€™re gone for good, and future generations will pay the price in lost space, opportunity, and amenity.</p> <p>Council should prioritise sustainable, community-first solutions that protect the public good rather than diminishing it.</p>
	<p>Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?</p>	<p>North Sydney is home to several under-utilised tourist attractions and public spaces that could be enhanced to generate sustainable income. The area has untapped potential when it comes to tourism and local activation. Council could:</p> <p>Create guided walking tours or historical and cultural trails around heritage sites, parks, and art installations, offering low-cost, high-engagement options for both locals and tourists.</p> <p>Introduce pop-up events, markets, or seasonal festivals in scenic public spaces like Bradfield Park, Blues Point Reserve, or near the pool itself. These events could attract visitors and vendors, with small participation fees contributing to Council revenue.</p> <p>Activate waterfront areas with temporary kiosks, food stalls, or public art that encourages foot traffic and local spending.</p> <p>Partner with local businesses to offer sponsored amenities or events, such as outdoor cinema nights or wellness mornings in the park, creating shared value without compromising public access.</p> <p>Additionally, Council could explore contributions from property developers who stand to benefit from increased densification</p>

Submission number	Question	Answer
		<p>and rezoning. These developers should be held to contribute to the public infrastructure that supports their projects through Section 7.11 contributions, public benefit agreements, or voluntary planning agreements (VPAs). This can fund things like transport, parks, and amenities without cutting vital services or selling off public land.</p> <p>There€™s also an opportunity to better engage with non-local users of Council facilities, such as implementing modest visitor fees or tourist levies for high-traffic attractions and events, while ensuring locals continue to access core services affordably.</p> <p>Selling public assets is a short-sighted solution with long-term consequences. Once sold, they are no longer available for future community use or to generate ongoing value. Council should prioritise innovative, inclusive, and long-term strategies that support both the financial sustainability of our area and the wellbeing of current and future residents.</p>
43	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Owners should pay fair rates as the property values soared
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I want more verge mowing more graffiti removal more street sweeping and maintenance if gardens and parks
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	North sydney should pay donations to community groups and external groups for a better future
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Parks to stay free what about children in poor families? Free parks are so important for well being gross motor skills and holistic development.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Don't sell naming rights
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Less advertising is better
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Public spaces should remain free this is elitist
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Don't sell public assets
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Pay rates property owners are not poor!
44	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	If you want to attract & keep people to the North Sydney area, it would be in your best interest to maintain the public parks and gardens, mow the verges, and sweep the streets. Perhaps some of these services can be outsourced to volunteer groups, similar to bush maintenance?
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I€™m not informed in this area, but maybe determine a budget for these things and trim it if needed.

Submission number	Question	Answer
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I see no issues with ticketing NYEE especially the midnight fireworks. But ticketed people should be able to come and go freely so you should consider how to allow that. Fees for park and open space use sounds dodgy.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Yep, this! Or get corporate sponsors.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	No issues.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I would consider first what the usage fees are currently. If they are already high, this could prevent personal trainers from continuing to use the space or detract potential new PTs. Maybe a small fee to reserve space (table and bbq) for parties and events?
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	This should be top priority.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
45	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	In short: resign. You are unfit to lead North Sydney Council. I doubt you'll take this advice, so here are a few blunt suggestions to address the obvious failures: The North Sydney Olympic Pool redevelopment was awarded to Icon SI €" the same company behind the nationally infamous Opal Tower disaster. The firm is legally and financially compromised. This decision reeks of corruption, demands investigation, and the misallocated funds must be recovered. The new illumination on the Council building is bright and colourful €" impressive, even. But it€™s not what we paid for. We asked for a functioning pool and proper maintenance of our local area, not vanity lighting. The MLC building is a visual blight. If that€™s considered €œheritage,€ then our children have nothing to admire. Remove it from the heritage list, demolish it, and sell the development rights to recover funds. Want more ideas?
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	See #1
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Compliance activity? So, are you actually going to enforce "no smoking" policy? I love it. Good luck. "No smoking" policy was the reason I moved to North Sydney. The reality didn't match it.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Go ahead!!! I don't care do I swim it Microsoft, UBER or Tinder swimming pool. Well, "North Sydney Tinder swimming" would probably be too much. So, have some brains choosing your sponsor.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Depends. I think it should be dealt similarly to development proposal.

Submission number	Question	Answer
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Stupid. You will kill local markets. But there is always a metro, we can go to Chatswood markets to buy things. It is a shame, Noprrth Sydney won't benefit.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Can you rephrase? Are you going to sell North Sydney Olympic Pool to residential developers?
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Please, resign and call for a new council elections. I will record this feedback. Thank you.
46	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Community transport for an ageing population and library services are absolutely critical across the board for a wide range of people. These services should be regarded as core responsibilities of local government and should not be reduced. Council needs to find better ways of managing its finances.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Any financial support to external groups should be conditional on appropriate accountability and performance by the recipient of the funding.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Charging out of area people or increasing fees and charges for use of assets and properties is generally supported.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	As long as the naming rights are not given to gaming or alcohol interests, this is a good idea.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Again provided gaming or alcohol interests are not allowed to advertise, this is supported.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	This would be acceptable.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Outsource the management or ownership of the pool as Lane Cove Council has done with its pool.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Don't hammer the more needy people in the community with any financial repair actions.
47	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I think it's a shame that Council did not submit a more reasonable proposal for rate increases such as 20% would have probably been approved by IPART and residents would have complied with. Given the situation now I'm still not sure what assets Council has that can be sold off.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	We could personally cope if the verge was not mown by the council however it certainly does affect the ambience of a neighbourhood when verges are mown at the same time and there are small areas such as the end of Tobruk Avenue where there are seats for people to sit and look at the view that would need mowing as it's not in front of a residence, I'm sure there are others. Mowing and maintenance of parks and gardens needs to continue. I'm not clear what the council intends in any cuts to the library service. All I can say is that I am a frequent visitor to the Stanton Library and would be very worried about alterations to its services to the community. The library is one of the few buildings in the community that people can go to and enjoy the services it provides. Every day young mums are there with the little ones to borrow or for story time, older people are there reading the newspapers, accessing the internet and paying to use the photocopy machines, students are there to access resources and to study in a quiet atmosphere. All of these age

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		groups in the one place together and assisted by the helpful, knowledgeable staff . I would be concerned about any cuts to the library service. It epitomises what a council should be about.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I frequent the Neutral Bay community centre and am concerned about what will happen to the valuable services it provides . I believe it provides a valuable community service providing a range of activities such as exercise programs and socialising for retired people. I would prefer other avenues are looked at for raising income
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I thinking ticketing entry to New Year's Eve events are an excellent way of generating income . Fees for use of green spaces by personal trainers , weddings etc are also a great way to increase income. What is meant by road closure and sale ?
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Agree with these proposals provided that they raise a significant amount of revenue .
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Not sure about this , I€™m worried about visual pollution of our area , already under siege with the proliferation of ugly Uber bikes for hire now littering our streets and often in the way of pedestrians. I hope the Council are receiving income for these bikes .
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Yes , happy with this idea for commercial operators to be charged and also weddings etc
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	In theory it would be ok , depending on what assets are targeted
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I€™m not sure how much the council contributes to the building of bike lanes , the one in Sutherland Street is barely used , I€™ve rarely seen a bike rider on it and it has narrowed the street and made it more difficult to park . The recent installation of bike lanes in Young Street is also very irritating .
48	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes, see below.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	The service I use most is the library.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I make use of the North Sydney community centre frequently and it has helped me to settle in to this area, meet people living in the neighbourhood, and keep fit since moving here. Please consider these important social functions when assessing contributions and donations.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	All of these sound fine to me as long as some free public spaces (including parks) remain.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I fully support this idea.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Sounds fine to me as long as it is done safely (not distracting for drivers etc).
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	That's fine with me provided it does not infringe on the use of public space by the community and does not exclude the community (e.g. consider a discount for organisations/events that offer high value to the community, such as arts and culture, support for marginalised groups etc)

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	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Sounds fine if necessary.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No
49	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I went to the website and found what I thought was the correct document but the page numbers don't correspond with those referenced in this survey. Very irritating https://yoursay.northsydney.nsw.gov.au/draft-dp-op-2025
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I can't find these service levels on page 33. https://yoursay.northsydney.nsw.gov.au/100597/widgets/462758/documents/307964 I would expect the Council to maintain services such as Stanton Library and NSCC. I would be very unfortunate if these services were cut due to the cost blow out of the Olympic Pool
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	It would be very helpful if there was a link to the correct document at the start of this survey. I note that IPART criticised communication in their review of North Sydney Council's submission. I expect the Council to maintain contribution to NSCC despite the black hole that is the Olympic Pool.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Can North Sydney Council sell roads? Is this legal? Was this publicised at the last election? Has the Council the right to sell roads without proper community consultation?
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	So long as the public can suggest names for the pool I have no objection. I can't imagine anyone wanting the pool named after them in view of the mismanagement and cost blow out.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Does anyone read or take any notice of the billboards cluttering up bus stops and pavements? It would be unfortunate if pavements had more obstacles for pedestrians who are already dealing with e-bikes dumped everywhere
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I would be very careful about closing public spaces to the public. It's hard to justify.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes sell the pool to start with. Disgraceful mismanagement
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	It would be unfortunate if North Sydney Council punishes ratepayers for their refusal to accept an 87% increase in rates. The IPART report was very critical of aspects of the council's proposals.
50	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Maintain essential services only until debts repaid
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	You don't have any money to donate to anyone, so don't do it
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	You have to learn to live within your current income. We are being ripped off enough already

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	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Don't sell these "rights". We like the names as they are. Why did you ever mess with North Sydney pool? Was it incompetence, or should we refer this debacle to ICAC?
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	There are far too many signs already. Don't allow any more commercial ones, and remove some of your own ones
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	If you rip them off, they will go elsewhere
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Public assets are the property of the ratepayers. They are not yours to sell. The liquidity crisis came from your incompetence
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Years of frivolous spending have come home to roost. Cut your expenditure to the bone.
51	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I think verge mowing should be retained as otherwise many people wont mow the verge especially unit blocks. Street sweeping is required when streets on public land drop their leaves like plane trees otherwise they block drains. Graffiti removal is important. Parks and gardens maintenance is key service for Council, we have so little green space that we must look after it.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	If funds are reduced for precinct groups it will reduce the source of good feedback for Council.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Fees should not be charged for use of parks and open space unless for major events or sport. Other proposals in this question are supported.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	This is acceptable.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	This is acceptable as long as it is not visually unattractive.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Supported. Dog walkers should not be charged.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	It is supported if done carefully.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
52	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Council has lost credibility by asking for outlandish funding and has embarrassed itself in front of the community and IPART. It's clear council wastes too much money on things like huge legal bills fighting in the LEC and is still trying to hide the true waste of resources by trying to blame the community for the poor management of community owned assets and services.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in	Reduce Legal expenses by not fighting everything.

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	these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	funds need to be saved and this is one area that will be forced to be cut.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	increase fee's are a result of wasted expenditure.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	yes this is a good idea
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	yes this is a good idea.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	yes this is also a good idea. they use public parks and as such should have to pay for the utility.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes public assets should be sold. If person or company had made such a disastrous endeavour such as the redevelopment of the Olympic pool they would be forced to sell assets. North Sydney council should also be held to the same standard. Council is also a poor landlord and doesn't utilise it's assets in a market approach.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Council is embarrassing the community with outlandish claims to fund white elephant extravagances. They need to be held account and external auditing of expenses and ongoing wasting of taxpayer funds should be priority number 1.
53	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	There should be an overall objective - maintain the North Sydney community and ensure sufficient maintenance to prevent further decline in the value of assets. If necessary to maintain cash flow, surplus assets should be sold
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	All these add to the unique nature of the NSC community. Verge mowing is not important to me as I mow my own verge. Mowing isn't too infrequent in summer when it is needed and too frequent in winter when it is not needed. It is also fairly brutal. Existing Services which are used by the less disadvantaged in our community should have priority.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Again these are part of Council's role to build and maintain a community. These people should not be punished in order to fund pool users
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Sounds like common sense.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	It is our pool. Leave the name alone, Same for venues
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Support but be careful of those you associate with but this seems to be the way of things these days.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	In the end these fees are passed on to residents and I suspect there is a lot of non compliance already.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Support if assets are surplus or will continue to decline in value because Council cannot afford maintenance. But council should not it reduce services to non swimmers just to advantage swimmers

Submission number	Question	Answer
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Clearly Council needs to have some rate increase. The next IPART submission should have clear financial metrics and treat all rate payers fairly i.e. same % increase. The last IPART submission did not do this and hence was rightly rejected.
54	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Household cleanup/green waste collection changed from fortnightly to monthly Increased parking patrols Parking meters
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Yes
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Yes
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Yes
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Yes
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Yes
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	No
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Increase resticted parking areas and increase patrolling/fining parking violation
55	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No, I have not seen this document, but understand North Sydney Council are looking at their costings.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	The only thing I can see that could be cut down in line with other councils - is collection of items left on the street to be disposed of. This happens every 2 weeks so this could be cut down on.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	No, bu they shouldn't happen
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	You could increase these things by 10%
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	

Submission number	Question	Answer
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Please dont increase
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	An modest increase if OK
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	This project has been appaulingly handled by Council.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Please do not cut back community centres, Cammeray Croquet Club etc, these a vital pieces of our community.
56	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Management of infrastructures is a priority for all councils. But a close knit community held together by activities and support for health and well being is also an integral responsibility of council.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Safety and maintenance of infrastructures are paramount. As an older resident, services such as the library is crucial for our well being.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	The North Sydney Community Centre provides an invaluable service for health and well being of all ages in our community. Defunding of services provided by this organisation would impact many of all ages in North Sydney. So many of us depend on classes and services provided by this organisation to stay fit and maintain good mental health. Otherwise there would be a rise in need of other health services.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	No
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Only if naming rights do not impinge on the running of events using these venues and do not extra charges on residents in the use of these venues.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	No
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	No
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	No
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No
57	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Very sad that we need to cut services due to mismanagement of the pool. Council should look at adding more revenue generating opportunities with festivals, events, etc..
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	So sad this is happening. We need to keep North Sydney

Submission number	Question	Answer
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Sad but likely necessary.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	YES YES YES. Fees per use is great.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Maybe instead of selling, you can lease the naming rights?
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Sad but likely a necessity
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	As long as they are fair and not too high to prevent usage.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes, any asset sale needs to be very considered as you can't get it back. Do not sell any open space as we have so little already.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	This is so sad. Our community is going to be ruined for the sake of a pool.
58	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	See Submission
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	See Submission
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	See Submission
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	See Submission
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	See Submission
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	See Submission
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	See Submission
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	See Submission

Submission number	Question	Answer
59	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	I am very disappointed with the IPART decision, but pleased to see the continued emphasis on repairing assets.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I would be disappointed to see Parks and Gardens' funding cut. Perhaps that service could be supported by volunteers, such as those involved with Bushcare, who could 'Adopt a Park'. A group of St. Thomas Rest Park users is interested in forming a group similar to the Friends of Wendy's Secret Garden to help spread mulch and perform other light-duty tasks around the 'dog park'. I would prefer we avoid cutting customer service levels. Those are people's jobs. I also think the prompt removal of graffiti and street sweeping are important.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Please do not cut back community centre funding, especially North Sydney Community Centre (NSCC). NSCC has used its reserves to get through Covid and the financial aftermath. It is just beginning to recover financially. Council's grant plays an important part in the recovery process.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I object to the sale of assets, but have no objection to ticketed entry for New Year's Eve or increasing fees and charges for the use of open space, especially for personal trainers and private schools. The picnic tables at Manly Dam require a booking and payment.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I object to advertising in public spaces.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	I would prefer we not sell our assets, but rather use them as an income stream. It seems like a short-sighted strategy.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I think the household pick-up could probably be reduced to once a month in most areas. Possibly green waste too.
60	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	See below
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Please do not cut back on the above services as these are important to the community. A number of years ago the verge mowing was discontinued and it was not a success and had to be reintroduced.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Please do not cut back community centre funding, especially North Sydney Community Centre (NSCC). NSCC has used its reserves to get through COVID-19 and the financial aftermath. It is just beginning to recover financially. Council's grant plays an essential part in the recovery process.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Agree
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Agree

Submission number	Question	Answer
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Agree
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Agree
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Whilst some assets could be sold, please do not sell future income generating assets.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No
61	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	See Attached
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	See Attached
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	See Attached
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	See Attached
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	See Attached
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	See Attached
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	See Attached
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	See Attached
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
62	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	No
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I understand the need to reduce costs so this is difficult. When verge mowing was discontinued previously it was a problem with overgrown footpaths. Many residences in the area do not need to mow their own lawns so rely on council for verge mowing. I would be reluctant to have any of the listed services cut, but do understand the need to find funds.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	While not ideal, I feel this is a better place to cut costs than services above. As a point of exemption, the north Sydney community centre provides a hub for diverse groups to build community and I would be reluctant to remove funds from this service.

Submission number	Question	Answer
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Yes I can see merit in these options
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Yes o can see merit in these options
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Prefer not but better than reducing services Consideration to be given to alignment with council values) mission
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Yes agree
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Not in favour of sale
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Thank you for consulting
63	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	I DO NOT SUPPORT the reduction of the following services: <ul style="list-style-type: none"> • verge mowing • community transport • street sweeping • graffiti removal • parks and gardens maintenance • customer service levels at Council administration and library
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	I DO NOT SUPPORT the reduction of the following services: <ul style="list-style-type: none"> • reducing contributions and donations paid to community groups and external bodies and precincts administration support
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I DO SUPPORT the following initiatives: <ul style="list-style-type: none"> • increasing income through the following options: <ul style="list-style-type: none"> - increased compliance activity - ticketed entry to New Years Eve - new or increased fees and charges for use of parks and open space, road closure and sale
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	I DO SUPPORT the following initiatives: <ul style="list-style-type: none"> • selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I DO SUPPORT the following initiatives: <ul style="list-style-type: none"> • increased advertising on council property and places
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I DO SUPPORT the following initiatives: <ul style="list-style-type: none"> • introducing new/and or increased fees for use of public places and spaces by commercial operators such as personal trainers
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	I DO NOT SUPPORT the following: <ul style="list-style-type: none"> • selling public assets (property). In particular, I strongly oppose the sale of Community Centres as part of a developer's Planning Proposal or Voluntary Planning Agreement.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Parking Compliance Increase the number of Council Rangers whose duty is solely to enforce parking compliance. For an annual salary of approximately \$80,000, and an average parking fine of \$250, they would pay for themselves within a week around north

Submission number	Question	Answer
		<p>Cremorne!</p> <p>Educational Institutions Council is losing rate revenue as private schools buy both commercial and residential buildings that were previously paying rates. Council spends \$20 in every \$100 on infrastructure renewal and upgrade, and \$8 on parks, sports fields and streetscapes. Ratepayers are subsidising these educational institutions, especially private schools which are heavy users of public open space and do not contribute to the maintenance of infrastructure. I support new fees or increased fees of for use of public open space (parks and sporting grounds) for school activities. Could Council consider a levy on both land size and per student? Council to lobby the NSW Government directly and via Local Government NSW for universities and non-Government schools to contribute some form of rates?</p>
64	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes. Operating costs are too high; revenue is too low. Toxic combination
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Goodness me no. This strikes me as vengeful - surely not??? Delay those 94 Delivery Programs and get some financial stringency in place.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Do not cut back on precinct support. Evaluate community donations by all means but cut those indulgent Delivery Programs and get back to delivering what you've been elected to do
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Yep, fully support a more commercial approach.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Don't sell the naming rights to the Pool or other venues, lease them and periodically review, as for example the NRL does
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Would prefer not but if you're that desperate make sure it's tasteful in keeping with the context of the precinct and retain the right to accept or deny the advertisement for both content and design
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Good idea. Make sure it applies to non-rate paying institutions such as those schools.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Not keen on this when there are other things you can do (delaying Delivery Programs for example). Ensure this is done with great care if it must be done. Assess in conjunction with cost of asset repairs. If repairs are too expensive then a sale could be considered. But tread carefully here!
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I'm pretty sure residents will support a reasonable rate increase. It we are assured you are working in the best interests of the community and will cut expenses and delay non essential expenses such as delivery programs until the financial situation stabilises.
65	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	It is less than ideal.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in	Please don't reduce library services.

Submission number	Question	Answer
	these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I don't agree with road closure and sale of assets. Ticketed entry to NYE is a good idea.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Good idea
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I would prefer not to have advertising on council property.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	Not my preference
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	I strongly disagree, but understand that the money needs to come from somewhere,
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	I think you should reduce the fortnightly hard waste collection. Waste accounts for 10% of expenditure and knowing that you can put junk out every second Sunday means that people don't use the charities or the e-waste depot. The fortnightly waste collection is expensive, breeds laziness and is environmentally irresponsible.
66	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes - see below.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	NA.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Funding for the Precincts is an important of connecting with the community in North Sydney, and we would encourage that funding to be maintained.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Brightmore Precinct supports the Neutral Bay Community Centre being both accessible and remaining Council owned. Should someone other than the Council wish to contribute to the development of a new Neutral Bay Community Centre that

Submission number	Question	Answer
		provides genuine accessibility and better caters to the community's needs, we would also welcome that, subject to the caveat that the NBCC remains owned by North Sydney Council.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	
67	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes, please see attached submission.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Having read page 33, I believe there is room for reducing services and increasing efficiencies in those activities. This need is also required to make savings in view of the council's financial position.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Having read page 12, I believe there appears room for reducing contributions and donations. Trimming the budget all round is required to make up savings and achieve financial repair.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I accept increased compliance activity, new and increased fees/charges to increase council's income. And ask why hasn't this all been done? Ticketed entry to NYE sites should be subject to a business case assessment. Divestment of council's property portfolio should be assessed to address improvements in financial position such as addressing infrastructure backlogs, repayment of loans and/or improvement in reserve levels to ensure financial strength and responsiveness.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	This would be consistent with the practice by other governments for landmark venues.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	Council has had a bad record in selling advertising for public spaces and has much room to catch achieving increased revenue here.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I agree in principle subject to cost-benefit cost assessments.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Divestment of council's property portfolio should be assessed to address improvements in financial position such as addressing infrastructure backlogs, repayment of loans and/or improvement in reserve levels to ensure financial strength and responsiveness. In relation to the pool's reconstruction loans, council should consider a temporary SV rate increase to pay them off.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Please see attached submission - council must be open to all reasonable options (including revising strategic plans & programs) and incorporate community feedback in the LTFP about their willingness to pay.
68	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Please continue & expand the program
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	No
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Would prefer contributions remained the same.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	I agree

Submission number	Question	Answer
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	Prefer to keep original names. I had been swimming @ Nth Syd Olympic Pool for >70 yrs & has wonderful memories for me as a child too. Nth Syd Oval was a wonderful venue for my brothers & father for footie.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	I agree
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	I agree as I believe this is necessary m.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Prefer not to sell off assets.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	No. Doing a good job in difficult times.
69	Do you have any comments on the proposed Draft 2025-2029 Delivery Program and Draft 2025-2026 Operational Plan?	Yes, I wish wasn't having to fill in a survey again about an annual budget out of strategic context when council should have got the SRV application right 4 months ago. The council is wasting ratepayers money by doing it twice and at the same time taking a pay rise that will had to an ailing budget.
	Consideration will be given to reducing the following services: verge mowing, community transport, street sweeping, graffiti removal, parks and gardens maintenance, and customer service levels at Council administration and library. Do you have any comments or feedback in relation to the proposal to consider service level changes in these areas? Refer to section 2.4 of the Draft Delivery Program and Operational Plan (page 33) for more information.	Council must trim its budget to meet the needed financial repair.
	Consideration will also be given to reducing contributions and donations paid to community groups and external bodies (see page 12) and precincts administration support. Do you have any comments or feedback in relation to these proposed changes?	Again council must trim these budgets to meet the dire financial situation contributed to by council by its financial neglect over the last 4 years. Only raising significant financial issues late last year is an indicator of this.
	Consideration will also be given to increasing income through the following options: increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale. Do you have any comments or feedback in relation to Councils proposed income raising suggestions?	Yes all these options must be pursued. All council properties must be considered divestment opportunities to fund maintenance and pay off pool loans.
	Consideration will be given to selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval. Do you have any comments or feedback in relation to both or individual venue naming rights?	This is done around Sydney. Why have we been neglecting this option.
	Consideration will be given to increased advertising on council property and in public places. Do you have any comments or feedback in relation to this?	This is done around Sydney. Why have we been neglecting this option. Council appears slow to do this and has likely been costing ratepayers income.
	Consideration will be given to introducing new/and or increased fees for use of public places and spaces for events or by commercial operators such as personal trainers. Do you have any comments or feedback in relation to this?	If this can be administered to make a profit, yes.
	To address liquidity issues associated with the North Sydney Olympic Pool and reduce the potential impact of future rate rises consideration will be given to selling public assets (property). Do you have any comments or feedback in relation to this?	Yes, I agree with this option but why not also consider a short term rate increase. I believe council has done this in the past, as have other councils.
	Do you have any other comments or feedback that you would like to provide in relation to the proposed financial repair strategy?	Please don't seek another unreasonable rate increase based on unrealistic assumptions. First attempt budget repair with no additional rate increase and then if necessary only seek a modest one. Please read IPART's criticisms carefully and do not repeat them. Please listen and be respectful of community feedback this time around. I do remain angry with council's recent failures and the imposition on rate payers time and effort all over again. Please apologise for the waste of money and effort, and be more honest and transparent this time round.

Attachment 4: Emailed/written Submissions and Responses

No.	Submission Comments	Response
email 1	<p>Thank you for the opportunity to comment on how council can reduce costs.</p> <p>- reduce the number of times green and hard waste is collected. Currently both of the collections are every 2 weeks. In particular for hard waste this is not in line with many other councils. As Council would be aware the items collected from hard waste is often reusable or recyclable however it all goes to land fill. Offering residents the opportunity to dispose of this waste every 2 weeks is not only a drain on costs but also encourages people to throw away rather than try and find alternate homes or recycle materials. I know many people try to remove usable items and give them away through free sites but many things are destroyed. Many other councils offer this service twice to four times a year and I have noticed that those items on the verge for disposal really are at the end of their life. I appreciate that making this change to council collections will require an education campaign which will cost funds however I do think the overall benefit will be worthwhile.</p> <p>- I would support reducing verge mowing, street sweeping, graffiti removal, customer service levels at council administration.</p> <p>- I support raising our rates by 4% to assist with funding and to make a request to have a higher amount in future but not to the extent that was requested recently.</p> <p>- I support selling some of our assets and increasing advertising on council property</p> <p>- reduce contributions and donations to some community activities for example the Garden competition and reduce some of the grants and some of the activities offered by council.</p> <p>- I support increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale</p> <p>- I DO NOT support reducing community transport of maintenance of parks and gardens or selling naming rights for North Sydney pool.</p>	<p>Green waste and hard waste collection Unfortunately the funding source for these services is from the restricted domestic waste management reserve so whilst the suggestion will be considered when reviewing waste services, it will not improve Councils financial position. Due to the transient population, consideration must be given to illegal dumping when considering reduction in this area.</p> <p>Service level reductions Support for service level reductions is noted. Given the varied sentiment in relation to service reductions, further community consultation will be undertaken in relation to verge mowing, graffiti removal and customer service levels prior to any major changes being made. Disagreement with reduction in community transport services or maintenance of parks and gardens is noted. Any reductions will be subject to further analysis and reporting.</p> <p>Support for request for higher rates but not at extent of previous SV submission Support noted, alternatives will be considered as part of new financial modelling including selling assets, increasing non-rate revenue, reducing services, and/or reducing the condition expectations of infrastructure.</p> <p>Support for asset sales and increased advertising Support is noted.</p> <p>Reducing contributions and donations Support for reductions in some contributions and donations is noted.</p> <p>Non-rate revenue through various sources Support for increased income through various sources is noted.</p> <p>Disagreement with selling naming rights for North Sydney Pool Noted – Any change to naming rights will be subject to further analysis and reporting.</p>
email 2	<p>I suggest - Selling selected assets Reducing donations to groups More advertising on council properties Selling naming rights to north Sydney pool</p>	<p>Feedback is noted. Each suggestion is being explored as part of the Operational Plan.</p>
email 3	<p>Neutral Bay Village is my shopping place of choice. Its Community Centre should not be sold to a developer. It should remain in Council ownership for community purposes.</p> <p>Council should amend Delivery Program Activity Reference 52.8 to read "Work with the local community and users of the Neutral Bay Community Centre and investigate opportunities to improve accommodation and accessibility."</p> <p>Council should amend the Operational Plan 2025-2026 to read "Undertake community consultation and workshops and review options including refurbishment of the existing site, or provide additional car parking sites such as in Barry St for use of residents who are otherwise being shut out of enjoying Neutral Bay Village by overdevelopment."</p>	<p>Concerns regarding the potential sale of the Neutral Bay Community Centre are acknowledged.</p> <p>In relation to item 2.8, the Operational Plan recognises that future development proposals in the area should involve negotiations to secure the best possible community facilities for the future.</p>

No.	Submission Comments	Response
email 4	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC) I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have [insert one or two personal details, e.g. "learnt new skills", "found connection as a new parent", "attended yoga and language classes", "enjoyed the welcoming community space", etc.].</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers. Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 5	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have enjoyed learning to draw, learn to speak French, participate in pottery and Pilates classes. As a new resident 9 years ago it has been a vital, friendly and above all welcoming community space to meet new people with common interests.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers. Please continue to support this vital community asset.	
email 6	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I as a grandparent and carer participate in the early childhood programme, use the playground, visit the markets and generally enjoy the community space</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers. Please continue to support this vital community asset.</p>	The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.
email 7	I wish to support the splendid courses run by North Sydney Council including affordable, excellent exercise classes & the very accessible & friendly Stanton Library. which assists seniors such as me to live independently.	Support of library services is noted. Further consultation will be undertaken to inform the level of services and facilities at Stanton Library.
email 8	<p>Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026 Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my very strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a local resident and user NSCC's programs for thirty years I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>My first and most striking memory of the wonderful services offered by the NCC was when my twin boys toddlers and we enjoyed the fun of play time with other children and Mums and Dads.</p> <p>It was a time when my kids and I met some amazing people and have had life long support from council and those mates!</p> <p>Since then I've really enjoyed cooking, Zumba fun and Spanish classes. All these activities have added to my skill set but more importantly given me a great sense of north Sydney's community</p>	The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.

No.	Submission Comments	Response
	<p>spirit and connectedness.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 9	<p>Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026 Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many – delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have blossomed and grown. My husband passed away and I moved from Canberra to Sydney to be near my two daughters and their families. As an older person, I found it very lonely when I arrived, I joined both Angela's class of Tai Chi and Heather's class of stretch and strength, I was just getting over a fall with a fractured shoulder and a reverse shoulder operation. These two classes benefited me in gaining my strength and confidence and also a wonderful sense of community. I believe this centre is an example of how a community should be run, we are so privileged to have such a team, there are so many older people lonely and have many illnesses. Exercise is so important for wellness and community is so important for longevity, I am now 84 and I enjoy my classes and the centre so much. This centre does more for the health of the community than any other donations and support. This financial help is so important for the wellness and joy of all from the little ones to us old ones.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

No.	Submission Comments	Response
	<p>preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 10	<p>Just wanted to add my support to the work done by the North Sydney Community Centre. Please continue funding. It's very worthwhile, very much a community hub.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 11	<p>re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have learnt the ukulele, singing going back to Nadia Piave more than 25 years ago & more recently with Rob on Monday evenings, I've attended German classes with Wolfgang, made scones with the CWA plus others &, of course, come to the Saturday market which, I must say, is an excellent venue.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 12	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

No.	Submission Comments	Response
	<p>For me personally, NSCC has been a place where I have taken my grandchildren to pre-school activities & played with them in the playground, I frequently attend the produce markets & am currently enrolled and, am enjoying line dancing classes.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 13	<p>I am writing to voice my strong support for the continued funding and approved grant for the North Sydney Community Centre (NSCC).</p> <p>As someone who participates in NSCC's programs, I've experienced firsthand the positive impact this vibrant community hub has on people's lives. The Centre is a cornerstone of our area, offering lifelong learning, after-school care, early childhood initiatives, cultural activities, wellbeing programs, and the much-loved produce markets.</p> <p>Personally, NSCC has been a place where I have found community as a new parent thanks to the dedicated and high quality childcare programme of Explorers Playgroup. Further our family are regular customers at the Northside Produce Market, a place where my now teenage boys enjoy the great value of locally grown produce and learn the importance of sustainability and supporting local farmers.</p> <p>I respectfully urge Council to take into account:</p> <ol style="list-style-type: none"> 1. The unique and irreplaceable social value the NSCC provides — fostering inclusion, connection, and wellbeing for people of all ages, and 2. The cost-effectiveness of this grant — representing a smart investment in community resilience and preventative services that ease future strain on broader support systems <p>Reducing or withdrawing this funding would seriously impact one of our community's most inclusive and meaningful services — and would directly affect residents like myself who rely on what the NSCC offers.</p> <p>Please continue to support this essential community resource.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 14	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>For me personally, NSCC has been a place where I have learned a new language, run a market stall, attended meditation classes and met many new people in my community.</p> <p>I strongly recommend that Council considers:</p> <ul style="list-style-type: none"> - The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. - The Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers. <p>Please continue to support this vital community asset.</p>	
email 15	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have connected with the community and made many friends, learnt new skills and developed interests and maintain my health in a supportive environment.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 16	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place of belonging. As a foreigner moving to a new country without knowing anyone, the community centre has helped me build meaningful connections and feel at home. I've found a real sense of community, made friends, and developed new skills like sewing, while continuing to enjoy the things I love—like Pilates. Now, as I prepare to welcome my first child, I feel reassured knowing that NSCC will continue to be a space where I can connect with other new parents and grow alongside this next chapter of life.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 17	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has provided an invaluable space for my child to play every week and for me to meet other families in the area. There is no other place like it within walking distance in the area.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations <p>and</p> <ol style="list-style-type: none"> 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. <p>and</p> <ol style="list-style-type: none"> 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 18	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program</p>

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	<p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>I personally see great value in the centre as I have experienced several of the education programs, many events, playgroup and regularly the markets. It's such a central part of living in North Sydney I cannot comprehend a threat to funding, rather expansion and continued support I believe is very important.</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, it is the best I have ever seen , and I have lived in 5 different communities in urban and rural Australia, particularly in supporting inclusion, connection and wellbeing across generations 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 19	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>I am writing to express my very strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>The Centre responds to the high demand across all ages for a wide range of programs and activities and represents incredible value for money for the Council and community. In my opinion, it would be a false economy to reduce its funding and any reduction in funding would disproportionately impact a large and diverse cross section of the community.</p> <p>The Centre is the 'neighbourhood' that many of us are missing. It is a safe place for single people, older women as well as children and young families. If the Centre did not exist, we would have to invent it and, as you know, developing and sustaining such organisation takes years of dedication and investment.</p> <p>The value of the Centre should not be underestimated particularly in such a high-density urban environment where so many people are isolated in apartments.</p> <p>Over the past three years the Centre has been the place I have been able to go to. It provides a wide range of learning opportunities, social interaction, well-being classes, a wide range of creative opportunities as well as particular programs and activities for children. The North Sydney produce markets has a high profile and is very popular. It brings city dwellers and regional producers together who would otherwise never have the opportunity.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>The Centre provides a sense of belonging for established residents, new comers, older citizens, young families all under one roof. Where else does that exist? It also has venues to hire to earn additional income. That is also important for families who live in apartments and need a venue.</p> <p>Swimming Pool or Inclusive Multi-purpose Centre?</p> <p>I am fully aware of the extortionate drain the North Sydney Pool is having on the Council's budget. That facility has turned into a white elephant. It is an iconic building and State asset. Swimming is also important culturally, but it is a single activity and services people and tourists from many areas not just local residents. The Pool is more than a Local Council responsibility.</p> <p>In contrast, while the Centre may not have the historic or photographic pizzazz of the Pool, it is embedded in the actual community. It provides much greater variety of support, services, accessible opportunities to a much wider range of people.</p> <p>So, swimming pool or community centre?</p> <p>I would vote for the Community Centre despite my enjoyment of an outdoor pool in the summer. The latter is truly local and delivers so much more to so many more people. Those people are already paying a very significant contribution to their classes and programs.</p> <p>Personally, it has been the availability of accessible pottery classes that has enabled me to reconnect to a craft I first started thirty years ago. Like so many women, work and family has had to come first. The ability to attend regular classes has connected me to people of different ages, skills levels but all with a common interest. It was through the centre that I have learnt about other opportunities, including a TAFE course I would not have done otherwise.</p> <p>Like many others I am on a fixed income and increases in fees will mean I would have to reconsider my ability to attend. The price of pottery classes does not provide a senior's discount, something I support to enable a more moderate price for everyone. I have also participated in water colour painting, and Japanese cultural and language course – things I would never have done otherwise.</p> <p>I will never use other expensive assets like the bi-directional bike path and I'm unlikely to ever use the Pool again. The Men's Shed is not intended for me. Fairness and sustainability has to have a lens of inclusion across gender, age, family status and physical and financial accessibility.</p> <p>Not everything can be measured in dollars and cents</p> <p>The Centre delivers an unquantifiable volume of intangible benefits: the human connection, well-being and inclusiveness across ages, cultures and gender that would not otherwise be available. These are things that we vote for because we understand the value of 'community'. It also produces a vast amount of good will for the council, which is also valuable.</p> <p>It would be hard measure accurately the full cost benefit of a community centre like the Centre. It is one of the very few meeting points and places for service outreach that exists. It offers many accessible classes, programs and services not available elsewhere. These things cannot be replaced by private companies. In fact, it provides opportunities for teachers, small business, artists to connect with the public. The small businesses in the local area also benefit.</p>	

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	<p>It would a massive blow to too many people if Council were to cut or reduce funding. It would also produce a massive loss of good will toward the council and, personally, I would lose one of the key reasons why I remain in the area. It is takes time and effort to build under such an organisation and, as mentioned above, would be a false economy to cut or reduce its funding.</p> <p>Please continue to support this vital community asset.</p>	
email 20	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have learnt new skills and enjoyed the welcoming community space, particularly of huge benefit to me since the sudden death of my partner. I would go so far as to say it has been my saving grace.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 21	Content withheld at the request of the submitter	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 22	<p>The Precinct would like to thank Council for the opportunity to provide feedback on Council's Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26. At its meeting on 5 June 2025, the Precinct unanimously resolved to make a submission outlining its concerns and recommendations.</p> <p>Key Concerns</p> <p>The Precinct holds the view that the adopted suite of 10-year Informing Strategies, and the</p>	<p>Removal of non-funded projects</p> <p>Unfunded items within the Delivery Program are clearly marked as unfunded and subject to additional funding through various sources. These priorities were developed in consultation with the community and their inclusion ensures efforts continue towards securing funding. For example - both State and Federal Governments require strategic reference when applications for grants are made. Removing these actions impacts our ability to compete or partner when income opportunities are presented. The current Council has determined these priorities to be the</p>

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	<p>projects identified within these Informing Strategies, should be removed from the Delivery Program for the following reasons:</p> <ul style="list-style-type: none"> • The projects are unfunded: The funding for the projects depended on the SRV proposed by Council to IPART in February 2025 – which was not approved by IPART. A delivery of a number of the projects is listed as subject to funding being secured through grants, additional rates, other income sources or operational savings. • Inaccurate representation of community support: Council continues to assert that the Informing Strategies "articulate identified community needs and priorities" (page 32 of the draft Delivery Program 2025-29 and Operational Plan 2025-26). However, this is not accurate. When the community were made aware that an SRV would be required to fund the Informing Strategies during the SRV consultation between 27 November 2024 and 10 January 2025, 78% of respondents rejected them.1 This means that there is a need to find out what it is the community wants first before making any decisions on what steps the Council should take in light of its financial position. • Lack of financial transparency: No costs have been provided for individual projects. We consider it inappropriate to seek community support for such a significant package of projects without full disclosure of the financial implications. • Absence of prioritisation: There has been no prioritisation of projects or expenditures, which is particularly concerning in light of Council's stated financial crisis. Now that it is not possible to fund all the projects, there is a need to reset priorities following community engagement. • Inconsistency with legislative requirements: Including unfunded projects appears inconsistent with section 404 of the Local Government Act, which requires that the activities within a Council's Delivery Program must be within the resources available under the Council's resourcing strategy. • Outdated financial assumptions: Council's current Long Term Financial Plan (LTFP), a key component of its resourcing strategy, is now obsolete as it was based on the assumption of full SRV approval. Council should first update its LTFP to reflect actual available resources, and only then finalise the Delivery Program – which should align with the updated LTFP. <p>Recommendations</p> <p>In light of these concerns, the Harrison-Bennett Precinct does not support the Draft Delivery Program 2025-29 and Operational Plan 2025-26 in its current form. We make the following recommendations to Council:</p> <ol style="list-style-type: none"> Council should not adopt the draft Delivery Program 2025-29 and Operational Plan 2025-26. Council should instead consider seeking approval from the Minister for Local Government for an extension of time to develop a new LTFP and Delivery Program that reflects actual available resources. This would enable compliance with section 404 of the Local Government Act; If Council does not wish to pursue (a), then the Draft Delivery Program 2025-29 and Operational Plan 2025-26 should be amended to delete the unfunded and uncosted Informing Strategies; Council should incorporate into the Delivery Program only new projects that have the support of the community and which can be funded from available resources. As such, prior to incorporating any new projects into the Delivery Program, Council should - <ol style="list-style-type: none"> undertake fresh community consultation on the Informing Strategies, providing full project costings and transparency on the impacts of those projects on future rates, and seek and genuinely consider community views 	<p>priorities for the next four years. The plan is transparent and makes clear that they are subject to funding.</p> <p>Community Support of informing strategy actions</p> <p>Council undertook significant community consultation to inform the Councils strategic plans. No representations have been made in relation to specific actions within these plans that the community would like removed. The informing strategies include actions and services currently contained within Council budgets, along with actions that remain unfunded, including infrastructure renewals. More extensive consultation will be undertaken to ascertain community priorities which will inform future rating options.</p> <p>Financial transparency</p> <p>Budgets have been developed and included within the Delivery Program in accordance with industry standards and requirements. Further, budgets have been individually identified for capital projects.</p> <p>Prioritisation</p> <p>Priorities have been outlined within the Delivery program and Operational Plan as actions, including priorities for infrastructure renewal, service delivery and improvement. To support improvement of Councils financial position and in response to the recent IPART report, Council has introduced a target of \$6 million improvement and reduced infrastructure renewals to manage liquidity.</p> <p>Outdated financial assumptions</p> <p>The financial assumptions contained within Councils Long Term Financial Plan are not materially different to the Delivery Program budgets. With the refusal of the recommended SV, the forecast income statement budget remains materially the same as Table 1 in the Long Term Financial Plan, which outlines Councils current financial performance forecasts based on no change to revenue. It is prudent for Council to undertake further consultation and financial modelling for inclusion prior to adjusting the Long Term Financial Plan.</p> <p>Recommendation to seek deferral of Delivery Program and Operational Plan</p> <p>Council cannot operate without an adopted budget. The proposed budget does not include the unfunded actions, and the Delivery program clearly outlines those actions which are subject to additional funding. The Operational Plan is subject to adjustment throughout the year in response to Council decision and quarterly reviews.</p> <p>Further community consultation</p> <p>As included within the Draft Operational Plan actions, Council will undertake further financial analysis to inform future financial modelling and rating options.</p>

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	<p>on priorities; and (ii) confirm the availability of the required resources/funding; and (e) If community support is obtained for particular projects and additional rates revenue is required to pay for them, Council should consider applying to IPART for a time-limited levy to fund them, rather than pursuing a permanent SRV that escalates in perpetuity. This would be a more financially transparent and appropriate way to fund discrete projects. We appreciate your consideration of our comments.</p>	
email 23	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have been so fortunate to be able to utilise the Centre's wonderful language classes, and also have the opportunity to do many more classes in the future. The standard of the classes I've attended has been so high and this makes me eager to continue supporting the Centre for as long as I am physically able.</p> <p>The Centre provides important support for so many people and I strongly believe that there are many lonely people out there who would be very badly affected if the Centre either closed or reduced its classes just because Council wants to cut back on costs. It really is a very valuable community service and I personally am very grateful to have it nearby.</p> <p>I was in a position 2 years ago where I retired from 52 years of work and had to then enrich my life with other things to do so that I could enjoy my retirement, but also importantly, keep my brain active. I was amazed to see just how much variety the Centre offered to people like me and the wide array of classes provided has been an absolute savior to me. I have made new friends and also given my life so much more purpose. Thank you North Sydney Community Centre.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 24	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and</p>

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	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have [insert one or two personal details, e.g. "learnt new skills", "found connection as a new parent", "attended yoga and language classes", "enjoyed the welcoming community space", etc.].</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 25	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have taken my family to after school care, learned new skills from attending cooking classes. I regularly enrol in French classes and have attended both Yoga and Meditation classes. I have made new friends and love the community space.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 26	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC) and funding for Stanton Library.</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>NSCC has been a place where I have learned to play Mahjong and made new friends as well as attending cooking and craft teaching sessions.</p> <p>Stanton Library Home Library Service has been a very important part of my life in the last 18 months as I haven't been able to visit the library for medical reasons. I believe the support of the library staff to the disabled is exemplary.</p> <p>I urge Council to consider the irreplaceable social value NSCC and Stanton Library deliver particularly in supporting inclusion, connection and wellbeing across generations</p> <p>Cutting or reducing funding would undermine two of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC and Stanton Library offer.</p> <p>Please continue to support these vital community assets.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 27	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have gained enormous improvement in both physical and mental health by attending various classes at the Centre. In today's socially isolating society the Centre provides essential elements (classes) beneficial to all age groups in a welcoming and community provided space. This I have witnessed through friendships made over the years.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. 3. The cost-effectiveness of grant funding as an investment in community resilience and 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 28	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>Dear North Sydney Council,</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have attended interesting adult classes, such as Mahjong, where I formed new friendships with 3 others & we now meet weekly to play, pottery where I realised that you don't have to be artistic to have fun and create useful items, inspiring travel workshops, and Pilates classes to help keep active. I love the twice-monthly market too — great atmosphere & community spirit, while supporting the local farmers.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 29	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have felt really connected to local North Sydney community being a regular user of the space. I have greatly enhanced my wellbeing and fitness through attending the pilates, yoga, choir and sound healing classes.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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email 30	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have danced with incredible teachers well over 15 years for a very reasonable fee, which has done wonders for my well being as well as introduced me to new friends and community.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 31	<p>Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)</p> <p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>For me personally, NSCC has been a place where I have learnt a variety of creative new skills and participated in a selection of health improvement programs including dance and yoga. All of which took place in a welcoming space and in a location not too far from my home.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers. Please continue to support this vital community asset.</p>	
email 32	<p>As a resident, active Community participant, and strong supporter of assisting North Sydney Council (NSC) to get back on track to make our LGA a truly great place to live, I value the opportunity to make this open submission to these important Strategic Delivery and Operating Plans.</p> <p>In point form I offer the following:</p> <ol style="list-style-type: none"> 1. I found wading through 120 pages of detailed information to be extremely challenging (as I suspect a lot of our community did). I realise it is a balancing act for NSC, but simplicity of format and short, summary documentation can assist us greatly in making constructive submissions 2. The Draft Delivery Program lacks any costing or financial information. It is important, and appropriate for Community to be informed on how and where NSC is proposing to spend Community funds. I do think Community requires this level of transparency. 3. The current financial position of NSC has improved (albeit with some timing differences) and the 2025-26 Plan shows a reasonable cash operating surplus of +\$39m (excluding Grants and Depreciation). In my view, NSC has 2 big issues – 1. Rates Revenues have increased by only circa 4% over the last 4 years. This is too low frankly, so the import of a reasonable and considered SRV is essential together with getting schools and T4NSW to pay their due. I strongly recommend NSC take a blunter approach to these non-paying institutions by commencing a Service Review of these institutions (Pay for Service arrangement); and 2. Operating Costs (Employee + Materials/Services) have increase by a corresponding +9% over 4 years. The Draft Operating Plan shows these costs increasing \$10.6m +10% for 2025-26. NSC must set more proactive non-rate Revenue objectives for the upcoming year - +\$3.0m or 5.3% is not good enough given the cost pressures. 4. I strongly support the initiative to commercialise the naming rights to NSOP – however would advise this be done on a time-restricted licence/contract basis rather than crudely 'selling' the naming rights. I recommend NSC undertake development of a North Sydney Olympic Pool logo design to ensure our pool identity lives independently and beyond any corporate naming arrangements. Skilful logo development will also allow NSC to develop merchandising collateral that can be sold to generate non-rate revenues – either in harmony with, or independently of any corporate naming rights arrangements. 5. I do not support any wholesale divestment of Community Assets. This initiative must be considered a last resort – and must be done with great care, diligence and governance. 6. I fear greatly for the impact of the proposed Community Essential Services cuts outlined in the "Financial Repair" program. NSC is proposing hurting the community directly rather than taking the hard decision to peel back further on Delivery Program activities over 2025-26 to find savings. Honestly, NSC has plenty to do over 2025-26 in any regard, so reducing Delivery Program 	<p>Level of information provided The challenge in relation to the level of detail within the Delivery Program and Operational Plan is noted. Council is a complex and diverse organisation delivering 74 distinct services and over 200 service activities, in addition to managing \$1.5 billion in infrastructure. To ensure clear direction from the elected Council to the organisation, this level of detail is required. It also ensures transparency for the community. Significant work has been undertaken in recent years to ensure all priorities (both past committed and current priorities) are included within the planning framework. Council can work towards simplifying and summarising, however such summaries can be subject to criticism where they do not align with the various individual needs of community members.</p> <p>Costing and financial information Budgets have been developed and included within the Delivery Program in accordance with industry standards and requirements. This includes individual budgets for capital projects.</p> <p>Current financial position Significant effort has been made to improve Councils liquidity within 2024/25. While some improvement has been made from process and productivity improvements, many actions taken, including workforce cost reduction initiatives, reduced expenditure on maintenance etc are short-term and unsustainable. Other improvements are one-off and related to the delayed North Sydney Olympic Pool project and non-recurrent income items such as crown lease income which is restricted for use. The perceived improvement in cash and investment balances is largely related to timing differences associated with the North Sydney Olympic Pool and capital projects.</p> <p>Increased employee costs between 2024/25 March QBR and Draft Delivery Program estimates relate to a combination of 4.25% in Award increases and salary progressions, \$3.2m increase due to North Sydney Olympic Pool operations being introduced, along with one additional position for Development Assessment staffing and filling of vacant positions.</p> <p>In relation to increases in operating costs (excluding employee costs) over a four-year period, there are many reasons for this. These are outlined in quarterly budget review and annual reporting processes.</p> <p>Given the nature of local government services, it is difficult to materially increase non-rate recurrent income. Taking 2023/24 Financial Statements as a guide, total revenue excluding grants was \$129M. Approximately 58% or \$75.5m is rates and annual charges. 4% interest income – dependant on reserve levels.</p> <p>24.8% or \$32.1m is user charges and fees, (of which 30% is based upon statutory or regulated pricing, and 55% is user charges for car parking which are market based. The remainder is a spread of small revenue items including from</p>

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	<p>activities further will save money and free up resources. Some 94 Delivery activities is still far too many for an organisation with 409 Fte's and a significant job in front of it to complete and open the NSOP.</p> <p>7. Calling \$6m "Financial Repair" strikes me as being a bit hyperbolic in the context of the scale of NSC revenue and expenses. With respect, I recommend NSC do the following:</p> <ul style="list-style-type: none"> a. Set a Break-Even Operating Plan for NSOP – this will save +\$2m in projected annual cash losses b. Pursue all avenues of non-rate revenue areas as planned – the budget calls for only +\$3m increase in this area. A more proactive approach in this area can improve this position materially. c. Get Schools and TfNSW to pay their way – this could be as much as +\$5m in revenue to Council. You would have broad Community support for this action. d. Aggressively pursue grants and other funding mechanisms from State and Federal Governments. <p>8. To say the next SRV application is a defining activity for NSC is an understatement. I would hope, and support personally, NSC engaging with Community right through the process, enlisting resources and expertise to assist in analysis and development, and undertaking timely, open transparent communication and engagement processes well in advance of the legislated timeframe (over Christmas, which is unworkable) be adopted. Priorities must be:</p> <ul style="list-style-type: none"> a. Restructure of the overall rates Structure – including adjustment to minimum rates b. Concise Community Asset Repair/Renewal/Maintenance Programs – to care for Community assets in a manner that previous Councils have failed to do. c. Focused, prioritised, costed Delivery Program activities rather than contemplating some 244 activities over 2-3 years d. Proactive, accountable non-rate revenue initiatives – with more ambitious Operating Plan targets than those shown in the 2025-26 Draft Operating Plan – including a more ambitious break-even NSOP plan e. Clear strategy plans and costings for upgrade to the NSC systems – including costed efficiency savings that will flow from such an initiative. <p>I implore NSC to not cut essential Community Services as set out in the "Financial Repair" reductions – it is not needed given the financial Plans presented and more viable, supported options around reduced Delivery Program activities, more aggressive non-rate revenue activities, and direct User-pays arrangements for non-rate paying institutions can contribute to an improved financial outcome for Council in the coming year.</p> <p>Please do not hurt your community by cutting essential services when there are alternatives available for Council.</p>	<p>family day care, library fees, public events, community facility hire and oval hire). In 2024/25, Council will explore opportunities to increase user fees and charges by introducing charges for use of parks and open spaces.</p> <p>7% or \$10.2m is other revenue, of which 83% is revenue from infringements. Council will consider increasing regulatory activity and increasing advertising revenue to improve levels of other revenue.</p> <p>4.6% or \$5.9m is other revenue, of which 90% is leasing income from investment properties and room/facility hire. This income is subject to market conditions and impacted by the condition of property stock. As part of a broader property review, Council will consider opportunities to increase other income, however this is not expected to be achievable in the short term.</p> <p>Support towards naming rights to North Sydney Olympic Pool Support is noted towards naming rights. Branding and marketing of the North Sydney Olympic Pool including logo will be undertaken to ensure brand recognition and sales.</p> <p>Sale of property Sale of property is being considered as an alternate financial strategy to reduce the financial impact of the NSOP on current ratepayers noting concerns raised through the IPART process. A property review will be undertaken to review strategic opportunities, while being considerate of intergenerational pressures.</p> <p>Community Essential Services cuts All Delivery program actions directly impact service delivery and infrastructure provision. Submissions should identify specific actions for removal where it is felt the action should not be a priority. Service cuts are being considered in response to both Councils financial position and the requirement that Council consider alternatives to rate increases prior to making further application for rating increases. A variety of alternatives are included for consideration, including increased income opportunities, reduced costs/services and productivity improvements.</p> <p>\$6m "Financial Repair" Comments and suggestions regarding financial repair are noted. Based upon historical services and income opportunities, this level of improvement is considered to be challenging but achievable. Clarity will be sought from the submitter in relation to how +\$5m could be raised from schools and TfNSW. Schools are not required to pay rates. However, Council is working towards a user pays policy for use of parks and open spaces.</p> <p>Grants and other funding Council officers do actively pursue grants and contributions. To ensure Council is in a competitive position, funds must be spent on plans to develop shovel ready projects, and for many grants co-contributions are required. Where such opportunities arise, priorities may have to change to provide for these co-contributions where internal reserves are insufficient.</p> <p>Community consultation Council will undertake further community consultation to inform future rate modelling prior to the Christmas period. Consideration will be given to minimum rates and asset repair renewal programs, revenue and system improvements. It is unlikely Delivery Program actions will be reduced substantially due to the nature of local government and performance reporting requirements.</p> <p>Service cuts Service cuts will be subject to further analysis and reporting prior to decisions being made, noting that infrastructure renewal reductions have already been made. While not as obvious as service cuts, reduction in this expenditure will have continued impacts on the community until funding and renewal can be achieved.</p>

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email 33	<p>1. Comments Except for Sea Wall renewal in Berry Reserve, there is nothing of substance in the Draft Operating Plan schedule for Wollstonecraft. The only items are Kerb & Gutter repairs items 14, 15 and 16. There is nothing for footpath repairs and this is on top of almost nothing done in 2024-25 for Shirley Road, Milner Crescent and Milray Avenue as was planned. The delivery Plan for 2025/2029 has insufficient detail on projects to comment.</p> <p>There are NO new projects planned at all. Crows Nest design of Hume street park Stage 2 is progressing but there is no hope of doing anything unless the government provides grant money (and all of it) no matter how the financial situation improves. It was included in the pre-SRV documentation but relied on a grant from government and also recouping some or all of the \$30 million of reserved funds soaked up by the NSOP. It is surprising that planning for partial closure of Willoughby Road is not progressing, but it is not even mentioned (even in the original draft plan). It would require low capital investment.</p> <p>With a program of government-led over development of Crows Nest and St Leonards South, we can look forward to higher construction activity and serious interruption of amenity for the next 5 years as a minimum.</p> <p>2. Yes for reduction of following services: Verge mowing but promote to all owners and Strata Plans with recommendation they extend their contracted services at small cost. Street sweeping; Parks and garden maintenance</p> <p>3. Yes to reduction/elimination of some payments to outside bodies No if Council wants to continue with the precinct system. Financial support should be maintained. \$1,500 has been the fixed amount for 10 years or more.</p> <p>4. Increasing Income: I support all of the proposed areas for increasing income.</p> <p>5. Naming Rights for NSOP and North Sydney Oval: Yes to North Sydney Oval No to NSOP because it would likely be unattractive given the proposed usage is mainly swimming training. Yes to Event sponsorship.</p> <p>6. Increased advertising on Council Property: Yes but with a sunset of say 5 years.</p> <p>7. New/increase fees for use of Council public spaces Yes.</p> <p>8. Sale of public assets Yes but be very careful not to sell a property to a developer to build more housing unless you have control over the zoning and other planning issues. Keep the grubby hands of government from giving unlimited height and loosening of other controls.</p>	<p>Lack of projects for Wollstonecraft Comments in relation to the lack of projects for Wollstonecraft are noted. With reduced budgets for infrastructure renewals, prioritisation has been made based on risk. Projects included in the capital works program are outlined on pages 106 and 107 of the Draft Delivery Program. Indicative programs are included on pages 7 and 8, however these will be subject to change based on risk, where other priorities emerge. Action item T3.1 in the Draft Delivery Program includes the action “Investigate opportunities and deliver projects around transport interchanges, for example Willoughby Road, to temporarily or permanently close roads to vehicles to improve the walkability and amenity of the public domain.” However, this action is subject to funding.</p> <p>Reduction in services Support for reduction in services and management of such change is noted. Given the varying sentiment of service reductions, further analysis and reporting will be undertaken prior to decisions being made.</p> <p>Reduction of donations and grants Support for some reduction/elimination in payments to outside bodies is noted, along with a position to maintain \$1,500 in funding for each precinct. Any changes will be subject to further analysis prior to decisions being made.</p> <p>Increasing income Support for increasing income in all proposed areas is noted.</p> <p>Naming Rights Support for naming rights at North Sydney Oval is noted. Disagreement with naming rights for North Sydney Olympic Pool is noted. Support for event sponsorship is noted. Naming rights for public facilities will be subject to further analysis and reporting.</p> <p>Increased advertising on Council Property Support for increased advertising for a fixed term is noted and will be explored.</p> <p>New/increase fees for use of Council public spaces Support for new or increased fees for use of Council public spaces is noted and will be explored.</p> <p>Sale of public assets Support for sale of public assets noting concerns in relation to the land being used for housing without adequate controls is noted.</p>
email 34	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events,</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services</p>

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	<p>wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have found age appropriate exercise classes (for older residents) & made connections with others for social & community benefit.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset</p>	<p>provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 35	<p>I would favour these proposals;</p> <ul style="list-style-type: none"> • Selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval • Increased advertising on council property and places • Ticketed entry to NYE, etc. 	<p>Support for these proposals is noted.</p>
email 36	<p>This is a submission on the Revised Delivery Program 2025-2029 and Operational Plan 2025-2026 made on behalf of the Holtermann Precinct Committee by Co-Chairs Katherine Ballard and Laura Tilsed, authorised by Members at the Meeting held Thursday 22 May 2025, vote: 5 for, 0 against. Please refer to separate email for full submission but key points from the submission are:</p> <ol style="list-style-type: none"> 1. Concerns About Open Space <ul style="list-style-type: none"> -Crows Nest/St Leonards lacks open green space. -They support turning the Holtermann Street Car Park into a park with underground parking as a standalone project, rather than combining it with larger, costly developments. -They feel Council keeps offering "aspirational" projects without delivering real outcomes for open space. 2. Support for Hume Street Park Stage 2 <ul style="list-style-type: none"> -Strong support for completing Stage 2, including: <ul style="list-style-type: none"> Closing part of Hume Street. Removing the childcare centre to expand the park. -They note that a State Planner indicated the childcare lease is a barrier to securing funding. 3. Concerns About Transport Plans <ul style="list-style-type: none"> -Strong dissatisfaction with Council's focus on walking, cycling, and car share — buses are being overlooked. -Buses are essential for many, including older adults, parents, and people with mobility challenges. -Reducing bus routes or forcing transfers at the Metro will push people back into cars. 4. Opposition to Closing Willoughby Road <ul style="list-style-type: none"> -They are firmly against the closure of Willoughby Road for pedestrianisation. -This road is vital for buses, parking, and local businesses (not just cafes). -Closing it would harm connectivity, increase traffic on Alexander Street, and hurt local 	<p>23.2 Social Inclusion at 52.1</p> <p>Comments in relation to the need for additional open space and a preference for undergrounding Holtermann Street car park are noted.</p> <p>Consideration of a masterplan and feasibility study for the larger site is reflective of the following:</p> <ul style="list-style-type: none"> - Costs associated with the undergrounding of Holtermann Street car park are significantly higher than first anticipated. - The Crows Nest Community Centre requires considerable infrastructure renewal and expenditure to support the growing population into the future. <p>Given the increasing population, it will be important the masterplan is both aspirational but achievable within a reasonable time period based upon feasibility.</p> <p>3.3 Open space and recreation at 01.2</p> <p>Strong support towards Hume Street park Stage 2 is noted. Council is currently exploring options for the relocation of Kelly's Place to allow this project to progress.</p> <p>3.4 Integrated Transport</p> <p>Comments in relation to Councils focus on walking, cycling and car share as compared to buses is noted. While not directly responsible for bus operations, Councils influence in relation to infrastructure is acknowledged. Council has advocated on numerous occasions for improved bus services and will continue to do so. When making infrastructure decisions, Council must balance the competing priorities that exist between transport, open space and social objectives. Any changes required to bus routes as a result of Council infrastructure projects will be undertaken in full consultation.</p> <p>Cycling super highways</p> <p>The Falcon St/Military Rd Cycling Super Highway was one of two proposed in the North Sydney Bike Action Plan 2025-2045. The best case design would be for protected cycle lanes (one way pairs) on each side of the road, and dedicated bus lanes. However as it is a State significant road this long-term initiative, including design and construction, would be implemented in collaboration with the State Government.</p>

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	<p>businesses.</p> <p>-They believe the proposal ignores decades of community consensus that supported only partial closure south of Burlington Street.</p> <p>5. Worries About Bus Rerouting</p> <p>-If Willoughby Road or Miller Street closes, it's unclear where buses would go.</p> <p>-Concerns that moving buses to the Pacific Highway or Albany Street would make access harder for residents and customers.</p> <p>6. Disagreement with "Active Transport" Focus</p> <p>-Frustration at suggestions that workshops for walking, bike maintenance, and riding skills are a reasonable replacement for reliable bus services.</p> <p>-They feel this ignores the real needs of many community members.</p> <p>7. Economic Development Concerns</p> <p>-Questions how major projects (like the Holtermann Street Car Park precinct and Willoughby Road pedestrianisation) will be funded.</p> <p>-Concern that removing bus services for "placemaking" will negatively affect local businesses.</p> <p>8. Skepticism About Special Entertainment Precincts</p> <p>-NSCBD and St Leonards may be suitable for late-night entertainment, but Crows Nest is not, due to its residential nature.</p> <p>-Worry that creating a 24/7 entertainment zone in Crows Nest would disturb residents and likely wouldn't be financially viable for most small businesses.</p> <p>Overall Message:</p> <p>The Holtermann Precinct Committee wants:</p> <p>-Real delivery of open green space, not just plans tied to large, uncertain projects.</p> <p>-Retention and improvement of local bus services to maintain connectivity, especially for those not served well by Metro.</p> <p>-No closure of Willoughby Road, as it is essential for businesses, transport, and community access.</p> <p>-Caution about turning Crows Nest into an entertainment precinct, to protect the quality of life for residents.</p>	<p>T3.1 – investigation of closure to Willoughby Road</p> <p>Strong opposition to this action is noted. This action was included due to the increasing density expected as a result of the TOD precinct. Any future investigation will include community consultation.</p> <p>T1.11 Encouraging walking and cycling</p> <p>Comments in relation to action T1.11 are noted. This action is in response to research that demonstrates more people would like to cycle but are nervous about navigating the environment.</p> <p>T3.5 Economic Development – Miller Place</p> <p>Any changes to bus routes will be undertaken in consultation with key stakeholders to ensure continued service delivery.</p> <p>ED3.2 Public domain and placemaking strategy Crows Nest and St Leonards</p> <p>Comments in relation to the aspirational nature and concerns regarding timeframe for delivery of open space are noted.</p> <p>ED4.14 Special Entertainment Precincts</p> <p>Comments and suggestions in relation to proceeding with caution in relation to introducing special entertainment precincts in Crows Nest are noted. Full consultation would be undertaken should this be explored.</p>
email 38*	<p>Please refer to verbatim submissions at the end of this attachment for the full submission from the Lavendar Bay Precinct.</p> <p>The submission includes the following key recommendations and concerns:</p> <ul style="list-style-type: none"> • Legislative Requirements The submission recommends that Council seek a one-year extension from the Minister to meet its obligations under the Local Government Act 1993, allowing time for proper community consultation and development of a new strategic plan, including the Delivery Program. • Delivery Plan 2025/29 It calls for a transparent, community-driven approach and suggests removing unfunded, non-core projects from the Delivery Plan until meaningful community engagement has taken place. 	<p>Legislative requirements</p> <p>The Council is required by legislation to have adopted a Delivery Program and Operational Plan prior to the new financial year. Without such plans and budgets, Council is unable to operate.</p> <p>The concern regarding compliance with legislation is in relation to Councils Resourcing Strategy. The Long-Term Financial plan was updated by the newly elected Council in the first year of their term as required. The plan includes Councils current financial position, including income and expenditure, which materially remains the same as Delivery Program estimates.</p> <p>The Delivery Program clearly outlines actions which will be delivered within available resources. Those items requiring additional funding are clearly marked.</p> <p>The Asset Management Strategy has been updated to reflect the lack of funding for renewals of assets in poor and very poor condition. Despite the lack of funding, it is critical that these plans outline the condition levels and risks of Councils infrastructure to ensure transparency in relation to growing liabilities for future generations.</p> <p>The improvement in Councils Integrated Planning and Reporting Framework has increased transparency in relation to Councils sustainability and ability to respond to its changing population. This is part of the improvement efforts to uplift governance practices and strengthen the Council.</p> <p>The legislation has mechanisms in place that allow Council to review its Delivery Program and Operational Plan as circumstances change. It would be irresponsible for Council to defer adoption of these documents.</p>

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	<ul style="list-style-type: none"> Operating Plan 2025/26 The submission opposes the proposed \$6 million in 'financial repair' cuts, citing a lack of clear justification, and urges Council to maintain essential community services. Council–Community Disconnect There is concern over a growing disconnect between Council and residents, with calls for more accountability, responsiveness, and prioritisation of existing commitments over new aspirational projects. North Sydney Olympic Pool – Considerable Operating Risk The submission highlights sustainability concerns over the pool's current business plan, which projects ongoing losses when capital costs are considered, questioning the long-term financial viability of Council operations. 	<p>Delivery Program 2025-29</p> <p>It is noted that there is concern in relation to the actions contained within the Delivery Program and the resourcing of these actions. The Draft Delivery Program clearly indicates those actions that are subject to additional funding. Further, the Operational Plan for 2025/26 clearly outlines an intention to further engage with the community in relation to service and infrastructure expectations, and to undertake new financial modelling, along with a new submission for special variation. Consideration will be given within this consultation to unfunded priorities. Further, for many years, like many Local Councils, commitments and plans have been made by varying elected Councils, much of which is unfunded. Ensuring inclusion of those priorities in the Councils Delivery program assists in sourcing grant funds and contributions.</p> <p>Given the Councils intention to undertake new financial modelling and revenue reform, it is transparent to be clear on priorities. Council is able to amend and review its Delivery Program at any time through Council resolution, including following the consultation and modelling committed to in 2025/26.</p> <p>It is Councils role to consider, on balance, community consultation results and its responsibilities under the Local Government Act when adopting Strategies and Policies. Council has a responsibility to manage its infrastructure in a way that ensures continued service, public safety and intergenerational equity.</p> <p>Over the past year, significant improvements have been made to asset management plans, including an increased risk assessment focus. It is important that these plans transparently outline the condition of infrastructure and the funding gap. The Asset Management Strategy has been updated to reflect IPART's refusal of Council's SRV application by noting that the ability for Council to deliver asset renewals in accordance with the Asset Management Strategy is subject to funding being secured through grants, additional rates, other income sources, or operational savings.</p> <p>Operating Plan 2025/26 – liquidity concerns overstated – no evidence for \$6 million “financial repair”.</p> <p>The Councils financial forecasts will differ to actual results for a number of reasons. Liquidity, including cash and investment levels have improved slightly due to focused efforts on reducing costs throughout 2024/25, one-off income items and the delay in construction of North Sydney Olympic Pool. Cash and investments at 30 June 2025 are expected to be higher than anticipated for these reasons.</p> <p>This does not mean that Council's forecast liquidity position is healthy. While service reductions are obvious to the average resident, growing infrastructure backlogs are not as obvious. Both should be considered in balance. For example: Council may maintain funding for mowing of sports fields and have no funds for drainage to improve accessibility and utilisation. A reduction in mowing would be obvious, unfortunately the improvement in drainage would not be obvious until such time as residents are experiencing the benefits. This requires strategic decision-making and resource allocation.</p> <p>Council will engage with the community in 2025/26 to determine what services should be maintained, what should be reduced and what should be increased. Any proposed reduction in core services will be subject to further analysis and reporting prior to a decision being made.</p> <p>In relation to growth in non-rate revenue</p> <p>Increased employee costs between 2024/25 March QBR and Draft Delivery Program estimates relate to a combination of 4.25% in Award increases and salary progressions, \$3.2M increase due to North Sydney Olympic Pool operations being introduced, along with one additional position for Development Assessment staffing and filling of vacant positions (including reducing agency staffing). Workforce initiatives to reduce costs in recent years are unsustainable. Employees are any organisations greatest assets, particularly in service delivery. Reducing resources, without reducing expectations will be counterproductive, and leave Council in a challenging position when it comes to attracting and retaining high performing staff – which in turn will impact service delivery and community satisfaction. In addition to business as usual, the challenges and work program facing North Sydney, including oversight of the troubled North Sydney Olympic Pool, councils fragile financial position, significant level of review and implementation of new financial strategies, property reviews, new user's charges and fees etc all require staff time to implement. To date no additional FTE have been provided, with all resourcing obtained through productivity improvement and efforts over and above standard expectations. This is unsustainable and increases organisational risk. A more comprehensive documentation of past productivity improvements and future plans will be prepared over the</p>

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		<p>coming year to demonstrate the high commitment and efforts of our workforce towards improvement.</p> <p>In relation to infrastructure backlog, Council has not previously undertaken engagement with the community in relation to expected standards of infrastructure. In the absence of this, it is responsible to address poor and very poor infrastructure condition. In 2025/26 we will undertake consultation with the community to determine the level of service.</p> <p>The reduction in infrastructure renewal program of \$12.5 million is to ensure Councils financial position remains sound throughout 2025/26, taking into consideration operating budgets, loan repayment commitments and financial risks.</p> <p>In relation to the North Sydney Olympic Pool financial projections, concerns are noted. The decision to enter into this redevelopment project and related contracts should have been subject to greater review and consultation with the community. Our focus going forward will be to maximise revenue wherever possible to limit the ongoing financial impact. Councils financial modelling has pessimistic, target and optimistic scenarios, and these will continue to be updated as the operations of the facility evolve.</p> <p>In 2025/26, Council will explore naming rights, aimed at increasing recurrent income. Operationally, our initial focus will be on establishing core services, following which we will explore additional income opportunities, such as hire of the facility or private events.</p> <p>In relation to commentary regarding OLG performance ratios, recent changes to Local Government Code of Accounting Practice and Financial Reporting for 2024/25 will see the removal of these indicators and benchmarks. This follows concerns raised in relation to the applicability of these ratios and benchmarks when assessing individual Council requirements. As part of Councils financial modelling, Council will develop and explain its own target ratios based upon an integrated financial strategy aligned to community expectations and Council responsibilities.</p>
<p>email 39</p>	<p>Please refer to verbatim submissions at the end of this attachment for the full submission</p> <p>The submission:</p> <ul style="list-style-type: none"> • Critiques North Sydney Council’s Draft Delivery Program 2025–29 and Operational Plan 2025–26, particularly the proposed 90% rate increase. • Argues financial planning lacks transparency, project-level budgeting, and community-informed justification. • Notes IPART’s rejection of the Special Rate Variation (SRV) due to inadequate consultation and unclear financial need. • Recommends: <ul style="list-style-type: none"> • Adopting an interim 2025–26 budget. • Restructuring plans to align with existing revenue. • Deferring or cancelling non-essential projects. • Avoiding future SRV applications until costs are fully defined and supported. • Estimates potential savings of \$10–20M annually; calls for focus on essential services and financial discipline. 	<p>The detail and associated effort towards this submission is noted.</p> <p>Concerns are noted in relation to Council considering new or additional projects until finances are in order. It should be noted that new and renewal projects have been significantly reduced within the Operational Plan 2025-26 due to financial constraints.</p> <p>In considering financial repair and financial sustainability, consideration needs to be given to new and emerging priorities to ensure community leadership. Over the course of 2025-26, community consultation will be undertaken to understand what the community would like to see maintained, reduced or improved, and their willingness to pay for desired levels of services and infrastructure.</p> <p>The risk of not considering and planning for new priorities, is that Council will operate reactively, managing backwards instead of forwards. For example: maintaining services might be an obvious priority at the expense of new or upgraded infrastructure. To ensure proactive and sustainable management, both operating services and infrastructure needs should be considered in balance. For example: Council may maintain funding for mowing of sports fields and have no funds for drainage to improve accessibility and utilisation. A reduction in mowing would be obvious, unfortunately the improvement in drainage would not be obvious until such time as residents are experiencing the benefits. This requires an in depth understanding of the challenges combined with strategic decision-making and resource allocation. Local Government is complex and the elected Council is an important representative decision-making body to respond to these complexities. It is the elected Council’s role to consider community feedback, but to also understand the strategic importance of decision making.</p> <p>In relation to the question of need for a rate rise when the 2025-26 Operational Plan proposes a surplus of \$24.72M. The Draft Operational Plan proposes a \$10.M million operational deficit excluding domestic waste fund which is insufficient to fund loan repayments together with required infrastructure renewals.</p> <p>Comments relating to a windfall of developer contributions do not acknowledge both the co-contribution required for infrastructure projects contained within developer contribution plans or the added operational costs associated with increasing population.</p> <p>Feedback on budget detail and suggestions for change</p> <p>Comments on budget details are noted as detailed in the submission. Community consultation will be undertaken to understand the diversity of views across North Sydney. This consultation is unable to be undertaken on a line-by-line basis, noting some of the examples raised are in relation to actions with budgets that are immaterial in isolation, but together with other actions combine to achieve desired community objectives.</p>

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		<p>Outside of the abovementioned community consultation, should a councillor agree with any of the suggestions for removal of specific priorities within the Draft Delivery Program and Operational Plan, this can be considered through a motion put to Council.</p> <p>In relation to performance monitoring, Council notes the feedback and advises that through Councils continuous improvement framework, we are working to improve performance indicators. Comments will be considered as we work through this program.</p> <p>Recommendation 1 - The Council not agree to the current draft plan but agree on an interim budget to keep the council running for 2025-26.</p> <p>The Council is required by legislation to have adopted a Delivery Program and Operational Plan prior to the new financial year. Without such plans and budgets, Council is unable to operate.</p> <p>The Operational Plan contains a budget for 2025-26 and can be considered interim as Council undertakes further community engagement and modelling.</p> <p>The legislation has mechanisms in place that allow Council to review its Delivery Program and Operational Plan as circumstances change. It would be irresponsible for Council to defer adoption of these documents.</p> <p>The Draft Delivery Program clearly indicate those actions that are subject to additional funding. Further, the Operational Plan for 2025/26 clearly outlines an intention to further engage with the community in relation to service and infrastructure expectations, and to undertake new financial modelling, along with a new submission for special variation. Consideration will be given within this consultation to unfunded priorities.</p> <p>For many years, like many local councils, commitments and plans have been made by varying elected Councils, much of which is unfunded. Ensuring inclusion of those priorities in the Councils Delivery program assists in sourcing grant funds and contributions.</p> <p>Given the Councils intention to undertake new financial modelling and revenue reform, it is transparent to be clear on priorities. Council can amend and review its Delivery Program at any time through Council resolution, including following the consultation and modelling committed to in 2025/26.</p> <p>Recommendation 2 - The council restructures and simplifies the delivery program, operational plan and budget after prioritising all projects, reviews, capital works and maintenance programs to keep within the current rates.</p> <p>The length, detail and complexity of the Delivery Program and Operational Plan is acknowledged, however it is representative of Local Government responsibilities and reporting requirements.</p> <p>Over the past two years, significant efforts have been made towards improvement of Integrated Planning and Reporting documents, and Council officers will continue to consider future improvements in line with requirements and to ensure transparency.</p> <p>Recommendation 3 - The council uses the current strategic priorities to develop a program over 25 years.</p> <p>The current strategic priorities have been developed for a ten-year period, and if extended over a 25-year period is unlikely to support the response required by the growing and changing population. Much changes over a 25-year period, and it would be difficult to anticipate the needs of the community two decades from now. Further consultation will be undertaken to determine priorities for funding.</p> <p>Consideration will be given to the level of response given to infrastructure condition and backlogs over the coming ten-year period. This will be based upon community consultation and expectations regarding infrastructure condition and capacity to pay.</p> <p>Recommendation 4. The council not propose to make a submission to IPART until all the proposed projects are costed and clearly identified, justified and supported by the ratepayers.</p> <p>Council outlines the action expectations through its Delivery Program linked to long term objectives and desired outcomes and is responsible for allocating budgets for these actions. The actions guide planning and resource allocation but do not necessarily reflect final or detailed project scopes.</p> <p>Council estimates included in Council's forecasts are indicative and may evolve as planning progresses. More detailed design, costing and consultation occur as part of project development. Council will continue to engage with the community at appropriate stages to ensure transparency and alignment with community expectations.</p>

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		Council officers note the level of detail and consideration made in this submission, and advise that we are unable to consult with the community based on the details of line actions items within the Delivery Program, unless material in budget or community impact.
email 40	<p>Submission to North Sydney Council North Sydney Council's Draft Delivery Program 2025/29 and Operational Plan 2025/26. Executive Summary</p> <p>This Resident ratepayer submits this response regarding North Sydney Council's Draft Delivery Program 2025/29 and Operational Plan 2025/26. I respectfully raise serious concerns regarding compliance with the Local Government Act 1993, transparency in planning, alignment with community priorities, and long-term financial sustainability. I understand that Lavender Bay Precinct is submitting a comprehensive submission. I share these concerns with fellow residents and neighbours, and participants in the Lavender Bay Precinct. I request Council's careful consideration of the following matters and recommendations.</p> <p>Legislative Compliance Council's inability to finalise a valid Resourcing Strategy, following IPART's rejection of its Special Rate Variation (SRV), renders the current Delivery Program non-compliant with the Local Government Act 1993 (sections 402-405). I recommend that Council seek ministerial approval for a one-year extension to conduct thorough community engagement and produce revised, compliant strategic documents.</p> <p>Delivery Plan 2025/29 The inclusion of unfunded projects from the eight "Informing Strategies" in the Delivery Plan, despite strong community opposition, contravenes section 404 of the Act, which requires that Delivery Program activities be supported by secured resources. In SRV consultations, nearly 80% of respondents rejected these additional projects. Nevertheless, Council has continued to propose their inclusion. I respectfully request that Council remove unfunded non-core projects from the Delivery Plan pending comprehensive community consultation and secured funding.</p> <p>Operational Plan 2025/26: Financial Position Council proposes \$6 million in service cuts as part of a "financial repair" program. This Resident ratepayer submits that these cuts are unwarranted, based on Council's actual financial position:</p> <ul style="list-style-type: none"> • Operating surplus of \$13.1 million in 2023/24. • Projected surplus of \$9.8 million in 2024/25. • The CFO has advised no immediate financial crisis. • The unrestricted current ratio has improved to 1.47. • Non-rate revenue has grown significantly, from \$43M (2022/23) to \$58.7M (2025/26). <p>I respectfully suggest that essential community services can be maintained without recourse to these proposed cuts.</p> <p>Performance Reporting While Council generally meets the Office of Local Government (OLG) performance benchmarks, the Infrastructure Backlog Ratio has been inflated by a methodology change that increased the reported backlog from \$46M to \$146M. This adjustment lacks transparency, is inconsistent with industry norms, and distorts Council's reported financial performance. I request that Council revise these estimates to reflect a consistent, comparable methodology.</p> <p>Employee Costs The 2025/26 budget projects a significant increase in employee costs, rising from \$48.865M to \$58.088M. This Resident ratepayer questions the basis for this increase, noting that temporary staff continue to backfill vacancies, often at higher cost, undermining any claimed savings. I recommend that staffing forecasts be revised to reflect actual project needs and that IPART's recommendations on cost containment and productivity be fully addressed.</p> <p>Infrastructure Renewal Funding Council proposes to reduce infrastructure renewal expenditure by \$12.5M in 2025/26. No supporting detail has been provided to justify this reduction or its longer-term financial</p>	<p>Lavender Bay Precinct shared concerns Shared concerns in relation to Lavender Bay Precinct's submission are noted. A response has been included alongside submission 38.</p>

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	<p>implications. I request full disclosure of the basis for these reductions so the community can properly assess their impact.</p> <p>Community Engagement and Governance</p> <p>There is an increasing disconnect between Council and the community, demonstrated by repeated disregard of community feedback in strategic planning. I respectfully urge Council to commit to a genuine, transparent consultation process over the next six months to determine realistic, community-supported priorities.</p> <p>North Sydney Olympic Pool</p> <p>The Council's business plan for the North Sydney Olympic Pool project forecasts:</p> <ul style="list-style-type: none"> • \$12M loss over the first three years. • \$25M cumulative loss over ten years. <p>This ongoing financial exposure raises serious concerns regarding the project's viability and its impact on Council's overall financial position.</p> <p>Conclusion</p> <p>Ratepayers seek to work constructively with Council to ensure sound, lawful, and financially sustainable strategic planning that reflects the will of the community. I respectfully call on Council to demonstrate transparency, accountability, and leadership by revising its planning framework in compliance with legislation, accurately reflecting financial realities, and fully engaging with the community it serves.</p>	
email 41	<p>According to a Memorandum from Sam Clark Engagement Specialist, North Sydney Council said Council will operate at a deficit of \$10m during 2025 - 2026.</p> <p>At a recent Wollstonecraft Precinct Meeting, the Mayor Zoe Baker very kindly gave of her time on a number of matters including the inability to touch certain funds kept in Trust for "other" purposes. An interesting statement.</p> <p>However, in my opinion, reducing services which the Council SHOULD be providing is NOT the answer.</p> <p>Introducing and/or increasing fees for the use of "PUBLIC" spaces should NOT be implemented. I noted that Ms Baker mentioned that the interest bill on borrowing \$122m to fund the RENOVATION of the North Sydney Olympic Pool would be prohibitive.</p> <p>This was a very interesting comment and seems to imply that North Sydney Council did NOT have even the initial funds or a plan to fund the original \$30m or \$58m.</p> <p>Surely the Council could not have even contemplated such a major expense without due diligence ?. Perhaps now in the face of such a complete debacle, the Council should sell the Pool to NSW Government and then the Oscars Group can add the Pool to their Luna Park Lease.</p> <p>Further, in my opinion, SELL other Council assets. According to Mr Ian Mutton, the sale of the Ward Street car park and a few retail outlets in Greenwood Plaza could be sold for \$100m.</p> <p>Does the Council own the very large building from which it operates on Miller Street? IF so, that could certainly be sold Now that the Metro is directly opposite it must be a prime site for development. I'm sure the Council could buy back one floor in the new Building and as the Metro is right there, surely parking spaces for employees are unnecessary! After all, the new developments over Crows Nest Metro have NO parking.</p>	<p>Funds in trust for other purposes</p> <p>Council holds certain funds such as grants, developer contributions and domestic waste funds in restricted reserves due to legislative restrictions that prevent them from being used for general operational purposes.</p> <p>Reduction in services</p> <p>Disagreement with reduction in services is noted. Reduction in services is one of many alternatives to be canvassed as an alternative to rate increases. All decisions in relation to service reductions will be subject to further analysis and reporting.</p> <p>New or increased fees in public spaces</p> <p>Disagreement with the introduction or increase of fees in public spaces is noted. Increases in user charges is one of many alternatives to be canvassed as an alternative to rating increases. All decisions in relation to new or increased fees will be subject to further analysis and reporting.</p> <p>Sale of North Sydney Olympic Pool and other public assets</p> <p>Support towards the sale of North Sydney Olympic Pool and other public assets is noted. Council will undertake a review of property assets within 2025-26 with a view of divestment as an alternative to rating increases.</p>

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	I would like to see a Council which operates as it should, looking after all the services which it should provide, such as those first suggested to be dismissed according to Sam Clark.	
email 42	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have kept both physically and mentally fit and made many friends. I've attended zumba classes and learnt from knowledgeable presenters on topics such as financial planning, downsizing and retirement planning.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 43	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have found the meaning of community after moving to north Sydney in 2009. All members of our household regularly attend the produce markets have attended various classes language creative skill sharing and in the last few years enjoyed/come to rely on the playgroup. Not in my 60 years living in six other areas in Australia have I seen an enterprise as successful in bringing people to speak highly of a locale nor has anyone I have spoken to can match what is done here.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

No.	Submission Comments	Response
	<p>preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 44	<p>I am writing to express my thanks for the wonderful hub for community at the North Sydney Community Centre, provided by Council. I offer my strong support for continuing to fund the Centre as a vital part of the community.</p> <p>I love the sense of vibrancy of Summer Friday afternoon/evenings which attract many families to the music and picnics on the green. These occasions enable joy and relaxation for people of all ages at minimal cost.</p> <p>Within the Centre itself the wide range of options for courses and activities meet the needs of people of all ages for lifelong learning, provide important social interaction as well as contribute to physical and mental well being. The Centre in its way of operating, the programs and the produce market also models and educates on sustainability principles and values.</p> <p>Over the years, I have enrolled in many different classes at the Centre. In adjusting to retirement, various art classes launched my skill development in approaches in art (drawing, watercolour and travel diaries) which have enriched my life and appreciation of art, stimulated new social interactions and a continuing practice in art.</p> <p>The aged are encouraged to learn new skills and languages, and through the North Sydney Community Centre I commenced German language classes! This has enriched my frequent visits to Switzerland, and I hope these will be available into the future.</p> <p>My husband and I are also relishing the re-engagement with music and singing with the Friday lunchtime choir at the Centre, from which much beneficial joy and well being emerges. The North Sydney Community Centre is an incredible community hub. I am aware of its role in supporting families with after-school care, early childhood programs, cultural events, physical, and mental wellbeing classes for all ages.</p> <p>I urge Council to not undermine this inclusive and impactful vital community asset in its next operational plan by reducing its funding or curtailing its operations because of:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems. <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 45	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many —</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial</p>

No.	Submission Comments	Response
	<p>delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have enjoyed attending Sound Bath Meditation classes, Line Dancing classes & improving my financial knowledge by attending a retirement workshop.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 46	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC) and the Library Services.</p> <p>As an attendee of NSCC's Explorer's Playgroup and various children's activities at Stanton Library, I can speak directly to the value and impact of these incredible community hubs. They play an essential role in the lives of local parents and children.</p> <p>For me personally, both Stanton Library and NSCC has been places where I have found free or affordable play options for my child, connection with other parents in the isolating early years of motherhood and a renewed sense of community.</p> <p>I urge Council to consider:</p> <p>The irreplaceable social value both NSCC and Stanton Library deliver, particularly in supporting inclusion, connection and wellbeing across generations.</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me.</p> <p>I would also like to express my gratitude for the exceptional parks and playgrounds in the area and urge you to continue maintaining and developing these as a priority.</p> <p>Please continue to support these vital community assets.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 47	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to you about the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services</p>

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	<p>events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have enjoyed a variety of activities such as social, physical, cooking, and creative activities and many more. Furthermore, I enjoyed teaching Japanese language and culture at NSCC which is not just teaching people about Japanese language and its culture but by meeting people, I feel I have special connections with each student and somehow I'm still socially connected to all my students one way or another. That is something unique about NSCC as a "community" and far more than just a "Center" that offers a variety of activities.</p> <p>As I moved back to Sydney after living away for more than 30 years, I felt rather lonely and not having close friends in Sydney anymore but through NSCC I found a group of new friends and socially active so a big thank you goes to NSCC! And I'm sure I'm not the only one in this situation. I can assure anyone that NSCC acts and can act more than just a 'centre' that offers a variety of courses and activities but provide people to 'connect' and find 'peace' and inject 'energy' and 'meaning of life' to people. The community that care for people and well being of people, that's what the true meaning of society is all about and that is what NSCC offers to people. So I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and(/or) 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and(/or) 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services that is most needed in this society and directly affect people like me and many others, who rely on what NSCC offers.</p> <p>Please continue to be so proud to support this vital community asset: NSCC, just as I am very proud to be actively involved in NSCC along with many other NSCC community members.</p>	<p>provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 48	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have attended Italian classes of excellent quality on a regular basis and enjoyed being part of a community group.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>and/or</p> <p>3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 49	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many - delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have participated in a number of classes (philosophy, smartphone photography, Thai cooking), and well as regularly attending the weekend and night markets.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 50	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have been warmly welcomed by the staff who are eager to provide whatever support they can to address any questions. I have learnt new skills and my daughter (who is in university) has also just commenced 2 courses at the centre to develop and enrich her skills outside of academia.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>engagement, environmental sustainability and support for lifelong learning. and/or</p> <p>3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 51	<p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The</p> <p>Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have Learnt new skills and met inspiring people.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>
email 52	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have recently reconnected with my local community and accessed two wonderful classes enriching my life and my partners.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers to North Sydney ratepayers, particularly in supporting inclusion, connection and wellbeing across generations 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

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	<p>and/or</p> <p>2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.</p> <p>and/or</p> <p>3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset</p>	
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email 54	<p>Please refer to verbatim submissions at the end of this attachment for the full submission.</p> <p>The key points of the submission includes:</p> <p>Loss of Community Confidence: The community is questioning whether Council can be trusted to genuinely listen to feedback and make meaningful changes, especially after the failed Special Rate Variation (SRV) application.</p> <p>Financial Mismanagement Concerns: The Council is criticised for poor financial decisions, including a \$27 million budget blowout and an 18-month delay on the North Sydney Olympic Pool (NSOP) project. The submission suggests Council should apologise and start with a clean slate.</p> <p>Flawed Planning Approach: It's seen as poor practice to ask the community to comment on the Delivery and Operational Plans without a clear long-term financial strategy in place. This results in frustration about having to go through yet another round of consultation.</p>	<p>The submitters comments are noted and the following response is provided.</p> <p>IPR Framework and Four-year Delivery program The Council is required by legislation to have adopted a Delivery Program and Operational Plan prior to the new financial year. Without such plans and budgets, Council is unable to operate. The concern regarding compliance with legislation is in relation to Councils Resourcing Strategy. The Long-Term Financial plan was updated by the newly elected Council in the first year of their term as required. The plan includes Councils current financial position, including income and expenditure, which materially remains the same as Delivery Program estimates. The Delivery Program clearly outlines actions which will be delivered within available resources. Those items requiring additional funding are clearly marked. The Asset Management Strategy has been updated to reflect the lack of funding for renewals of assets in poor and very poor condition. Despite the lack of funding, it is critical that these plans outline the condition levels and risks of Councils infrastructure to ensure transparency in relation to growing liabilities for future generations. The improvement in Councils Integrated Planning and Reporting Framework has increased transparency in relation to Councils sustainability and ability to respond to its changing population. This is part of the improvement efforts to uplift governance practices and strengthen the Council.</p>

No.	Submission Comments	Response
	<p>IP&R Framework Misunderstood: The submission claims Council still misunderstands the Integrated Planning and Reporting (IP&R) framework, failing to properly connect community priorities, financial plans, and service delivery.</p> <p>Mismatch with IPART Recommendations: While Council has an 8-point action plan, it doesn't fully address the recommendations made by IPART, particularly around genuinely reviewing service levels, reducing surpluses, and properly engaging the community.</p> <p>Lack of Transparency: The submission criticises the lack of detail around how proposed budget reductions, property sales, and borrowing decisions will impact services and the community.</p> <p>Concerns with Council's 8-Point Action Plan: Operational Funding Cuts: Proposed cuts to strategic projects lack detail. The community believes cuts could go deeper, but Council has not been transparent about what will be reduced.</p> <p>Financial Repair Program: \$6 million in savings is targeted but with vague detail on how it will be achieved, aside from reductions to services like community transport, street sweeping, and park maintenance.</p> <p>Infrastructure Cuts: A \$12.5 million reduction in infrastructure renewal is proposed without clear explanation of the long-term impacts on asset conditions.</p> <p>Property Sales: There is willingness to sell assets, but no specifics have been provided to the community about which properties or the financial outcomes.</p> <p>Borrowing from Reserves: Council plans to borrow \$10 million from the Domestic Waste Reserve but should avoid this if other savings are found.</p> <p>External Borrowing: Further loans are on the table but are considered a last resort.</p> <p>Community Consultation & Financial Modelling: A new consultation is promised to help define future service levels and willingness to pay. The community is sceptical this will genuinely influence the budget, which seems already decided.</p> <p>Financial Sustainability: A revised SRV application and increase in minimum rates may be pursued, but the community fears it will be based on flawed assumptions if lessons aren't learned from the failed SRV attempt.</p> <p>North Sydney Olympic Pool (NSOP) Concerns: Massive Cost Blowout: Initial costs of \$63.9M have ballooned to at least \$122M, with further increases likely.</p>	<p>The legislation has mechanisms in place that allow Council to review its Delivery Program and Operational Plan as circumstances change. It would be irresponsible for Council to defer adoption of these documents. The Draft Delivery Program clearly indicates those actions that are subject to additional funding. Further, the Operational Plan for 2025/26 clearly outlines an intention to further engage with the community in relation to service and infrastructure expectations, and to undertake new financial modelling, along with a new submission for special variation. Consideration will be given within this consultation to unfunded priorities. Further, for many years, like many Local Councils, commitments and plans have been made by varying elected Councils, much of which is unfunded. Ensuring inclusion of those priorities in the Councils Delivery program assists in sourcing grant funds and contributions.</p> <p>Given the Councils intention to undertake new financial modelling and revenue reform, it is transparent to be clear on priorities. Council is able to amend and review its Delivery Program at any time through Council resolution, including following the consultation and modelling committed to in 2025/26.</p> <p>Timing of consultation Council's business papers are provided with due notice, including submissions by the community. This is standard practice in local government. It is the role of Council to make decisions at the Council meeting and not before. Councillors may amend recommendations through resolution at the Council meeting.</p> <p>Mismatch between IPART recommendations and council's action plan To assist the submitters understanding of Councils plans, the following is provided: Councils Draft Delivery Program provides for: - community consultation to review service level expectations and infrastructure conditions to inform new financial modelling and strategy. - The intention to apply for a new SRV. - Exploration of a range of alternatives to rate increases including productivity, service reductions, increased income generation and asset sales. (IPART criticised Council for not including a clear option for no SV including potential service cuts). It is noted that the results of community consultation and financial modelling will determine the required level of operating performance ratio. Other comments in relation to the SV submission are relevant to that submission and not the Draft Delivery Program itself. Outside of the above process, Council has developed and implemented a service review framework to identify opportunities for improvement. These service reviews are intensive, and the program of reviews is included within Councils Delivery Program. This process will be ongoing to take into consideration changing needs over time. In relation to comments regarding organisational improvement and productivity, and IPART comments in relation to cost saving strategies. It is noted that while productivity improvements associated with Councils realignment project were discounted by IPART, workforce workloads have increased while workforce budgets have remained tight. In addition to business as usual, the challenges and work program facing North Sydney, including oversight of the troubled North Sydney Olympic Pool, councils' fragile financial position, significant level of review and implementation of new financial strategies, property reviews, new user's charges and fees etc all require staff time to implement. This additional workload is only achievable through productivity improvement and efforts over and above standard expectations. This is unsustainable and increases organisational risk. A more comprehensive documentation of past productivity improvements and future plans will be prepared over the coming year to demonstrate the high commitment and efforts of our workforce towards improvement.</p> <p>\$6 million target for financial repair This is a target for Council to work towards to improve liquidity and funding for future infrastructure renewals. Progress towards this target will be included in Quarterly Budget Review processes.</p> <p>\$12.5 million reduction in infrastructure renewals The reduction in infrastructure renewal program of \$12.5 million is to ensure Councils financial position remains</p>

No.	Submission Comments	Response
	<p>Delays and Legal Action: Delays of over 18 months have occurred. Legal disputes are ongoing over design failures (e.g., the indoor pool roof collapse).</p> <p>Impact on Community: Financial reserves are drained, maintenance is deferred, and services are cut while the community still waits for the pool to open.</p> <p>Financial Position: No Immediate Crisis: Despite claims of a "liquidity crisis," the CFO reports the financial position is manageable with corrective actions.</p> <p>Key Financial Ratios: Most financial indicators are stable except for a concerning infrastructure backlog, which reflects underinvestment in asset maintenance.</p> <p>Conclusion from Submission: The community demands more transparency, accountability, and genuine engagement.</p> <p>Council must review its strategic priorities, cut costs, consider asset sales, and only pursue rate increases that are fair, reasonable, and backed by community support.</p> <p>There is a clear call for Council to fix its financial governance and stop shifting the burden onto residents without proper consultation.</p>	<p>sound throughout 2025/26, taking into consideration operating budgets, loan repayments commitments and financial risks.</p> <p>Community consultation will be undertaken in 2025-26 to determine the condition of infrastructure the community expects, along with willingness to pay.</p> <p>While service reductions are obvious to the average resident, growing infrastructure backlogs are not as obvious. However, both should be considered in balance. For example: Council may maintain funding for mowing of sports fields and have no funds for drainage to improve accessibility and utilisation. A reduction in mowing would be obvious, unfortunately the improvement in drainage would not be obvious until such time as residents are experiencing the benefits. This requires strategic decision-making and resource allocation.</p> <p>Property sales In response to considerable frustration in relation to the North Sydney Olympic Pool costs, property sales are being considered to reduce the impact of these increased costs. It remains a recommendation that property sales should not be rushed, but considered cautiously and strategically noting the consequence both positive and negative of sale on the current community and future communities.</p> <p>Future rating options Future rating options will be based upon the results of community consultation and councils legislative responsibilities. Council will revise its Long Term Financial Plan with new options, and label the current financial performance and position based upon rate peg as an option.</p> <p>Council openness to reduction in services/staff etc and new emerging priorities This will be subject to community consultation alongside Councils legislative requirements. Councils Integrated Planning and Reporting Framework, including the informing strategies have been designed to be flexible and can be changed by the Council through resolution.</p> <p>Operating Plan 2025/26 – liquidity crisis The Councils financial forecasts will differ to actual results for a number of reasons. Liquidity, including cash and investment levels have improved slightly due to focused efforts on reducing costs throughout 2024/25, one-off income items and the delay in construction of North Sydney Olympic Pool. Cash and investments at 30 June 2025 are expected to be higher than anticipated for these reasons. This does not mean that Council's forecast liquidity position is healthy.</p> <p>OLG performance ratios In relation to commentary regarding OLG performance ratios, recent changes to Local Government Code of Accounting Practice and Financial Reporting for 2024/25 will see the removal of these indicators and benchmarks. This follows concerns raised in relation to the applicability of these ratios and benchmarks when assessing individual Council requirements. As part of Councils financial modelling, Council will develop and explain its own target ratios based upon an integrated financial strategy aligned to community expectations and Council responsibilities.</p>
email 55	<p>The Milson Precinct appreciates greatly the opportunity to make this submission to North Sydney Council (NSC) on the above significant plans. MP has also strongly encouraged individual community members to make submissions to Council. Set out below are the key points and observations from across our Precinct Community:</p> <p>General Comments and Observations: a. MP wishes to highlight the challenges for community in digesting, considering and understanding the above documentation and therefore being able to make constructive submissions. MP views 120 pages of detailed information to be unreasonable for community reviews.</p>	<p>Difficulty digesting the document The challenge in relation to the level of detail within the Delivery Program and Operational Plan is noted. Council is a complex and diverse organisation delivering 74 distinct services and over 200 service activities, in addition to managing \$1.5 billion in infrastructure. To ensure clear direction from the elected Council to the organisation, this level of detail is required.</p> <p>It also ensures transparency for the community. Significant work has been undertaken in recent years to ensure all priorities (both past committed and current priorities) are included within the planning framework. Council can work towards simplifying and summarising, however such summaries can be subject to criticism where they do not align with the various individual needs of community members.</p>

No.	Submission Comments	Response
	<p>b. MP continues to hold significant concerns regarding the completion date, construction costs and operating plans for the North Sydney Olympic Pool (NSOP). Of particular concern is the planned losses associated with NSOP operations, which will directly erode NSC financial endeavours.</p> <p>c. MP continues to be very concerned about the lack of financial contribution to our LGA finances by large organisations – schools, Transport 4 NSW etc. Addressing this large gap could largely meet the ‘Financial Repair’ objectives of NSC.</p> <p>Revised Draft Delivery Plan 2025-29:</p> <p>a. MP continues to see the new adopted Community Strategic Plan as extremely complex, ambitious and expensive – particularly with NSC facing into very real, immediate challenges. Not unexpectedly, the initial Delivery Program flowing from the new CSP called for an unreasonable 244 delivery initiatives across 8 ‘Informing Strategies’. The published costs of delivery plans are (non-inflation adjusted) \$156m over 10 years. Certainly, MP recognises the Revised Delivery Program reflects a reduction to 94 delivery initiatives for 2025-26 and strongly recommends NSC further review and reduce delivery initiatives before consideration of essential community service reductions.</p> <p>b. Whilst NSC was transparent in publishing costs associated with the proposed ‘Informing Strategies’, which underpin the adopted new CSP, MP notes the Draft Revised Delivery Plan does not detail any such cost breakdown. MP requests costs associated with the proposed Revised Delivery Plan be published transparently to ensure community is fully informed and understands the tangible context of NSC proposals.</p> <p>Revised Draft Operating Plan:</p> <p>a. Whilst MP fully recognises the need for NSC to materially adjust the Draft 2025-26 Operating Plan considering the failed SRV application, MP does not view there being sufficient evidence to support NSC taking onerous essential service cuts under the guise of ‘Financial Repair’. Factually:</p> <p>i. The revised 2025-26 Operating Budget shows a cash operating surplus of \$39m (Revenue less Grants plus Depreciation). This is a material operating cash surplus – one that is achieved without undertaking proposed essential service cuts.</p> <p>ii. Further NSC is budgeting to close 2026 with Cash/Cash Equivalents of \$21m. Whilst lower than ideal, it not the ‘emergency’ situation requiring cuts to essential services by any means.</p> <p>iii. NSC continues to report quarter on quarter favourable to budget performance due to some project timing differences and very proactive operating expenses management and current forecasts show a surplus to the end of 2024-25. Given prevailing actual performance, MP views the Revised Draft Operating Budget 2025-26 to be materially conservative and pessimistic.</p> <p>b. MP remains very concerned at the deteriorating conditions of Community Assets. MP sees Asset Management (Repairs, Renewals, Maintenance) to be a first order Council responsibility and the neglect of this area by Council is unacceptable. MP recognises the limited scope for NSC to undertake appropriate R&M of Community Assets in the current 2025-26 budget context and looks forward to engaging with NSC on preparations of a considered, tangible SRV application that moves to remedy this unacceptable asset situation.</p> <p>c. The levels of disappointment and distress caused by the ongoing delays in construction of the NSOP cannot be overstated. MP views the proposed losses of the NSOP once opened to be unacceptable and given NSC will invest +\$122m of Community funds into this iconic asset, recommends NSC adopt a ‘no-loss’ operating plan. Not only will this be more ‘palatable’ for the Community, but it will also contribute +\$2m per year to NSC finances.</p> <p>d. MP supports the ‘proposed Income Generation Strategies’. These activities are very much needed and frankly should be standard business activities for Council. Factually, non-rate revenues attributable to Council have grown by \$15m over 4 years – and the 2025-26 revised budget assumption of +\$3m seems unambitious in context.</p>	<p>Concerns regarding North Sydney Olympic Pool Concerns regarding the completion date, construction costs and operating plans for the North Sydney Olympic Pool (NSOP) are noted and understandable. Considerable effort has been made in the past two years to improve project oversight, mitigate risks and improve reporting. To reduce the impact of cost increases on future rate proposals, Council will consider property divestment opportunities and naming rights for the NSOP. In relation to ongoing financial impacts, once the core operations of the facility have been established, Council will explore opportunities to increase revenue through facility hire and/or private and public events.</p> <p>Lack of financial contribution to our LGA finances by large organisations Concern in relation to financial contribution from large organisations are noted. Schools are exempt from paying rates. In 2025-26 consideration will be given to new charges and fees for use of parks and open spaces, including for use by schools for operational purposes.</p> <p>Community Strategic Plan Concerns regarding the complexity, ambition and cost of the Community Strategic Plan are noted. Community consultation will be undertaken in 2025-26 to determine community expectations in relation to service delivery and infrastructure. This includes what should be maintained, reduced or improved.</p> <p>Delivery Program Cost Forecast costs for the Draft Delivery Program are included. This budget is based on business as usual, with the addition of North Sydney Olympic Pool operations commencing. Capital budgets are outlined separately. Costings for informing strategies were previously identified to assist the community to understand the financial implication of new services and infrastructure priorities emerging from community engagement.</p> <p>Service reductions Comments suggesting service reductions are not necessary based upon Council’s financial position are noted. However, the precincts assessment of Councils financial position does not reflect Councils responsibility to repay loans and renew infrastructure or provide for payment of employee leave entitlements or bonds and deposits. Service reductions will be subject to further analysis and reporting prior to decisions being made, noting that infrastructure renewal reductions have already been made. While not as obvious as service cuts, reduction in this infrastructure renewal expenditure will have continued impacts on the community until funding and renewal can be achieved.</p> <p>While service reductions are obvious to the average resident, growing infrastructure backlogs are not as obvious. Both should be considered in balance. For example: Council may maintain funding for mowing of sports fields and have no funds for drainage to improve accessibility and utilisation. A reduction in mowing would be obvious and may cause community concern. Unfortunately, the improvement in drainage would not be obvious until such time as residents are experiencing the benefits. Local government requires strategic decision-making and resource allocation to reduce reactive prioritisation.</p> <p>Improved financial performance 2025-26 The Councils financial forecasts will differ to actual results for a number of reasons. Liquidity, including cash and investment levels have improved slightly due to focused efforts on reducing costs throughout 2024/25, one-off income items and the delay in construction of North Sydney Olympic Pool. Cash and investments at 30 June 2025 are expected to be higher than anticipated for these reasons. Reactive workforce cost reduction initiatives, along with reduction in spend on materials and contracts have also been pursued to support Councils concerning liquidity levels. These cuts are unsustainable and elevate risks at both a workforce level and an infrastructure maintenance level. The increase in income and reduction in expenditure in 2025-26 will not flow to future years. The May monthly financial report provides further information in relation to this.</p> <p>Deteriorating conditions of Community Assets. Comments and concerns regarding Asset Management (Repairs, Renewals, Maintenance) are noted. Infrastructure</p>

No.	Submission Comments	Response
	<p>e. MP strongly recommends NSC takes a hard decision to reduce discretionary Delivery Plan initiatives further before considering any reduction in essential services provision.</p> <p>f. MP continues to be concerned at the scale, and lack of responsible recognition of non-rate paying organisations in our LGA. Schools, Transport 4 NSW etc are large consumers of Council amenity and resources and should pay a proportional rate for service provision like all members of our community.</p> <p>In summary:</p> <ol style="list-style-type: none"> 1. MP welcomes and supports the material adjustments to delivery program initiatives and recommends NSC consider further reductions in Delivery Plan activities before any consideration or adoption essential service reductions. 2. MP formally requests NSC publish transparently costs (capital and operating) for each delivery plan initiative, so community can be informed on how and where NSC is proposing to invest community funds. 3. MP does not support reductions in essential services as proposed and strongly highlights the revised Operating Plan 2025-26 does not support such reductions. Reductions should be made to non-essential, discretionary areas if needed by reducing Delivery Plan activities. 4. MP supports NSC plans to undertake Income Generating Strategies and requests these areas be reported transparently as they are actioned and progress reported on an ongoing basis 5. MP again requests NSC reconsider the NSOP Operating Plans and adopts a 'no-loss' operating approach. 6. MP requests involvement, input and engagement in the preparation and consideration of a new SRV application. MP seeks to support NSC in this initiative with aim of garnering community understanding, support and advocacy. 7. MP strongly supports NSC in pursuing revenue remedies from large non-rate paying organisations. 8. MP requests this submission be circulated to all Councillors through your office prior to the upcoming Council meeting on 30th June. 	<p>condition is an important consideration for the community when providing feedback on the level of service and support required in a high-density Local Government Area.</p> <p>Support for income generation strategies Support for income generation strategies is noted.</p> <p>Discretionary Delivery Plan initiatives Representations that discretionary initiatives be deferred before considering any reduction in essential service provision is noted. Consultation will be undertaken in 2025-26 to inform future priorities.</p> <p>Budget costings Requests for detailed budget costings to allow for consultation are noted, however it is considered challenging to engage on individual line items, given that Council has over 200 service activities, and hundreds more actions, many of which cost less than 0.01% of total revenue. The majority of Councils budget is committed to service delivery. Budgets for capital projects are provided separately due to their materiality. Council will develop appropriate financial information for inclusion within the community consultation on services and infrastructure to assist the community in providing feedback.</p>
email 56	<p>I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.</p> <p>For me personally, NSCC has been a place where I have attended exercise and wellbeing classes and met some wonderful people who live nearby and have been able to foster ongoing friendships with. So many were experiencing loneliness and despair. The various activities provide purpose and an opportunity for social engagement. The NSCC Team have been authentically engaging and a pleasure to deal with.</p> <p>I urge Council to consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations and/or 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning. and/or 3. The cost-effectiveness of grant funding as an investment in community resilience and 	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

No.	Submission Comments	Response
	<p>preventative services that reduce future pressure on other systems</p> <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.</p> <p>Please continue to support this vital community asset.</p>	
email 57	<p>To North Sydney Council</p> <p>I strongly support maintenance of funding and the approved grant for North Sydney Community Centre (NSCC).</p> <p>As someone who has participated in NSCC's programs, I can't speak highly enough of the value and impact this community hub has for a wide range of community members from infants to elders. It is an inclusive and welcoming space which enhances a sense of community, providing a sense of heart and belonging to a diversity of groups and individuals. This is a precious resource in an increasingly populated area, especially one where many residents are living in mid to high density housing. It is well known that this can contribute to isolation and detachment. The Community Centre works against this undesirable situation for both longtime residents and newcomers to the North Sydney area.</p> <p>It provides learning opportunities for all age groups (after-school care, early childhood programs, cultural events, arts and wellbeing classes etc etc), a place for people to meet and develop friendships and connections (instead of being isolated and disengaged from the community), and the well-patronised produce markets.</p> <p>Please consider:</p> <ol style="list-style-type: none"> 1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations; 2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning; and 3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems <p>Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect me and many many others.</p> <p>Please continue to support this vital community asset</p>	<p>The support for ongoing funding of North Sydney Community Centre is noted and is a key contributor to Councils strategic outcomes. There is no intention to reduce services as a result of the review noted in the Delivery Program and Operational Plan. The review instead will consider if reduced contributions from Council to the Community Centres can be made within the next year due to Councils financial position, based upon levels of cash and investments held by these organisations. i.e. Can current service levels be maintained with a reduced financial contribution in 2025/26 while Council consults with the community in relation to income and services. Services provided by the community centre will be included in surveys to determine what the community would like to see maintained, increased, or reduced. This will inform future contributions to community centres.</p>

email 58	<p>Comments on draft Delivery Program 2025-29 and Operational Plan 2025-26</p> <p>North Sydney Council advised all Precinct Committees on 2 June that consultation is open on these above items, in light of the rejection of Council's Special Rate Variation. Council can (and will, presumably) increase rates by a maximum of 4% under that decision. We support that adjustment. The Council has listed a set of possible measures it might implement against a general backdrop of deferring new projects and reducing the infrastructure renewals budget. We understand that Council is projected to operate at a deficit of around \$10m next year and we understand that this whole financial mess is short term and driven by the dramatic overruns on the cost of the renovation project on the North Sydney Olympic Pool. That is to say, the deficit projections are only in the immediate future, as we understand the position. Waverton Precinct already has a general view, which we have formally passed as a resolution, which is to support the provision of first class and innovative and efficient services provided by the Council – and for rates to be set at a level to provide for these services. Noting that the closing date for comments is 24 June, this issue was discussed in general terms at our June Precinct meeting and the Precinct executive were tasked with creating and lodging a specific submission before that date, on behalf of the Precinct.</p> <p>We do not want to see staff layoffs or the privatisation of Council services as a part of this 'solution'. We can see that many programs could defer non essential projects a few years in order to stay within the projected budget. We note Council could also augment its revenue outside of a rate variation. We think this could be a significant addition to the current income streams. For example, with new developments (and there are lots of these in the North Sydney CBD) Council could increase fees under s7.11/7.12 of the EP&A Act – or even in principle the Council could possibly negotiate a temporary Special Levy with the State Planning department. Council could also look at if it has surplus properties which could be sold outright, or redeveloped in partnership with a private company, or at least 'worked harder' to return an income (become available for weddings, birthdays etc) - the Quarantine Boat Depot at Waverton being a local example of this latter suggestion. As a part of that review,, Council could also decide on a major Overhaul of the key site that now is the Council Chambers and the Stanton Library and the next door car park. This large site could be completely redeveloped while including new facilities for the Council Chambers and the Library and some parkland. This project may not provide an income in the short term, admittedly, but could significantly augment the Council's financial position in the medium term and then on an ongoing basis and takes advantage of the Metro Station access directly opposite this large and underutilised site. In terms of the matters nominated by Council as "currently open for the community to provide feedback on" the Precinct meeting had the following comments.</p> <p>As stated before, our starting position is that we do not support the reduction of existing services – though we do see that some could be better focussed. We are sure some public works like cyclical park equipment renewals could be temporarily deferred and rescheduled as a cost saving measure , as well. In principle, we do not want to see verge mowing, street sweeping and parks and garden maintenance reduced, or have graffiti removal reduced but our local example of how these sorts of services might be better focussed is the weekly weeding of parkland in Larkin St, Waverton. Several people each week spend days in the section of Larkin St south of Wood St pulling out weeds , when really that section of the Park should instead be redesigned. We have formally raised this issue with Council staff and a redesign of the area is being considered. We do not want to see a reduction in Council administration support to Precincts – which is already fairly modest - but do see that for a short term period Council might choose to reduce its support to some community groups and external bodies. We note that this should not be a uniform reduction but be based on a consideration of the specific services being provided – for example some of which, like those related to domestic violence, are critical and need their support maintained (if not increased, unfortunately). We are open to the introduction of fees for use of public land by commercial operators. The example given is personal trainers, but another obvious suggestion is all the High Schools currently sending their students into the park surrounding North Sydney Oval each lunch time because the schools have no open spaces left. We doubt the naming rights for the Oval and the Pool are going to attract much money and we much prefer the current "Council naming" of North Sydney Oval and North Sydney Olympic Pool... who would prefer to visit the Macquarie Bank Oval and the Coca Cola Pool for example, or have these names change each 5 years?</p> <p>Thank you for the opportunity to comment on this important issue.</p>	<p>Staff layoffs or the privatisation of Council services</p> <p>Council notes your support for a modest rate increase and your opposition to staff layoffs and service privatisation. All decisions in relation to service privatisation will be subject to further analysis and reporting.</p> <p>Augment revenue outside of a rate variation</p> <p>Support for investigating alternative options outside of a rate variation is noted. Sale of property is being considered as an alternate financial strategy to reduce the financial impact of the NSOP on current ratepayers noting concerns raised through the IPART process. A property review will be undertaken to review strategic opportunities, while being considerate of intergenerational pressures.</p> <p>Reduction of services</p> <p>Disagreement with reduction in services is noted. Reduction in services is one of many alternatives being considered as a potential cost saving measure. All decisions in relation to service reductions will be subject to further analysis and reporting.</p> <p>Council administration support to Precincts</p> <p>Disagreement with reduction in council administration support to Precincts is noted. Any reductions will be subject to further analysis and reporting.</p> <p>New/increase fees for use of Council public spaces</p> <p>Support for new or increased fees for use of Council public spaces is noted and will be explored.</p> <p>Naming rights for the Oval and the Pool</p> <p>Disagreement with naming rights for North Sydney Olympic Pool and North Sydney Oval is noted. Naming rights for public facilities will be subject to further analysis and reporting.</p>
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*email 37 was enter in error and has been removed from the table

Emailed/written Submissions verbatim**Emailed submission 1**

From: [REDACTED]
To: [YourSay; council](#)
Subject: How to reduce expenses - Impact of IPART decision
Date: Sunday, 15 June 2025 12:10:33 PM

You don't often get email from jane@curbishley.net. [Learn why this is important](#)

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Hello,

Thank you for the opportunity to comment on how council can reduce costs.

- reduce the number of times green and hard waste is collected. Currently both of the collections are every 2 weeks. In particular for hard waste this is not in line with many other councils. As Council would be aware the items collected from hard waste is often reusable or recyclable however it all goes to land fill. Offering residents the opportunity to dispose of this waste every 2 weeks is not only a drain on costs but also encourages people to throw away rather than try and find alternate homes or recycle materials. I know many people try to remove usable items and give them away through free sites but many things are destroyed. Many other councils offer this service twice to four times a year and I have noticed that those items on the verge for disposal really are at the end of their life. I appreciate that making this change to council collections will require an education campaign which will cost funds however I do think the overall benefit will be worthwhile.

- I would support reducing verge mowing, street sweeping, graffiti removal, customer service levels at council administration.

- I support raising our rates by 4% to assist with funding and to make a request to have a higher amount in future but not to the extent that was requested recently.

- I support selling some of our assets and increasing advertising on council property

- reduce contributions and donations to some community activities for example the Garden competition and reduce some of the grants and some of the activities offered by council.

- I support increased compliance activity, ticketed entry to New Years Eve, new or increased fees and charges for use of parks and open space, road closure and sale

- I DO NOT support reducing community transport of maintenance of parks and gardens or selling naming rights for North Sydney pool

Thanks,

[REDACTED]

Emailed submission 2

From: [REDACTED]
To: [YourSay](#)
Subject: Reducing Nth Sydney Council costs
Date: Sunday, 15 June 2025 3:45:51 PM

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Dear Zoe Baker,
I suggest -
Selling selected assets
Reducing donations to groups
More advertising on council properties
Selling naming rights to north Sydney pool

[REDACTED]

Sent from my iPhone

Emailed submission 3

From: [REDACTED]
To: [YourSay](#); [Mayor](#); [Councillor Godfrey Santer](#); [Councillor Nicole Antonini](#); [Councillor MaryAnn Beregi](#); [Councillor Efi Carr](#); [Councillor Chris Holding](#); [Councillor Angus Hoy](#); [Councillor Jessica Keen](#); [Councillor James Spenceley](#); [Councillor Shannon Welch](#)
Subject: Re Council's Draft Delivery Program and Operational Plan on exhibition
Date: Monday, 16 June 2025 8:50:57 PM

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Neutral Bay Village is my shopping place of choice. Its Community Centre should not be sold to a developer. It should remain in Council ownership for community purposes.

Council should amend Delivery Program Activity Reference S2.8 to read "Work with the local community and users of the Neutral Bay Community Centre and investigate opportunities to improve accommodation and accessibility."

Council should amend the Operational Plan 2025-2026 to read "Undertake community consultation and workshops and review options including refurbishment of the existing site, or provide additional car parking sites such as in Barry St for use of residents who are otherwise being shut out of enjoying Neutral Bay Village by overdevelopment.

[REDACTED]

[REDACTED]

Emailed submission 4

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Thursday, 19 June 2025 3:27:18 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have *[insert one or two personal details, e.g. "learnt new skills", "found connection as a new parent", "attended yoga and language classes", "enjoyed the welcoming community space", etc.]*.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 5

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Support for Ongoing Funding for North Sydney Community Centre (NSCC)
Date: Thursday, 19 June 2025 3:54:43 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have enjoyed learning to draw, learn to speak French, participate in pottery and Pilates classes. As a new resident 9 years ago it has been a vital, friendly and above all welcoming community space to meet new people with common interests.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

Emailed submission 6

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Support for Ongoing Funding for North Sydney Community Centre (NSCC)
Date: Thursday, 19 June 2025 4:05:14 PM

CAUTION : Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I as a grandparent and carer participate in the early childhood programme, use the playground, visit the markets and generally enjoy the community space

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Sent from my iPhone

Emailed submission 7

From: [REDACTED]
To: [YourSay](#)
Subject: North Sydney Council
Date: Thursday, 19 June 2025 4:26:23 PM

[You don't often get email from paulinepsedgwick@hotmail.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

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I wish to support the splendid courses run by North Sydney Council including affordable, excellent exercise classes & the very accessible & friendly Stanton Library. which assists seniors such as me to live independly .
Sincerely [REDACTED] aged 83.
Sent from my iPhone

Emailed submission 8

From: [REDACTED]
To: [YourSay](#)
Cc: [REDACTED]
Subject: Urgent
Date: Thursday, 19 June 2025 4:36:40 PM

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Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my very strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a local resident and user NSCC's programs for thirty years I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

My first and most striking memory of the wonderful services offered by the NCC was when my twin boys toddlers and we enjoyed the fun of play time with other children and Mums and Dads. It was a time when my kids and I met some amazing people and have had life long support from council and those mates!

Since then I've really enjoyed cooking, Zumba fun and Spanish classes. All these activities have added to my skill set but more importantly given me a great sense of north Sydney's community spirit and connectedness.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Emailed submission 9

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Fwd: Have Your Say - Help Support North Sydney Community Centre
Date: Thursday, 19 June 2025 4:53:39 PM

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Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have blossomed and grown. My husband passed away and I moved from Canberra to Sydney to be near my two daughters and their families. As an older person, I found it very lonely when I arrived, I joined both Angela's class of Tai Chi and Heather's class of stretch and strength, I was just getting over a fall with a fractured shoulder and a reverse shoulder operation. These two classes benefited me in gaining my strength and confidence and also a wonderful sense of community. I believe this centre is an example of how a community should be run, we are so privileged to have such a team, there are so many older people lonely and have many illnesses. Exercise is so important for wellness and community is so important for longevity. I am now 84 and I enjoy my classes and the centre so much. This centre does more for the health of the community than any other donations and support. This financial help is so important for the wellness and joy of all from the little ones to us old ones.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support

for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,



Emailed submission 10

From: [REDACTED]
To: [YourSay](#)
Date: Thursday, 19 June 2025 5:28:12 PM

You don't often get email from jericadana@gmail.com. [Learn why this is important](#)

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Just wanted to add my support to the work done by the North Sydney Community Centre. Please continue funding. It's very worthwhile, very much a community hub.

[REDACTED]

Emailed submission 11

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: submission: draft delivery program and operational plan 2025-2026
Date: Thursday, 19 June 2025 5:55:30 PM

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Dear North Sydney Council,

re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes and the much-loved produce markets.

For me personally, NSCC has been a place where I have learnt the ukulele, singing going back to Nadia Piave more than 25 years ago & more recently with Rob on Monday evenings, I've attended German classes with Wolfgang, made scones with the CWA plus others &, of course, come to the Saturday market which, I must say, is an excellent venue.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards, pax,

[REDACTED]

Emailed submission 12

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Thursday, 19 June 2025 6:00:19 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC’s programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have taken my grandchildren to pre-school activities & played with them in the playground, I frequently attend the produce markets & am currently enrolled and, am enjoying line dancing classes.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre’s direct alignment with Council’s own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area’s most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Yours sincerely

[REDACTED]

Emailed submission 13

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)
Date: Thursday, 19 June 2025 9:01:33 PM

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Dear North Sydney Council,

I am writing to voice my strong support for the continued funding and approved grant for the North Sydney Community Centre (NSCC).

As someone who participates in NSCC's programs, I've experienced firsthand the positive impact this vibrant community hub has on people's lives. The Centre is a cornerstone of our area, offering lifelong learning, after-school care, early childhood initiatives, cultural activities, wellbeing programs, and the much-loved produce markets.

Personally, NSCC has been a place where I have found community as a new parent thanks to the dedicated and high quality childcare programme of Explorers Playgroup. Further our family are regular customers at the Northside Produce Market, a place where my now teenage boys enjoy the great value of locally grown produce and learn the importance of sustainability and supporting local farmers.

I respectfully urge Council to take into account:

1. The unique and irreplaceable social value the NSCC provides — fostering inclusion, connection, and wellbeing for people of all ages, and
2. The cost-effectiveness of this grant — representing a smart investment in community resilience and preventative services that ease future strain on broader support systems

Reducing or withdrawing this funding would seriously impact one of our community's most inclusive and meaningful services — and would directly affect residents like myself who rely on what the NSCC offers.

Please continue to support this essential community resource.

Warm regards,

--
[REDACTED]

Emailed submission 14

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Thursday, 19 June 2025 10:43:34 PM

Some people who received this message don't often get email from nicola.martin40@hotmail.com. [Learn why this is important](#)

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have learned a new language, run a market stall, attended meditation classes and met many new people in my community.

I strongly recommend that Council considers:

- **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.
- The Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 15

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Friday, 20 June 2025 6:30:09 AM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC’s programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have connected with the community and made many friends, learnt new skills and developed interests and maintain my health in a supportive environment.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre’s direct alignment with Council’s own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area’s most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Sent from my Mobile Phone

Emailed submission 16

From: [REDACTED]
To: [YourSay](#)
Cc: [Council](#)
Subject: Submission - Draft Delivery Program & Operational Plan 2025-2026
Date: Friday, 20 June 2025 12:32:12 PM

Some people who received this message don't often get email from taliasantana@gmail.com. [Learn why this is important](#)

CAUTION : Do not click links or open attachments unless you recognise the sender and know the content is safe.

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place of belonging. As a foreigner moving to a new country without knowing anyone, the community centre has helped me build meaningful connections and feel at home. I've found a real sense of community, made friends, and developed new skills like sewing, while continuing to enjoy the things I love—like Pilates. Now, as I prepare to welcome my first child, I feel reassured knowing that NSCC will continue to be a space where I can connect with other new parents and grow alongside this next chapter of life.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 17

From: [REDACTED]
To: [YourSay](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Friday, 20 June 2025 3:33:27 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has provided an invaluable space for my child to play every week and for me to meet other families in the area. There is no other place like it within walking distance in the area.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 18

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Friday, 20 June 2025 9:04:05 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

I personally see great value in the centre as I have experienced several of the education programs, many events, playgroup and regularly the markets. It's such a central part of living in North Sydney I cannot comprehend a threat to funding, rather expansion and continued support I believe is very important.

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

I urge Council to consider:

- 1. The irreplaceable social value NSCC delivers**, it is the best I have ever seen , and I have lived in 5 different communities in urban and rural Australia, particularly in supporting inclusion, connection and wellbeing across generations
- 2. The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.
- 3. The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

Emailed submission 19

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Friday, 20 June 2025 9:36:10 PM

Some people who received this message don't often get email from janehearn2010@outlook.com. [Learn why this is important](#)

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Dear North Sydney Council,

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

I am writing to express my very strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

The Centre responds to the high demand across all ages for a wide range of programs and activities and represents incredible value for money for the Council and community. In my opinion, it would be a false economy to reduce its funding and any reduction in funding would disproportionately impact a large and diverse cross section of the community.

The Centre is the 'neighbourhood' that many of us are missing. It is a safe place for single people, older women as well as children and young families. If the Centre did not exist, we would have to invent it and, as you know, developing and sustaining such organisation takes years of dedication and investment.

The value of the Centre should not be underestimated particularly in such a high-density urban environment where so many people are isolated in apartments.

Over the past three years the Centre has been the place I have been able to go to. It provides a wide range of learning opportunities, social interaction, well-being classes, a wide range of creative opportunities as well as particular programs and activities for children. The North Sydney produce markets has a high profile and is very popular. It brings city dwellers and regional producers together who would otherwise never have the opportunity.

The Centre provides a sense of belonging for established residents, new comers, older citizens, young families all under one roof. Where else does that exist? It also has venues to hire to earn additional income. That is also important for families who live in apartments and need a venue.

Swimming Pool or Inclusive Multi-purpose Centre?

I am fully aware of the extortionate drain the North Sydney Pool is having on the Council's budget. That facility has turned into a white elephant. It is an iconic building and State asset. Swimming is also important culturally, but it is a single activity and services people and tourists from many areas not just local residents. The Pool is more than a Local Council responsibility.

In contrast, while the Centre may not have the historic or photographic pizzazz of the Pool, it is embedded in the actual community. It provides much greater variety of support, services,

accessible opportunities to a much wider range of people.

So, swimming pool or community centre?

I would vote for the Community Centre despite my enjoyment of an outdoor pool in the summer. The latter is truly local and delivers so much more to so many more people. Those people are already paying a very significant contribution to their classes and programs.

Personally, it has been the availability of accessible pottery classes that has enabled me to reconnect to a craft I first started thirty years ago. Like so many women, work and family has had to come first. The ability to attend regular classes has connected me to people of different ages, skills levels but all with a common interest. It was through the centre that I have learnt about other opportunities, including a TAFE course I would not have done otherwise.

Like many others I am on a fixed income and increases in fees will mean I would have to reconsider my ability to attend. The price of pottery classes does not provide a senior's discount, something I support to enable a more moderate price for everyone. I have also participated in water colour painting, and Japanese cultural and language course – things I would never have done otherwise.

I will never use other expensive assets like the bi-directional bike path and I'm unlikely to ever use the Pool again. The Men's Shed is not intended for me. Fairness and sustainability has to have a lens of inclusion across gender, age, family status and physical and financial accessibility.

Not everything can be measured in dollars and cents

The Centre delivers an unquantifiable volume of intangible benefits: the human connection, well-being and inclusiveness across ages, cultures and gender that would not otherwise be available. These are things that we vote for because we understand the value of 'community'. It also produces a vast amount of good will for the council, which is also valuable.

It would be hard measure accurately the full cost benefit of a community centre like the Centre. It is one of the very few meeting points and places for service outreach that exists. It offers many accessible classes, programs and services not available elsewhere. These things cannot be replaced by private companies. In fact, it provides opportunities for teachers, small business, artists to connect with the public. The small businesses in the local area also benefit.

It would a massive blow to too many people if Council were to cut or reduce funding. It would also produce a massive loss of good will toward the council and, personally, I would lose one of the key reasons why I remain in the area. It is takes time and effort to build under such an organisation and, as mentioned above, would be a false economy to cut or reduce its funding.

Please continue to support this vital community asset.

Kind regards



Emailed submission 20

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Saturday, 21 June 2025 10:42:49 AM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have learnt new skills and enjoyed the welcoming community space, particularly of huge benefit to me since the sudden death of my partner. I would go so far as to say it has been my saving grace.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 22

Harrison-Bennett Precinct submission on the Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26

The Harrison-Bennett Precinct would like to thank Council for the opportunity to provide feedback on Council's Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26. At its meeting on 5 June 2025, the Precinct unanimously resolved to make a submission outlining its concerns and recommendations.

Key Concerns

The Precinct holds the view that the adopted suite of 10-year Informing Strategies, and the projects identified within these Informing Strategies, should be removed from the Delivery Program for the following reasons:

- **The projects are unfunded:** The funding for the projects depended on the SRV proposed by Council to IPART in February 2025 – which was not approved by IPART. A delivery of a number of the projects is listed as *subject to funding being secured through grants, additional rates, other income sources or operational savings*.
- **Inaccurate representation of community support:** Council continues to assert that the Informing Strategies "*articulate identified community needs and priorities*" (page 32 of the draft Delivery Program 2025-29 and Operational Plan 2025-26). However, this is not accurate. When the community were made aware that an SRV would be required to fund the Informing Strategies during the SRV consultation between 27 November 2024 and 10 January 2025, 78% of respondents rejected them.¹ This means that there is a need to find out what it is the community wants first before making any decisions on what steps the Council should take in light of its financial position.
- **Lack of financial transparency:** No costs have been provided for individual projects. We consider it inappropriate to seek community support for such a significant package of projects without full disclosure of the financial implications.
- **Absence of prioritisation:** There has been no prioritisation of projects or expenditures, which is particularly concerning in light of Council's stated financial crisis. Now that it is not possible to fund all the projects, there is a need to reset priorities following community engagement.
- **Inconsistency with legislative requirements:** Including unfunded projects appears inconsistent with section 404 of the Local Government Act, which requires that the activities within a Council's Delivery Program must be within the resources available under the Council's resourcing strategy.
- **Outdated financial assumptions:** Council's current Long Term Financial Plan (LTFP), a key component of its resourcing strategy, is now obsolete as it was based on the assumption of full SRV approval. Council should first update its LTFP to reflect actual available resources, and only then finalise the Delivery Program – which should align with the updated LTFP.

¹ January 2025, Morrison Low, Community Engagement Outcomes Report, page 18.

Recommendations

In light of these concerns, the Harrison-Bennett Precinct does not support the Draft Delivery Program 2025-29 and Operational Plan 2025-26 in its current form. **We make the following recommendations to Council:**

- (a) Council should not adopt the draft Delivery Program 2025-29 and Operational Plan 2025-26. Council should instead consider seeking approval from the Minister for Local Government for an extension of time to develop a new LTFP and Delivery Program that reflects actual available resources. This would enable compliance with section 404 of the Local Government Act;
- (b) If Council does not wish to pursue (a), then the Draft Delivery Program 2025-29 and Operational Plan 2025-26 should be amended to delete the unfunded and uncosted Informing Strategies;
- (c) Council should incorporate into the Delivery Program only new projects that have the support of the community and which can be funded from available resources. As such, prior to incorporating any new projects into the Delivery Program, Council should -
 - (i) undertake fresh community consultation on the Informing Strategies, providing full project costings and transparency on the impacts of those projects on future rates, and seek and genuinely consider community views on priorities; and
 - (ii) confirm the availability of the required resources/funding; and
- (e) If community support is obtained for particular projects and additional rates revenue is required to pay for them, Council should consider applying to IPART for a **time-limited levy** to fund them, rather than pursuing a **permanent SRV** that escalates in perpetuity. This would be a more financially transparent and appropriate way to fund discrete projects.

We appreciate your consideration of our comments.

Harrison Bennett Precinct

22 June 2025

Emailed submission 23

From: [REDACTED]
To: [YourSay; council](#)
Subject: SUPPORT FOR NORTH SYDNEY COMMUNITY CENTRE
Date: Sunday, 22 June 2025 5:55:04 PM

CAUTION: Do not click links or open attachments unless you recognise the sender and know the content is safe.

Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have been so fortunate to be able to utilise the Centre's wonderful language classes, and also have the opportunity to do many more classes in the future. The standard of the classes I've attended has been so high and this makes me eager to continue supporting the Centre for as long as I am physically able.

The Centre provides important support for so many people and I strongly believe that there are many lonely people out there who would be very badly affected if the Centre either closed or reduced its classes just because Council wants to cut back on costs. It really is a very valuable community service and I personally am very grateful to have it nearby.

I was in a position 2 years ago where I retired from 52 years of work and had to then enrich my life with other things to do so that I could enjoy my retirement, but also importantly, keep my brain active. I was amazed to see just how much variety the Centre offered to people like me and the wide array of classes provided has been an absolute savior to me. I have made new friends and also given my life so much more purpose. Thank you North Sydney Community Centre.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Kind regards,

.

Emailed submission 24

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Monday, 23 June 2025 8:32:22 AM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have *[insert one or two personal details, e.g. "learnt new skills", "found connection as a new parent", "attended yoga and language classes", "enjoyed the welcoming community space", etc.]*.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 25

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Monday, 23 June 2025 9:20:18 AM

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Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have taken my family to after school care, learned new skills from attending cooking classes. I regularly enrol in French classes and have attended both Yoga and Meditation classes. I have made new friends and love the community space.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 26

From: [REDACTED]
To: [YourSay](#)
Subject: Proposed cuts to services
Date: Monday, 23 June 2025 11:18:30 AM

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Dear North Sydney Council

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC) and funding for Stanton Library.

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

NSCC has been a place where I have learned to play Mahjong and made new friends as well as attending cooking and craft teaching sessions.

Stanton Library Home Library Service has been a very important part of my life in the last 18 months as I haven't been able to visit the library for medical reasons. I believe the support of the library staff to the disabled is exemplary.

I urge Council to consider the irreplaceable social value NSCC and Stanton Library deliver particularly in supporting inclusion, connection and wellbeing across generations

Cutting or reducing funding would undermine two of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC and Stanton Library offer.

Please continue to support these vital community assets.

Yours sincerely

[REDACTED]

Emailed submission 27

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Monday, 23 June 2025 4:08:08 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have gained enormous improvement in both physical and mental health by attending various classes at the Centre. In today's socially isolating society the Centre provides essential elements (classes) beneficial to all age groups in a welcoming and community provided space. This I have witnessed through friendships made over the years.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations
2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.
3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

[REDACTED]

Emailed submission 28

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission - Draft Delivery Program & Operational Plan 2025-2026
Date: Monday, 23 June 2025 5:00:55 PM

CAUTION : Do not click links or open attachments unless you recognise the sender and know the content is safe.

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have attended interesting adult classes, such as Mahjong, where I formed new friendships with 3 others & we now meet weekly to play, pottery where I realised that you don't have to be artistic to have fun and create useful items, inspiring travel workshops, and Pilates classes to help keep active. I love the twice-monthly market too – great atmosphere & community spirit, while supporting the local farmers.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Kind regards,

[REDACTED]

[REDACTED]

Emailed submission 29

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Monday, 23 June 2025 8:30:02 PM

You don't often get email from belinda.cheng@au.ey.com. [Learn why this is important](#)

CAUTION: Do not click links or open attachments unless you recognise the sender and know the content is safe.

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have felt really connected to local North Sydney community being a regular user of the space. I have greatly enhanced my wellbeing and fitness through attending the pilates, yoga, choir and sound healing classes.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

[REDACTED]

[REDACTED]

Emailed submission 30

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Support for NSCC
Date: Monday, 23 June 2025 9:08:30 PM

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Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have danced with incredible teachers well over 15 years for a very reasonable fee, which has done wonders for my well being as well as introduced me to new friends and community.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 31

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Tuesday, 24 June 2025 11:16:25 AM

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Dear North Sydney Council

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC’s programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have learnt a variety of creative new skills and participated in a selection of health improvement programs including dance and yoga. All of which took place in a welcoming space and in a location not too far from my home.

I urge Council to consider:

- 1. The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations
- 2. The Centre’s direct alignment with Council’s own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.
- 3. The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area’s most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

With thanks

[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]

Emailed submission 32

C.E.O.

24th June 2025

North Sydney Council

200 Miller Street

North Sydney, NSW 2060

(Email: council@northsydney.nsw.gov.au)

Subject – Submission to the proposed Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26

Dear Ms. Cole,

As a resident, active Community participant, and strong supporter of assisting North Sydney Council (NSC) to get back on track to make our LGA a truly great place to live, I value the opportunity to make this open submission to these important Strategic Delivery and Operating Plans.

In point form I offer the following:

1. I found wading through 120 pages of detailed information to be extremely challenging (as I suspect a lot of our community did). I realise it is a balancing act for NSC, but simplicity of format and short, summary documentation can assist us greatly in making constructive submissions
2. The Draft Delivery Program lacks any costing or financial information. It is important, and appropriate for Community to be informed on how and where NSC is proposing to spend Community funds. I do think Community requires this level of transparency.
3. The current financial position of NSC has improved (albeit with some timing differences) and the 2025-26 Plan shows a reasonable cash operating surplus of +\$39m (excluding Grants and Depreciation). In my view, NSC has 2 big issues – 1. Rates Revenues have increased by only circa 4% over the last 4 years. This is too low frankly, so the import of a reasonable and considered SRV is essential together with getting schools and T4NSW to pay their due. I strongly recommend NSC take a blunter approach to these non-paying institutions by commencing a Service Review of these institutions (Pay for Service arrangement); and 2. Operating Costs (Employee + Materials/Services) have increase by a corresponding +9% over 4 years. The Draft Operating Plan shows these costs increasing \$10.6m +10% for 2025-26. NSC must set more proactive non-rate Revenue objectives for the upcoming year - +\$3.0m or 5.3% is not good enough given the cost pressures.
4. I strongly support the initiative to commercialise the naming rights to NSOP – however would advise this be done on a time-restricted licence/contract basis rather than crudely 'selling' the naming rights. I recommend NSC undertake development of a North Sydney Olympic Pool logo design to ensure our pool identity lives independently and beyond any corporate naming arrangements. Skilful logo development will also allow NSC to develop merchandising collateral that can be sold to generate non-rate revenues – either in harmony with, or independently of any corporate naming rights arrangements.
5. I do not support any wholesale divestment of Community Assets. This initiative must be considered a last resort – and must be done with great care, diligence and governance.
6. I fear greatly for the impact of the proposed Community Essential Services cuts outlined in the "Financial Repair" program. NSC is proposing hurting the community directly rather than taking the hard decision to peel back further on Delivery Program activities over 2025-26 to find savings. Honestly, NSC has plenty to do over 2025-26 in any regard, so reducing Delivery Program activities further will save money and free up resources. Some 94 Delivery activities is still far too many for an organisation with 409 Fte's and a significant job in front of it to complete and open the NSOP.
7. Calling \$6m "Financial Repair" strikes me as being a bit hyperbolic in the context of the scale of NSC revenue and expenses. With respect, I recommend NSC do the following:

- a. Set a Break-Even Operating Plan for NSOP – this will save +\$2m in projected annual cash losses
 - b. Pursue all avenues of non-rate revenue areas as planned – the budget calls for only +\$3m increase in this area. A more proactive approach in this area can improve this position materially.
 - c. Get Schools and T4NSW to pay their way – this could be as much as +\$5m in revenue to Council. You would have broad Community support for this action.
 - d. Aggressively pursue grants and other funding mechanisms from State and Federal Governments.
8. To say the next SRV application is a defining activity for NSC is an understatement. I would hope, and support personally, NSC engaging with Community right through the process, enlisting resources and expertise to assist in analysis and development, and undertaking timely, open transparent communication and engagement processes well in advance of the legislated timeframe (over Christmas, which is unworkable) be adopted. Priorities must be:
- a. Restructure of the overall rates Structure – including adjustment to minimum rates
 - b. Concise Community Asset Repair/Renewal/Maintenance Programs – to care for Community assets in a manner that previous Councils have failed to do.
 - c. Focused, prioritised, costed Delivery Program activities rather than contemplating some 244 activities over 2-3 years
 - d. Proactive, accountable non-rate revenue initiatives – with more ambitious Operating Plan targets than those shown in the 2025-26 Draft Operating Plan – including a more ambitious break-even NSOP plan
 - e. Clear strategy plans and costings for upgrade to the NSC systems – including costed efficiency savings that will flow from such an initiative.

I implore NSC to not cut essential Community Services as set out in the “Financial Repair” reductions – it is not needed given the financial Plans presented and more viable, supported options around reduced Delivery Program activities, more aggressive non-rate revenue activities, and direct User-pays arrangements for non-rate paying institutions can contribute to an improved financial outcome for Council in the coming year.

Please do not hurt your community by cutting essential services when there are alternatives available for Council.

Yours Faithfully

[Redacted signature block]

Emailed submission 33

**Have Your Say
Submission – Revised Draft 2025-2029 Delivery Program and
Draft 2025-2026 Operating Plan**

1. Comments

Except for Sea Wall renewal in Berry Reserve, there is nothing of substance in the Draft Operating Plan schedule for Wollstonecraft. The only items are Kerb & Gutter repairs items 14, 15 and 16. There is nothing for footpath repairs and this is on top of almost nothing done in 2024-25 for Shirley Road, Milner Crescent and Milray Avenue as was planned. The delivery Plan for 2025/2029 has insufficient detail on projects to comment.

There are NO new projects planned at all. Crows Nest design of Hume street park Stage 2 is progressing but there is no hope of doing anything unless the government provides grant money (and all of it) no matter how the financial situation improves. It was included in the pre-SRV documentation but relied on a grant from government and also recouping some or all of the \$30 million of reserved funds soaked up by the NSOP. It is surprising that planning for partial closure of Willoughby Road is not progressing, but it is not even mentioned (even in the original draft plan). It would require low capital investment.

With a program of government-led over development of Crows Nest and St Leonards South, we can look forward to higher construction activity and serious interruption of amenity for the next 5 years as a minimum.

2. Yes for reduction of following services:

Verge mowing but promote to all owners and Strata Plans with recommendation they extend their contracted services at small cost. Street sweeping; Parks and garden maintenance

3. Yes to reduction/elimination of some payments to outside bodies

No if Council wants to continue with the precinct system. Financial support should be maintained. \$1,500 has been the fixed amount for 10 years or more.

4. Increasing Income:

I support all of the proposed areas for increasing income.

5. Naming Rights for NSOP and North Sydney Oval:

Yes to North Sydney Oval

No to NSOP because it would likely be unattractive given the proposed usage is mainly swimming training. Yes to Event sponsorship.

6. Increased advertising on Council Property:

Yes but with a sunset of say 5 years.

7. New/increase fees for use of Council public spaces

Yes.

8. Sale of public assets

Yes but be very careful not to sell a property to a developer to build more housing unless you have control over the zoning and other planning issues. Keep the grubby hands of government from giving unlimited height and loosening of other controls.

[REDACTED]

24 June 2025

Emailed submission 34

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026
Date: Tuesday, 24 June 2025 1:10:52 PM

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have found age appropriate exercise classes (for older residents) & made connections with others for social & community benefit.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Sent from my iPad

Emailed submission 35

From: [REDACTED]
To: [YourSay](#)
Subject: Impact of IPart Decision
Date: Tuesday, 24 June 2025 1:58:00 PM

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Dear Sirs

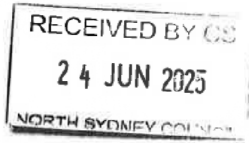
I would favour these proposals;

- Selling the naming rights for the North Sydney Olympic Pool and North Sydney Oval
- increased advertising on council property and places
- Ticketed entry to NYE, etc.

Thanks and best regards, [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]



██████████ Co-Chairs

Holtermann Precinct Committee

████████████████████

23 June 2025

Emailed submission 36

North Sydney Council
200 Miller Street
North Sydney NSW 2060

Attention: Community Engagement

Re: Revised Delivery Program 2025-2029 and Operational Plan 2025-2026.

Dear Council Officers,

This is a submission on the Revised Delivery Program 2025-2029 and Operational Plan 2025-2026 made on behalf of the Holtermann Precinct Committee by Co-Chairs ██████████ ██████████, authorised by Members at the Meeting held Thursday 22 May 2025, vote: 5 for, 0 against.

1. 3.2 Social Inclusion at S2.1

Crows Nest/ St Leonards has been repeatedly cited in Council Strategic Reports as having the greatest deficit in open space, particularly green space. To offset increased density Hume Park Stage 3 was an “aspirational” plan, involving purchase and demolition of several commercial sites to create a green through-link from Willoughby Rd to Clark Street, undergrounding the Hume Street Car Park and the Indoor Sports Centre, demolishing the childcare centre and greening the site, and closing and greening Hume Street between Clark Street and Pole Lane, to be funded by VPAs. In 2024, Council recognized that Stage 3 was likely to cost as much as the North Sydney Olympic Pool. S2.1 proposes developing a masterplan and feasibility study for consolidating a new community centre, undergrounding car parking and a significant new area of open space for Crows Nest on the site of the Holtermann Street Car Park, the Crows Nest Community Centre and Ernest Place. Another “aspirational” plan, likely to be at Olympic Pool cost. We prefer the undergrounding of the Holtermann Street Car Park with a park at grade as a standalone project to deliver new open green space with excellent solar access. A previous State Government offered to substantially fund such a project as public benefit for the Metro but the previous Council apparently declined by default. The plan seems to be “aspirational” plans in return for ever-increasing density.

2. 3.3 Open space and Recreation at 01.2

We strongly support the delivery of a revised Hume Park Stage 2, to include the removal of the childcare centre, closure of part of Hume Street and improvement to the quality and hopefully the extent of open space in the park. In 2024 a Senior State Planner for the Crows Nest TOD indicated to us that renewal of the childcare centre lease appeared to be an obstacle for a share of TOD funding of a Hume Park expansion.

3. 3.4. Integrated Transport.

We would like to make a general comment about Council's approach to this topic. We are dismayed at the focus on walking, cycling and car share, with buses barely mentioned, except as links to the Metro and rail (T2.7). Buses are the only form of public transport available in most lower north shore suburbs and connections north and east.. Convenient, well-serviced bus routes are essential to reduce dependence on the private motor vehicle. To focus on walking and cycling in the age of climate change, with a relentless increase in temperature and unpredictable weather is unreasonable (T1.10 and T1.11). We need buses (e-buses) as well as Metro and rail to provide sustainable transport at sufficient scale for residents, workers, students, visitors, pregnant women, parents with prams, strollers and young children, the elderly, the frail, and the less well off. (See Strategic Direction 3: "prioritise access for those who need it most".) Reducing the number of routes and forcing commuters heading for the city to transfer to Metro at Crows Nest will drive them back to cars. Crows Nest is more than a Metro stop. It is a critical north-south, east-west hub, for changing transport mode and route but also as a high street destination for regional residential areas. TOD strategic plans recognise Willoughby Road as a high street and we are dismayed that Council Officers are reducing Crows Nest to a Metro stop or an "eat street". Most businesses on Willoughby Road in the business levy area are not cafes or restaurants. We have counted them. When poor parking blocked access to south-bound buses after the partial road closure in Willoughby Road in 2000 and bus drivers rerouted the bus to Balmoral up Albany Street and along the Highway, turning east at Falcon Street, the southern end of Willoughby Road became corridor. Supermarkets like Macro failed. The Constant Reader survived and expanded. Bakers Delight changed operator several times. The bottle shop, a good cake shop and the last newspaper shop selling lottery tickets in Crows Nest survived but the area was only revived by a large medical centre, with dental and pathology services which bulk bills.

4. If the Pacific Highway and Falcon St/Military Rd are to be "cycling super highways" where are buses to be routed? Will it be like the new West St bike path where bus passengers, including the young, the elderly and the frail are expected to cross the commuter bike path to access/exit a bus?

5. T3.1 suggests investigating closure Willoughby Rd "to improve walkability and amenity of the public domain". Note that traffic on Willoughby Rd in the Village is light, that footpaths have been widened more than once and outdoor dining areas are provided, sheltered from vehicles. We are strongly opposed to the closure of Willoughby Rd, which connects East Chatswood, Willoughby, Nest North via bus to Coles, to the through-link

which offers the most pedestrian friendly access to the Clark St Metro entrance, to the Northside Church and the Crows Nest Centre, to the variety of businesses on Willoughby Rd, including banks, 3 supermarkets (Coles, Gog and QE) real estate agents, legal services, dental and medical services, pharmacies, hair dressers, nail and massage places, homewares, shoes and, clothing, pottery and painting studios and much more.

Council examined the feasibility of partial closure of Willoughby Rd (and Miller St) in about 1980. In neither case was complete closure recommended. The aim was to reduce commuter traffic, private motor vehicles. The Report recommended the closure of Willoughby Rd south of Burlington St, with the south-bound lane open for traffic, including the Balmoral bus, to turn east at Falcon St. This bus carried residents, workers, shoppers, students, from Chatswood/Willoughby/Naremburn and Crows Nest to multiple schools, public and private, shopping hubs at Neutral Bay, Cremorne and Mosman, the Cremorne Orpheum and the beach. In the early nineties, there were meetings attended by the Chamber of Commerce, which set up a Mainstreet program, and the Holtermann Precinct which considered closing Willoughby Rd. The Precinct went into recess soon after, to be revived in 1997. Our copy of Mainstreet's Crows Nest Newsletter of March 2000 indicates that after long negotiations, the community including the business, the Holtermann Precinct and other residential groups and Council agreed to the closure of Willoughby Rd south of Burlington, with the south-bound lane for motor vehicles including the Balmoral bus, and a roundabout at the intersection of Alexander and Burlington Streets. The first outdoor dining permits were issued in about 1996. Following Council's Report recommending partial closure,, the changes south of Burlington were made in 2000.

In 2023 at the Precincts 50-year celebration a respected member of Waverton Precinct informed our Chair that "they" no longer supported new green space for Crows Nest, but now supported road closure. The closure of Willoughby Rd was to provide open space as public benefit for the marked increase in density in Crows Nest/ St Leonards. At the Mayor's Christmas Party at the Coal Loader in December 2023 Guests were encouraged to support the closure of Miller St and Willoughby Rd, described as being on the books for over 40 years. In 2024 a small number of café/restaurants in Crows Nest asked that Willoughby Rd be closed. Mainstreet argued that their long-held vision was that Woolworths provided the anchor to attract shoppers who drive to Crows Nest, park in the car parks, then walk around. The facts of climate change have apparently made no impact. It is more concerning to us that Council appears to have adopted this approach. Transport for NSW appears to see Crows Nest as a Metro stop. We are dismayed that Council's liaison officer, negotiating with T for NSW has not argued our case as a regional hub, for residents and the variety of high street businesses. Burlington Street was a lay-over for 5 regional bus routes delivering customers to Woolworths and Willoughby Rd businesses and facilitating transfer between buses, strengthening connectivity All 5 buses stopped at either the through-link stop or its counterpart across the road outside the Northside Chursch, the Crows Nest Centre and Ernest Place. Two of those buses now go around the Village, on the Highway and Falcon St. One makes a lightning stop on Alexander St, across from the side entrance to Woolies. In the 1980s and 90s the reports show that it was assumed that buses could be moved from Willoughby Rd to Alexander St, but Transport

for NSW appears to see the Highway as the transfer hub. Alexander St is further from the Metro than Willoughby Rd. It is possible that the Chatswood to North Sydney bus which runs in both directions every 10 minutes in morning and evening peak may be re-routed from Willoughby Rd, then west up Albany to the Highway to connect to the Metro. That would provide bus access to Coles, via the Atchison St stop, but bypass Woolworths. And could Albany St, a busy collector, carry buses every 10 minutes in both directions as well? Closing Willoughby Rd would also remove many on-street parking places, which may generate opposition from affected businesses.

Closing Willoughby Rd does not remove vehicles, it simply moves them somewhere else. Apart from buses, vehicles would take Alexander St, already much more heavily trafficked than Willoughby Rd, especially between Albany and Ernest in peak. And whether traffic from Naremburn takes Chandos or Albany to Alexander, it goes through part of Holtermann A, residential and a conservation area. To improve amenity on the high street? Access in and out of the Holtermann and Alexander Street Car Parks would also be from Alexander St. And is it really in the interests of Crows Nest business to reduce village bus stops to 2, one on Alexander and one on Willoughby Rd near Coles? Delivering passengers to the Metro is also a 2-edged sword. In 4 minutes, customers can be in Chatswood, which offers more choice.

6. T1.11

We are dismayed at the suggestion that older adults, young people and women should be offered workshops to encourage walking and cycling and taught practical skills like bike maintenance and riding skills to compensate for the removal of our local buses and seriously address climate change.

7. 3.5 Economic Development.

ED 1.2. If Miller Street is to close between Berry St and the Highway, where will the buses be routed?

8. ED3.2 Prepare a public domain and placemaking strategy for Crows Nest and St Leonards to consider the pedestrianisation of Willoughby Rd and incorporate the Holtermann St Car Park precinct and the Hume Street Park expansion project. This seems to encompass 2 very large "aspirational" projects plus removing our remaining buses. Funding would seem to be a long way off. It seems that the growing population may have to catch the Metro to Barrangaroo for access to additional public space.

9. ED 4.14

NSCBD and Crows Nest have been suggested as possible opportunities for Special Entertainment Precincts. We understand that one aim is to promote live music venues and activity 24/7. NSCBD is at its core, commercial. Such activity will not create nuisance. Even in the mixed use periphery, we understand that up to the podium at 3 or 4 storeys is zoned retail and commercial, so a music venue would probably not generate conflict with residents trying to sleep. The mixed use high-rise zone in St Leonards is similar. We might envisage a music or entertainment venue near the Highway or Christie Street. But Crows

Nest Village, particularly Willoughby Rd, has mainly low multi-storey buildings, with retail and commercial at ground level and apartments above. Reasonable sleep is essential for resident health. At present we understand that there is one live music venue in Crows Nest, at the Crows Nest Hotel, for a few hours, one night a week. Most businesses in the Village have small venues. To generate the income to pay live musicians and hospitality staff will not be easy. When late night trading permits were introduced, many café/restaurants obtained one to keep abreast of their competitors but few actually traded late. We ask Council to be cautious in trading our buses for the possibility that , in the economic circumstances of Willoughby Rd, a SEP is likely to develop.

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Sketch by renowned late artist Peter Kingston

**Lavender Bay Precinct
Submission to North Sydney Council
Revised Draft Delivery Program 2025/29 and Operational Plan 2025/26**

24 June 2025

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Executive summary

Recommendations

- i) **Legislative Requirements**
As Council potentially is unable to comply with the Local Government Act 1993, Lavender Bay Precinct recommends that Council seeks the Minister's approval for an extension of one year to satisfactorily develop, following comprehensive community consultation, its new strategic planning including the Delivery Program.
- ii) **Delivery Plan 2025/29**
Council should adopt a transparent and community-driven approach and remove the unfunded non-core projects from the Delivery Plan, pending the outcome of further genuine community engagement.
- iii) **Operating Plan 2025/26**
Given the lack of clear justification for the proposed \$6 million 'financial repair', the proposed cuts to essential community services should be abandoned.

Additional concerns

- iv) **Council-community disconnect**
The community is calling for a more responsive and accountable Council—one that genuinely listens and prioritises existing commitments before launching new, aspirational projects.
- v) **North Sydney Olympic Pool – considerable operating risk**
The current Operating Business Plan projects sustained losses when capital costs are included. This approach is unsustainable and raises serious concerns about the long-term financial viability of Council's operations

1. Legislative requirements

IPART's decision rendered Council's Long-Term Financial Plan (LTFP) obsolete. As Council does not have a resourcing strategy it is unable to comply with legislative requirements to adopt a Delivery Plan by 30 June.

1.1 The Local Government Act 1993

IPART's decision rendered Council's Long-Term Financial Plan obsolete. Hence Council does not have a *resourcing strategy* and hence cannot comply with the Local Government Act and adopt a Delivery Program by 30 June 2025.

Under the *Local Government Act 1993*, councils are required to prepare and adopt a Community Strategic Plan, a long-term Resourcing Strategy, Delivery Program and Operational Plan by 30 June/1 July after an election (Chapter 13 – Part 2). These documents must align to demonstrate how council strategies **will be delivered within available resources**.

The requirements of Chapter 13 - Part 2 Strategic Planning are as follows:

402 Community strategic plan

- 1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.
- 2) A community strategic plan is to establish strategic objectives together with strategies for achieving those objectives.
- 3) Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.

402A Community engagement strategy

A council must establish and implement a strategy (called its *community engagement strategy*) for engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters).

403 Resourcing strategy

A council must have a long-term strategy (called its *resourcing strategy*) for the provision of the resources required to perform its functions (including implementing the strategies set out in the community strategic plan).

404 Delivery program

- 1) A council must have a program (called its *delivery program*) detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy.
- 2) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

405 Operational plan

A council must have a plan (called its *operational plan*) that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.

406 Integrated planning and reporting guidelines

- 1) The regulations may make provision for or with respect to integrated planning and reporting guidelines (referred to in this Chapter as *the guidelines*) to be complied with by councils.
- 2) Without limiting subsection (1), the regulations may impose requirements in connection with the preparation, development, consultation on and review of, and the contents of, the community strategic plan, resourcing strategy, delivery program, operational plan, community engagement strategy, annual report and environment reporting of a council.

1.2 The Local Government (General) Regulation 2021

196A Integrated planning and reporting guidelines—the Act, s 406

A council must comply with the integrated planning and reporting guidelines in the document entitled *Integrated Planning and Reporting Guidelines for Local Government in NSW*, published on the website of the Department, as in force from time to time.

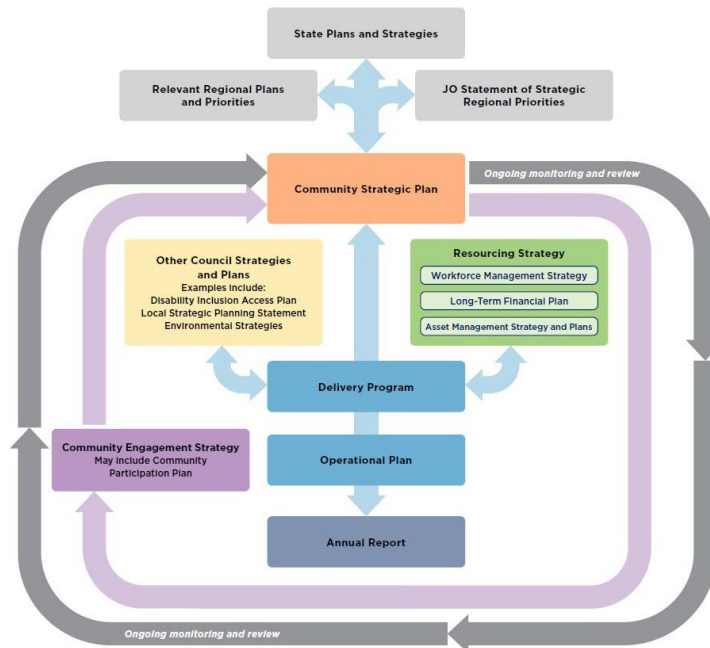


Fig 1: The Integrated Planning and Reporting (IP&R) framework, source NSW Office of Local Government

With IPART's rejection of Council's SRV application, Council no longer has a *resourcing strategy* to meet its strategic and operational commitments as required by the Act.

The current process raises serious questions about the legal validity of Council's planning framework, its various elements and particularly the Delivery Plan as that Plan cannot meet the resource-based criteria set out in Sections 403 and 404. It follows that the process Council is attempting to follow is potentially a breach of the Local Government Act.

A breach of the Local Government Act potentially exposes Council to audit findings, performance reviews, or intervention by the Office of Local Government.

1.3 Recommendation

As Council potentially is unable comply with the Local Government Act 1993, Lavender Bay Precinct recommends that Council seeks the Minister's approval for an extension of one year to satisfactorily develop, following comprehensive community consultation, its new strategic planning including the Delivery Program.

2 Delivery Plan 2025/29

In March, despite the community’s clear rejection of willingness to pay for the 8 “Informing Strategies”, these strategies, currently morphed into the Community Strategic Plan, are now reflected in the Delivery Plan. These non-core strategies are both unfunded and uncosted in the Delivery Plan. We recommend they be removed until such time as funding is secured and, following community consultation, formally incorporated into the Council’s resourcing strategy.

2.1 Non-standard approach to IP&R framework

By seeking to implement a Delivery Program without a resourcing strategy, Council continues to misinterpret the IP&R framework. Council has not learnt from IPART’s criticism of their application of the IP&R framework and still has the 8 “informing strategies” detached from financial plans. The IP&R guidelines state there is a direct link between the Community Strategic Plan and the Delivery Plan where informing strategies and resources are inputs to the Delivery Plan occurring in tandem (see page 5 of guidelines). **Financial sustainability overrides achieving non-core strategic initiatives.** Council’s approach to the IP&R framework has misdirected its strategic directions.

The community is frustrated that Council’s misinterpretation of the IP&R framework has led to a second round of financial and strategic revisions, resulting in reduced funding for essential council activities and services.

Furthermore, Council is acting contrary to the clearly expressed wishes of the community. Despite overwhelming public opposition, Council proceeded to adopt both the revised Community Strategic Plan and Asset Management Strategy.

- In response to the revised Community Strategic Plan, 33 submissions were received opposing the plan, with none in support.
- For the Asset Management Strategy, 93.5% of 275 respondents opposed the strategy, while only 6.5% expressed support.

These figures reflect a decisive and unified community voice that has been disregarded. The adoption of these non-core strategies, despite such strong opposition, highlights a growing and deeply **concerning disconnect between Council and the community it serves.**

2.2 Inclusion of unfunded projects breaches Local Government Act 1993

Section 404 of the *Local Government Act 1993* requires that: “A council must have a program (called its delivery program) detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy.”

Accordingly, activities listed in the Delivery Program that are not currently funded—and are instead conditional on uncertain future income sources (e.g., grants, additional rates, or savings)—do not meet the legislative requirement. The inclusion of such unfunded activities, even when qualified by phrases like “subject to funding being secured,” is inconsistent with Section 404 and undermines the purpose of the Delivery Program as a realistic and accountable planning document.

Therefore, these unfunded activities should be removed from the Delivery Program until such time as funding is secured and formally incorporated into the Council's resourcing strategy.

2.3 Community opposition to inclusion of non-core projects in the Delivery Plan

Community consultation on the Special Rate Variation (SRV) revealed that nearly 80% of the 792 survey respondents opposed funding the additional projects arising from Council's "Informing Strategies". Despite this clear feedback, Council continues to propose their inclusion in the Delivery Plan.

Council claims these projects reflect community priorities, based on a consultation process conducted in May/June 2024. However, contrary to the IP&R guidelines, this process did not disclose the substantial resources required to fund the proposed initiatives. When these same projects were presented to the community with full cost disclosure as part of the SRV consultation, they were decisively rejected. Additionally, many written submissions raised concerns about non-essential spending during a period of financial constraint.

IPART has recommended that Council develop a robust financial strategy through community engagement. Council has indicated its intention to undertake further engagement over the next six months to assess public support for these strategic initiatives and the community's willingness to pay for them. We understand in this engagement Council will fully inform the community on the costs associated with these strategies

2.4 Recommendation

Considering the above, Council should adopt a transparent and community-driven approach and remove the unfunded non-core projects from the Delivery Plan, pending the outcome of further genuine community engagement.

3 Operating Plan 2025/26 - liquidity concerns overstated

Given Council's liquidity concerns appear overstated, with no compelling evidence to justify the proposed \$6 million "financial repair" package, the proposed cuts in essential community services should be abandoned.

3.1 Operating surplus

We welcome Council's financial performance and continuing material cash operating surpluses.

- 2023/24, operating surplus \$13.1 million.
- 2024/25 estimate at the end of May¹, \$9.8 million surplus.

Given this financial position, Council can maintain existing projects and services without cutting community essential services.

¹ May 2025 Month-End Financial Report, presented to Council 23 June.

3.2 The CFO is not forecasting a liquidity crisis

Council's Chief Financial Officer (CFO) on 16 May did not see an imminent liquidity crisis or a financial crisis as remedial actions were in hand.

The March 2025 Quarterly Budget Review Statement for the period 1 July 2024 to 31 March 2025 stated: *"It is my opinion that the Quarterly Budget Review Statement for North Sydney Council for the quarter ended 31/03/25 indicates that Council's projected financial position at 30/6/25 will be satisfactory at year end... Council's projected financial position as at 30/6/25 will be satisfactory has been based on the following factors ... While repeated operating deficits and funding requirements for the NSOP project have eroded Council's financial position, remedial actions are now underway... Over the coming twelve months, Council will have to reduce infrastructure renewals, reduce services and consider property sales to ensure it addresses long-term financial position."*

3.3 Unrestricted current ratio

The March 2025 Quarterly Budget Review Statement advised improvement in the Unrestricted Current Ratio to 1.47 which is just below the benchmark of 1.5. This indicates a strengthening short-term financial position and suggests Council's working capital is close to meeting recommended levels. Again, this indicates Council does not have a liquidity crisis.

3.4 Growth in non-rate revenue

The March 2025 Quarterly Budget Review Statement (page 8) stated *"It should be noted that user charges and fees—one of Council's more permanent sources of income—continue to decline"*. However, Lavender Bay Precinct notes that Council's financial reports indicate growth in non-rate revenue.

The non-rate revenue ("Annual Charges", User fees and charges") attributable to Council has grown from \$43 million in 2022-23 to \$58.7million for Budget 2025-26 - going from 31% of revenue to 37%. This is an average annual growth rate (CAGR) of 9.7%.

2022 – 23 Act	2023 – 24 Act	2024 – 25 YEE	2025 – 26 Bud		4-yr change
\$43,525	\$52,203	\$55,707	\$58,701		8.7%
30.7%	33.1%	36.3%	37%	excl Rates / Grants	

Adding "Other revenue" to non-rate revenue then non-rate represents 41%² of revenue in 2024/25 and forecast 43% in 2025/26.

² YEE March QTR Report

3.5 Compliance with Office of Local Government (OLG) Performance Ratios

The March 2025 Quarterly Budget Review Statement reports that key performance indicators are generally within limit, except for infrastructure backlogs (see 3.7 below):

	Performance Ratio	Benchmark	YEE March QTR report 2024/25	Comment
1	Operating performance ratio	>0%	(1.4%)	The ratio reflects Council's ability to contain operating expenses within operating revenue (excluding capital grants and contributions). Operating expenses could be reduced by reviewing the annual staff expenses which are forecast to increase from \$48.9 million in 24/25 to \$58.2 million in 25/26. See 3.6 below.
2	Own source operating revenue ratio	>60%	88.5 %	✓
3	Unrestricted current ratio	>1.5 x	1.47x	The unrestricted current ratio has improved to 1.47, now just marginally lower than the benchmark of > 1.5%, indicating Council's working capital is close to meeting recommended levels (Initial budget YE est. was negative 2.42%)
4	Debt service cover ratio	>2	7.98	✓
5	Rates and annual charges outstanding percentage	<5%	2.6%	✓
6	Cash expense cover ratio	> 3 months	10.14 months	✓
7	Buildings and infrastructure renewals ratio	>100%	145.4%	✓
8	Infrastructure backlog ratio	<2%	14.0 %	✗ Council questionably altered its methodology for estimating the cost of bringing assets to a satisfactory condition and this change inflated the reported infrastructure backlog by \$100 million. See 3.7 below
9	Asset maintenance ratio	>100%	100%	✓

The Audit Office has major concerns about a council’s financial sustainability if it fails to meet any of the three financial sustainability benchmarks for at least three years. Concerns here appear avoidable.

IPART recommended that Council “Be reasonable when increasing the Operating Performance Ratio and do not include large operating surpluses whose purpose is not clearly communicated.”

3.6 Employee benefits and on-costs

Council’s budgeted employee benefits and on-costs are projected to increase significantly in 2025/26—from \$48.865 million³ in 2024/25 to \$58.088 million. Even after adjusting for \$0.5 million for existing vacancies⁴ and an estimated \$2.5 million for NSOP staff (January–June 2026), the 2025/26 budget still reflects a **\$6 million increase in one year**.

While Council regularly informs ratepayers that vacancies are being held open to support liquidity, its March 2025 Quarterly Report states: “*The reduction of the Salary and Wages budget by \$2.32 million and the subsequent increase in Materials and Services costs are due to **the increased use of temporary workforce to cover the shortage of permanent staff.***” This indicates that “vacant” positions are, in fact, being backfilled—often by more expensive temporary staff—raising questions about the claimed savings.

In addition, it is reasonable to expect that the reduction in projects/initiatives in the Delivery Plan will result in a reduction in forecast staffing levels.

Given this, Council should revise its 2025/26 (and 2026/29 forecast) “employee costs and on-benefits” to a more reasonable figure, based on a realistic staffing model and allowing for the standard 3.5% award increase. This will have a positive impact on the Operating Performance Ratio.

Revising and reducing “employee costs and on-benefits” is in keeping with IPART’s recommendation that Council “identify clear strategies for achieving productivity and cost containment strategies.”

3.7 Infrastructure backlog – change in methodology, \$100m impact

In the 2023/24 financial year, North Sydney Council altered its methodology for estimating the cost of bringing assets to a satisfactory condition. This change inflated the reported infrastructure backlog by \$100 million, increasing it from \$46 million to \$146 million, and consequently distorted the Infrastructure Backlog Ratio.

There was no adequate disclosure of this significant change, which is inconsistent with principles of transparency and good governance.

³ Projected YE result (March QTR Report) 2024 – 25 Budget

⁴ March 2025 QTR Report page 1

A comparative review of 29 other NSW councils found that none adopt the same methodology used by North Sydney Council. If this approach were applied statewide, it would inflate the reported infrastructure backlog by an average factor of 3.62—adding an estimated \$3.3 billion in costs across NSW and placing an unreasonable financial burden on ratepayers.

This evidence strongly suggests that Council’s approach materially overstates the infrastructure backlog and misrepresents performance – negatively impacting the “Infrastructure backlog ratio”, the “Asset maintenance ratio”, and the “Cost to bring assets to agreed service level”.

In line with IPART’s recommendation that Councils must be reasonable when calculating Office of Local Government performance ratios, Council should revise its estimates to reflect a more accurate and reasonable methodology.

3.8 Reduction in infrastructure renewal program

Council has stated that it will *“reduce infrastructure renewal expenditure by \$12.5 million in 2025–26 only. The community to be consulted on renewal levels that achieve a reasonable/acceptable financial impact.”*

Council does not advise the basis of the \$12.5 million reduction nor its treatment in the 2025 – 29 financial estimates. This disclosure would assist community evaluation.

3.9 Recommendation

Given the lack of clear justification for the proposed \$6 million ‘financial repair’, the proposed cuts to essential community services should be abandoned.

4 Additional concerns

4.1 Council-community disconnect

Council is not listening to the community, leading to a growing disconnect between Council and the people it represents. The community is calling for a more responsive and accountable Council—one that genuinely listens and prioritises existing commitments before launching new, aspirational projects. Council should focus on delivering outcomes that are practical, achievable, and clearly aligned with community needs and support.

There is a concerning lack of detail regarding the proposed community consultation over the next six months. Council should clearly commit to a transparent process that seeks to understand what the community considers reasonable and is willing to fund. The outcomes of this consultation must be genuinely reflected in future strategic documents that are consensus-based and aligned with community priorities

4.2 North Sydney Olympic Pool – considerable operating risk

The current Operating Business Plan projects a target Operating Breakeven by year 2 of Operations, however when Cost of Capital is included, the Plan projects losses of +\$12million over the initial 3 years and +\$25million over 10 years.

The community is concerned that such an approach to this project in which Council has invested \$122 million is unsustainable and needs to be addressed.

In conclusion

Lavender Bay Precinct appreciates the opportunity to make this submission to Council on these critical matters, particularly at a time when Council appears to lack strategic clarity and sound financial planning.

It is unhelpful and counterproductive for Council to continually defend its current financial position by attributing challenges solely to past administrations. This approach undermines public confidence and does little to foster trust in Council's leadership.

The community wishes to support Council and will do so if Council demonstrates professionalism, transparency, and visionary leadership. To rebuild trust, Council must act with integrity, transparency, set out clear and achievable goals, and show how it intends to meet those goals within existing resources.




Chair, Lavender Bay Precinct

24 June 2025

and Sub-Committee of Lavender Bay Precinct

Emailed submission 39

Submission to

North Sydney Council

on

**Draft Delivery Program 2025-29 and
Operational Plan 2025-26**

By

[REDACTED]

23rd June 2025

1

Submission to North Sydney Council on Draft Delivery Program 2025-29 and Operational Plan 2025-26

Overview

This is a personal submission by [REDACTED] a North Sydney ratepayer.

North Sydney Council proposed a rate increase of almost 90%. This caused a significant outcry in the community. There was an expectation that a rate rise would be required due to the significant cost overrun of the North Sydney Olympic Pool redevelopment however, a 90% increase was just outrageous.

At the council meeting on 10th February the Informing Strategies - planning for our next 10 years was adopted. The budget for these strategies was the main driver for the proposed rate rise. Public speakers at the council meeting objected to the size of the budget noting that the public were not given budgets, willingness to pay and implications to the rates as part of the consultation process.

Later at the council meeting, according to the minutes, 28 public speakers addressed the issue of the proposed rate rise with the vast majority strenuously objecting to the rate rise. The public speakers highlighted not only their objection to the rate rise but also significant problems with the proposed submission to IPart, with at least one recommendation to delay the submission in order to align public expectations of the delivery of services with the rates they are expected to pay.

In addition to the public speakers there was a significant public attendance, so large that it was not all able to be fitted in the council chambers. The vast majority of those in attendance had been at an earlier public protest against the rate rise. The council ignored the public response and went head with the submission to IPart.

On the 16th May IPart rejected in full the North Sydney Council's submission to IPart stating *"The council did not clearly identify the need for, and purpose of, the proposed SV in its Integrated Planning and Reporting (IP&R) documents or its community consultation materials (Criterion 1). While the documents describe the need to improve financial sustainability, it was not apparent that this meant the council would accumulate significant surpluses over the next 10 years. The council was also not clear about how it would spend the funds in the proposed accumulated reserves."*

Submission to North Sydney Council on Draft Delivery Program 2025-29 and Operational Plan 2025-26

As IPart rejected in full North Sydney Council's submission the Draft Delivery Program 2025-29 and Operational Plan 2025-26 and budget has been amended and places on public exhibition. This submission makes comments on the Draft Delivery Program 2025-29 and Operational Plan 2025-26.

In reviewing this document it is clear that the statement from IPart in regard to being clear how funds are to be spent is very apt.

This submission wishes to make four recommendations:

- 1. The council not agree to the current draft plan but agree on an interim budget to keep the council running for 2025-26**
- 2. The council restructures and simplifies the delivery program, operational plan and budget after prioritising all projects, reviews, capital works and maintenance programs to keep within the current rates.**
- 3. The council uses the current strategic priorities to develop a program over 25 years.**
- 4. The council not propose to make a submission to IPart until all the proposed projects are costed and clearly identified, justified and supported by the ratepayers.**

For full submission please visit:

<https://www.northsydney.nsw.gov.au/downloads/file/4205/dp-op-submission-39>

Emailed submission 40



[Redacted]
General Manager
North Sydney Council
Miller Street, North Sydney
[Redacted]

Dear Ms Cole,

**Submission to North Sydney Council
North Sydney Council's Draft Delivery Program 2025/29,
and Operational Plan 2025/26.**

Executive Summary

This Resident ratepayer submits this response regarding North Sydney Council's Draft Delivery Program 2025/29 and Operational Plan 2025/26. I respectfully raise serious concerns regarding compliance with the Local Government Act 1993, transparency in planning, alignment with community priorities, and long-term financial sustainability. I understand that Lavender Bay Precinct is submitting a comprehensive submission. I share these concerns with fellow residents and neighbours, and participants in the Lavender Bay Precinct. I request Council's careful consideration of the following matters and recommendations.

Legislative Compliance

Council's inability to finalise a valid Resourcing Strategy, following IPART's rejection of its Special Rate Variation (SRV), renders the current Delivery Program non-compliant with the Local Government Act 1993 (sections 402-405). I recommend that Council seek ministerial approval for a one-year extension to conduct thorough community engagement and produce revised, compliant strategic documents.

Delivery Plan 2025/29

The inclusion of unfunded projects from the eight "Informing Strategies" in the Delivery Plan, despite strong community opposition, contravenes section 404 of the Act, which requires that Delivery Program activities be supported by secured resources. In SRV consultations, nearly 80% of respondents rejected these additional projects. Nevertheless, Council has continued to propose their inclusion. I respectfully request that Council remove unfunded non-core projects from the Delivery Plan pending comprehensive community consultation and secured funding.

Operational Plan 2025/26: Financial Position

Council proposes \$6 million in service cuts as part of a "financial repair" program. This Resident ratepayer submits that these cuts are unwarranted, based on Council's actual financial position:

- Operating surplus of \$13.1 million in 2023/24.
- Projected surplus of \$9.8 million in 2024/25.
- The CFO has advised no immediate financial crisis.
- The unrestricted current ratio has improved to 1.47.
- Non-rate revenue has grown significantly, from \$43M (2022/23) to \$58.7M (2025/26).

I respectfully suggest that essential community services can be maintained without recourse to these proposed cuts.



Performance Reporting

While Council generally meets the Office of Local Government (OLG) performance benchmarks, the Infrastructure Backlog Ratio has been inflated by a methodology change that increased the reported backlog from \$46M to \$146M. This adjustment lacks transparency, is inconsistent with industry norms, and distorts Council's reported financial performance. I request that Council revise these estimates to reflect a consistent, comparable methodology.

Employee Costs

The 2025/26 budget projects a significant increase in employee costs, rising from \$48.865M to \$58.088M. This Resident ratepayer questions the basis for this increase, noting that temporary staff continue to backfill vacancies, often at higher cost, undermining any claimed savings. I recommend that staffing forecasts be revised to reflect actual project needs and that IPART's recommendations on cost containment and productivity be fully addressed.

Infrastructure Renewal Funding

Council proposes to reduce infrastructure renewal expenditure by \$12.5M in 2025/26. No supporting detail has been provided to justify this reduction or its longer-term financial implications. I request full disclosure of the basis for these reductions so the community can properly assess their impact.

Community Engagement and Governance

There is an increasing disconnect between Council and the community, demonstrated by repeated disregard of community feedback in strategic planning. I respectfully urge Council to commit to a genuine, transparent consultation process over the next six months to determine realistic, community-supported priorities.

North Sydney Olympic Pool

The Council's business plan for the North Sydney Olympic Pool project forecasts:

- \$12M loss over the first three years.
- \$25M cumulative loss over ten years.

This ongoing financial exposure raises serious concerns regarding the project's viability and its impact on Council's overall financial position.

Conclusion

Ratepayers seek to work constructively with Council to ensure sound, lawful, and financially sustainable strategic planning that reflects the will of the community. I respectfully call on Council to demonstrate transparency, accountability, and leadership by revising its planning framework in compliance with legislation, accurately reflecting financial realities, and fully engaging with the community it serves.



Emailed submission 41

From: [REDACTED]
Sent: Mon, 23 Jun 2025 12:26:32 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>; "council" <council@northsydney.nsw.gov.au>
Subject: Revised Draft Delivery Programme 2025-2029 and Operational Plan 2025-2026
Categories: MJ;Requested info from email sender

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Dear Madams and Sirs

According to a Memorandum from [REDACTED] Engagement Specialist, North Sydney Council said Council will operate at a deficit of \$10m during 2025 - 2026.

At a recent Wollstonecraft Precinct Meeting, the Mayor Zoe Baker very kindly gave of her time on a number of matters including the inability to touch certain funds kept in Trust for "other" purposes. An interesting statement. However, in my opinion, reducing services which the Council SHOULD be providing is NOT the answer. Introducing and/or Increasing fees for the use of "PUBLIC" spaces should NOT be implemented.

I noted that Ms Baker mentioned that the interest bill on borrowing \$122m to fund the RENOVATION of the North Sydney OLYmpic Pool would be prohibitive. This was a very interesting comment and seems to imply that North Sydney Council did NOT have even the initial funds or a plan to fund the original \$30m or \$58m.

Surely the Council could not have even contemplated such a major expense without due diligence ?. Perhaps now in the face of such a complete debacle, the Council should sell the Pool to NSW Government and then the Oscars Group can add the Pool to their Luna Park Lease.

Further, in my opinion, SELL other Council assets. According to Mr Ian Mutton, the sale of the Ward Street car park and a few retail outlets in Greenwood Plaza could be sold for \$100m.

Does the Council own the very large building from which it operates on Miller Street? IF so, that could certainly be sold Now that the Metro is directly opposite it must be a prime site for development. I'm sure the Council could buy back one floor in the new Building and as the Metro is right there, surely parking spaces for employees are unnecessary! After all, the new developments over Crows Nest Metro have NO parking.

I would like to see a Council which operates as it should, looking after all the services which it should provide, such as those first suggested to be dismissed according to [REDACTED].

Yours truly

Emailed submission 42

From: [REDACTED]
Sent: Fri, 20 Jun 2025 17:25:38 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission - Draft Delivery Programme & Operational Plan 2025 - 2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council.

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes and the much-loved produce markets.

For me personally, NSCC has been a place where I have kept both physically and mentally fit and made many friends. I've attended zumba classes and learnt from knowledgeable presenters on topics such as financial planning, downsizing and retirement planning.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Thank you, [REDACTED]
[REDACTED]

Emailed submission 43

From: [REDACTED]
Sent: Fri, 20 Jun 2025 21:03:26 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: North Sydney community centre

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Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have found the meaning of community after moving to north Sydney in 2009. All members of our household regularly attend the produce markets have attended various classes language creative skill sharing and in the last few years enjoyed/come to rely on the playgroup. Not in my 60 years living in six other areas in Australia have I seen an enterprise as successful in bringing people to speak highly of a locale nor has anyone I have spoken to can match what is done here.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Emailed submission 44

From: [REDACTED]
Sent: Sat, 21 Jun 2025 00:34:41 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission- Draft Delivery Program and Operational Plan 2025-2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my thanks for the wonderful hub for community at the North Sydney Community Centre, provided by Council. I offer my strong support for continuing to fund the Centre as a vital part of the community.

I love the sense of vibrancy of Summer Friday afternoon/evenings which attract many families to the music and picnics on the green. These occasions enable joy and relaxation for people of all ages at minimal cost.

Within the Centre itself the wide range of options for courses and activities meet the needs of people of all ages for lifelong learning, provide important social interaction as well as contribute to physical and mental well being. The Centre in its way of operating, the programs and the produce market also models and educates on sustainability principles and values.

Over the years, I have enrolled in many different classes at the Centre.

In adjusting to retirement, various art classes launched my skill development in approaches in art (drawing, watercolour and travel diaries) which have enriched my life and appreciation of art, stimulated new social interactions and a continuing practice in art.

The aged are encouraged to learn new skills and languages, and through the North Sydney Community Centre I commenced German language classes! This has enriched my frequent visits to Switzerland, and I hope these will be available into the future.

My husband and I are also relishing the re-engagement with music and singing with the Friday lunchtime choir at the Centre, from which much beneficial joy and well being emerges.

The North Sydney Community Centre is an incredible community hub. I am aware of its role in supporting families with after-school care, early childhood programs, cultural events, physical, and mental wellbeing classes for all ages.

I urge Council to not undermine this inclusive and impactful vital community asset in its next operational plan by reducing its funding or curtailing its operations because of:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations
2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.
3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems.

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Warm regards,



Emailed submission 45

From: [REDACTED]
Sent: Sun, 22 Jun 2025 20:26:09 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission - Draft Delivery Program & Operational Plan 2025-2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have enjoyed attending Sound Bath Meditation classes, Line Dancing classes & improving my financial knowledge by attending a retirement workshop.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Emailed submission 46

From: [REDACTED]
Sent: Fri, 20 Jun 2025 09:25:55 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026 Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC) and Library Services
Categories: CY;retrieved from junk folder

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Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC) and the Library Services.

As an attendee of NSCC's Explorer's Playgroup and various children's activities at Stanton Library, I can speak directly to the value and impact of these incredible community hubs. They play an essential role in the lives of local parents and children.

For me personally, both Stanton Library and NSCC has been places where I have found free or affordable play options for my child, connection with other parents in the isolating early years of motherhood and a renewed sense of community.

I urge Council to consider:

The irreplaceable social value both NSCC and Stanton Library deliver, particularly in supporting inclusion, connection and wellbeing across generations.

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me.

I would also like to express my gratitude for the exceptional parks and playgrounds in the area and urge you to continue maintaining and developing these as a priority.

Please continue to support these vital community assets.

Warm regards,

[REDACTED]

Emailed submission 47

From: [REDACTED]
Sent: Thu, 19 Jun 2025 21:10:15 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to you about the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have enjoyed a variety of activities such as social, physical, cooking, and creative activities and many more. Furthermore, I enjoyed teaching Japanese language and culture at NSCC which is not just teaching people about Japanese language and its culture but by meeting people, I feel I have special connections with each student and somehow I'm still socially connected to all my students one way or another. That is something unique about NSCC as a "community" and far more than just a "Center" that offers a variety of activities.

As I moved back to Sydney after living away for more than 30 years, I felt rather lonely and not having close friends in Sydney anymore but through NSCC I found a group of new friends and socially active so a big thank you goes to NSCC! And I'm sure I'm not the only one in this situation. I can assure anyone that NSCC acts and can act more than just a 'centre' that offers a variety of courses and activities but provide people to 'connect' and find 'peace' and inject 'energy' and 'meaning of life' to people. The community that care for people and well being of people, that's what the true meaning of society is all about and that is what NSCC offers to people. So I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and(/or)

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and(/or)

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services that is most needed in this society and directly affect people like me and many others, who rely on what NSCC offers.

Please continue to be so proud to support this vital community asset: NSCC, just as I am very proud to be actively involved in NSCC along with many other NSCC community members.

Warm regards,

[REDACTED]

Emailed submission 48

From: [REDACTED]
Sent: Thu, 19 Jun 2025 17:55:35 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have attended Italian classes of excellent quality on a regular basis and enjoyed being part of a community group.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

YOUR NAME



Thank you for helping us protect what makes our Centre so special!

The North Sydney Community Centre Team

Emailed submission 49

From: [REDACTED]
Sent: Thu, 19 Jun 2025 17:52:00 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many - delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have participated in a number of classes (philosophy, smartphone photography, Thai cooking), and well as regularly attending the weekend and night markets.

I urge Council to consider:

- 1. The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations and/or
- 2. The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning and/or
- 3. The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Sincerely

Emailed submission 50

From: [REDACTED]
Sent: Thu, 19 Jun 2025 17:26:48 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have been warmly welcomed by the staff who are eager to provide whatever support they can to address any questions. I have learnt new skills and my daughter (who is in university) has also just commenced 2 courses at the centre to develop and enrich her skills outside of academia.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Emailed submission 51

From: [REDACTED]
Sent: Thu, 19 Jun 2025 17:14:43 +1000
To: "council" <council@northsydney.nsw.gov.au>
Subject: Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have learnt new skills and met inspiring people.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 52

From: [REDACTED]
Sent: Thu, 19 Jun 2025 15:58:21 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Support North Sydney Community Centre ongoing funding - submission for draft delivery program and operational plan 2025-2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have recently reconnected with my local community and accessed two wonderful classes enriching my life and my partners.

I urge Council to consider:

1. The irreplaceable social value NSCC delivers to North Sydney ratepayers, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. The Centre's direct alignment with Council's own strategic goals, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. The cost-effectiveness of grant funding as an investment in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Best regards

Emailed submission 53

From: [REDACTED]
Sent: Thu, 19 Jun 2025 15:32:13 +1000
To: "YourSay" <yoursay@northsydney.nsw.gov.au>
Cc: "council" <council@northsydney.nsw.gov.au>
Subject: Submission – Draft Delivery Program & Operational Plan 2025–2026

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Re: Support for Ongoing Funding for North Sydney Community Centre (NSCC)

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have loved the welcoming sense of community, met new friends and learned some wonderful new skills.

I urge Council to consider:

- 1. The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations;
- 2. The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning; and
- 3. The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Warm regards,

[REDACTED]

Emailed submission 54

Response to Revised Draft 2025-29 Delivery Program and 2025-26 Operational Plan

The question residents are asking themselves is:

Can council be held to its word that comprehensive consultation on strategic programs, service levels and infrastructure standards can result in significant revision of strategic priorities and long term funding that incorporates minimum rate increases?

This question is because council has driven itself into a large hole and is now depending on ratepayers to get it back on the road in a Holden not a Rolls Royce.

The council should apologise for its SRV related failures and create a clean slate on which to move forward, but the presentation of the DP/OP is not a good start. Otherwise, it will not improve the communities growing lack of confidence in the council.

Council's financial management abilities are also in question. Following the PwC review of the NSOP of early 2023 when project management and financial revisions were made, the mayor and CEO have overseen a \$27m increase in budget and an extension to completion of 18 months. (See Attachment.)

A sad and sorry mess

This consultation was avoidable by council. Residents are in this position of providing feedback to council on the revised draft DP & OP because council failed in submitting a credible application for an SRV to IPART. Earlier council went too hard, too high and too fast with the SRV proposal.

Further, it is unsatisfactory for residents to comment on a budget plan and delivery program without a solid long term strategic framework in place as the council is to further consult on this in coming months when longer term financial modelling will be determined on revised community priorities.

The **waste of money on a second financial and strategic revision** reduces funds for council activities and services. As a result of council's poor practice, this year FY will be tough on council finances and the services it delivers.

Listen, be reasonable, accepting and responsive

This time around the community want the council to listen, to be responsive and deliver an outcome that is reasonable, and one that residents are willing to pay for. Residents are very annoyed about having to go through engagement on long term funding and the supporting strategic priorities all over again. For example, to determine reasonable levels of reserves and infrastructure renewal, revised informing strategies and a way to pay for the pool overrun prudently.

Four year Delivery Program not supported by funding

The council needs a budget for next year and I am happy to provide feedback on it, including the first 6 proposals put forward by council to revise the annual budget (see below). Points 7 & 8 of the proposal deal with IPART's recommendations to secure future sustainable funding and are also commented on to the extent possible at this stage. In particular, risks for community are raised.

The **Delivery Program for the next three years is not supported by funding as required by legislation** and should be resubmitted when future funding is determined. Perhaps after the council applies for rate variations additional to the peg. An extract of the LG Act requiring a LTFP for an DP to

be developed is **attached**. It includes further supporting narrative on why the revised DP & existing LTFP are irrelevant to the moment. Therefore, I have not commented on the DP directly.

Disregard for IP&R framework

Council's approach continues to misinterpret the IP&R framework. Council has not learned from IPART's criticism of their application of the IP&R framework and still has informing strategies detached from financial plans, when they go hand in hand. As the IP&R guidelines specify there is a direct link between the CSP and the DP where informing strategies and resources are inputs to the DP occurring in tandem (see p5 of guidelines).

Whether Council likes to accept it or not, financial sustainability overrides achieving discretionary strategic initiatives. It's ironical that Council is now, during the revised consultation process forced on it by IPART, consulting on an LTFP and strategic priorities concurrently. Council's approach to the IP&R framework has misdirected its strategic directions.

Council's agenda paper criticisms of IPART assessment are peripheral and unconvincing in the perspective of the larger report. They relate to:

- A focus on the cash expense cover ratio, when other ratios and analysis supports IPART's findings and recommendations.
- Council saying they have no statutory requirement for community consultation when revising asset condition classifications, when they clearly state in the Asset Management Strategy and elsewhere that this consultation is council's standard practice; IPART say willingness to pay should also be assessed here.
- Council says it has made productivity gains (doing more with the same) but in saying so they omit to say they are able to make significant net dollar savings in times of hardship (doing more with less).

The timing of the consultation is far from ideal.

The council is to consider residents feedback on 30 June and confirm the plans at the same meeting. This means that there is little for changes to be incorporated in the documents if council wished to incorporate changes based on residents' presentations to the Council meeting. It would be regrettable if there was a repeat of the council meeting of 10 February 2025 and its aftermath.

Mismatch between IPART's recommendations and council's action plan

Council's revised approach is based on IPART's recommendations and its 8 point action plan.

IPART's recommendations were that Council should:

- Complete a service level review with the community in support of the new and future budgets.
- Engage with its community to develop a robust financial strategy that meets the needs of its community and its long-term financial sustainability.
- More clearly articulate the purpose of an SRV and provide sufficient evidence that the community is aware of the need for and purpose of a proposed SV.
- Fully explore alternatives to proposed rate increases in the Long Term Financial Plan (LTFP).
- Be reasonable when increasing the Performance Ratio (OPR) and do not include large operating surpluses whose purpose is not clearly communicated.
- Restrict the accumulation of significant financial reserves.
- Demonstrate that the impact of a proposed SV on ratepayers is reasonable.

- Improve its hardship policy.
- Identify clear strategies for achieving productivity and cost saving strategies that are proportionately adequate for a metropolitan council.

The council's 8 point action plan presented in the DP/OP (pp 10+11 and 33-37) in response to IPART's determination is proposed to be implemented over the coming year.

1. Reduction in strategic operational funding - The previous operational budget reduced by the following amounts: Year 1 - \$2.27M; Year 2 - \$7.26M; Year 3 - \$7.62M; Year 4 - \$7.20M.
2. Targeted financial repair program - Council aims to identify \$6 million in operational savings through a combination of cost reductions, productivity gains, lower service levels, and increased non-rates revenue.
3. Reduction in infrastructure renewal program - Council is to reduce infrastructure renewal expenditure by \$12.5 million in 2025–26.
4. Property review to address capital and infrastructure pressures - Council will consider strategic divestment opportunities.
5. Borrowings from Externally Restricted Reserves - Council will seek approval for a temporary \$10 million loan from the Domestic Waste Reserve.
6. Additional External Loan Funding - external borrowing will be approached cautiously and strategically.
7. New financial modelling and community engagement - During the first half of 2025–26, engagement will focus on understanding and aligning financial sustainability with community expectations across four key areas:
 1. Expected levels of service delivery
 2. Acceptable condition standards for infrastructure
 3. Responsiveness to future needs through strategic initiatives
 4. Community willingness to pay for these outcomes
8. Strengthening financial sustainability
New financial modelling to support the development of a clear and long-term strategy. Based on the outcomes of community engagement and financial modelling, Council will consider submitting a revised application for an SRV and an increase to minimum rates.

When comparing the two lists: The Council's is not strong on exploring reasonable options and reducing levels of surpluses and reserves. The commitment to a whole of council service review, as required by IPART, appears limited. It is also unclear how much influence community consultation will have on changing the 2025-26 budget that appears pre-determined. Little detail is provided to review budget adjustments in detail.

Best guess at what council's 8-point action plan means

Comment on council's 8 points is difficult because of the lack of detail in the documents provided by council.

1. Reduction in strategic operational funding
Council will defer, reduce, or delete some strategic initiatives outlined in the Delivery Program due to funding limitations. The operational budget has been reduced by the following amounts: Year 1 - \$2.27M; Year 2 - \$7.26M; Year 3 - \$7.62M; Year 4 - \$7.20M.

It is unclear how the strategic operational reductions have been included in the 2025-2029 financial estimates.

It is deduced that these amounts are from the 73 projects/initiatives identified in the initial DP that were to be reduced because of an SRV rejection. Council states: *Of the projects that were noted for deletion or deferral in the first draft it is proposed to retain three in full ... G7.2 (leadership development program), G7.3 (compliance training and skill development) and the implementation of a system for monitoring legislative compliance.*

During the last 3 years the reduction is \$14.08m (\$4.9m per yr) when the corp. services computer system project of \$8m is omitted.

Community consultation could find that reductions to strategic initiatives could be higher for financial repair.

2. Targeted financial repair program

Council aims to identify \$6 million for 2025-26 in operational savings through a combination of cost reductions and lower service levels in Community Transport, Financial Assistance and Community Centre Contributions, Customer Service Levels, Non-Council Property Graffiti Removal, Verge Mowing Services, Parks and Gardens Maintenance, Precinct Support Services and Street Sweeping Services; increases in non-rates revenue; and productivity gains.

No details are provided in support of the \$6m except for: 'Council delivers over 74 services and 205 service activities within its annual operating budget of \$100 million' and lists the 8 areas of potential reductions.

Additional operational savings identified through service level reviews provide a higher financial repair amount.

To assess the above 2 points council is to complete a service level review in consultation with the community in support of the new and future budgets. This is a requirement of IPART's report and would likely be an extension of council's current service review program.

3. Reduction in infrastructure renewal program

Council is to reduce infrastructure renewal expenditure by \$12.5 million in 2025–26 only. The community to be consulted on renewal levels that achieve a reasonable/acceptable financial impact.

The basis of the \$12.5m reduction is not revealed nor is its treatment in the 2025-2029 financial estimates. This disclosure would assist community evaluation.

Council has stated in the OP: ***Should financial repair strategies succeed – through a combination of service reductions and increased non-rate revenue – renewal funding should improve ...***

Community consultation must decide what is reasonable and acceptable in the longer term. This includes the application of the asset condition grading system over 10 years. Risks and level of use should also be factors.

4. Property review to address capital and infrastructure pressures

Council will consider strategic divestment opportunities of council properties, including roads; and, also advertising opportunities.

This should result in some property sales within the year. The risk is that council has appeared property sales averse.

To make assessments and informed recommendations here, the community requires details of the properties, values, rates of return etc.

However, council's inclination towards divestment appears to be changing:

Selling an asset is a one-off revenue generation action, which should not be considered a measure to improve operational performance.

However, such a measure [divestment] may be used to address improvements in financial position such as addressing infrastructure backlogs, repayment of loans and/or improvement in reserve levels to ensure financial strength and responsiveness.

(26 May 2025 agenda papers)

5. Borrowings from Externally Restricted Reserves

Council to seek approval for a temporary \$10 million loan from the Domestic Waste Reserve. This facility is intended as a contingency measure only.

This should not be required as reductions are found elsewhere.

6. Additional External Loan Funding is a fallback option

Borrowings for NSOP total \$60m.

In relation to points 7 and 8:

7. New financial modelling and community engagement

During the first half of 2025–26, Council will undertake comprehensive engagement with the community to inform new financial modelling. This engagement will focus on understanding and aligning financial sustainability with community expectations across four key areas:

- 1. Expected levels of service delivery [result of balancing activities and costs as above]*
- 2. Acceptable condition standards for infrastructure [safest conditions at minimal cost]*
- 3. Responsiveness to future needs through strategic initiatives [further reductions to strategic program projects/initiatives based on comprehensive review]*
- 4. Community willingness to pay for these outcomes [development of realistic options based on feedback]*

During community consultation council must be openly committed to understanding what the community considers reasonable and is willing to pay for, and then representing this in truly amalgamated documents.

A risk here is that Council's will follow its previous community engagement approach and not be reasonable or responsive.

If consultation with the community supports a small increase in rates council would need to prepare community consultation options that range from no increase, minimal increase and a higher increase in rates permanently. This could be in addition to a temporary rate increase to fund the construction overrun of the NSOP redevelopment consistent with the government's recent response to the local government inquiry report.

8. Strengthening financial sustainability

This new financial modelling will support the development of a clear and long-term strategy to improve Council's financial strength and resilience. Based on the outcomes of community engagement and financial modelling, Council will consider submitting a revised application for an SRV and an increase to minimum rates.

The risk here is that long term strategies and financial modelling will embrace previous ambitious/aspirational informing and renewal strategies, and not embrace learnings required by IPART such as reasonableness, willingness and well substantiated figures based on the current consultation.

Council must be open to reducing services/staff, selling assets, and making real savings. Council must also be responsive to new strategies emerging from consultation that replace or modify existing informing strategies.

The IPART required revision of funding priorities will question previous strategic priorities based on the discredited LTFP and will create changes to priorities and programs. It must lead to reassessment of all projects/initiatives in light of new long term financial plans that are to be developed accordingly. This could result in informing strategies not being relevant and confirm that they are unfunded.

It is most unlikely that residents will support an 87% two year cumulative rate increase in the near future. Following IPART's decision a greater number of residents have less confidence in the council.

The 8 informing strategies were developed at a time when they were to be funded by an 87% cumulative rate rise. The informing strategies and the CSP must be reviewed in light of the comprehensive budget review and the development of a new Long Term Financial Plan. The CSP was rushed through without funding and against significant community feedback. Similarly, the Development Program for the 3 years beyond 2025-26 is dependent on the LTFP and its strategic basis that is also under review.

2025-2029 financial estimates – basis for improvement

Council's 'financial/strategic repair' revisions included in the 2025-2029 financial estimates (p12) are heading in the right direction. However, as indicated above there is room for them to go further and bring net operating results before capital grants and contributions into the black during 2025-26 and beyond. This could incorporate a minimum permanent rate increase and a temporary one for the NSOP overrun.

The relatively low operating deficits in the 2025-2029 financial estimates point to relatively easy solutions and indicate that council's statements about liquidity concerns are overstated.

A continuing risk for residents is that council overstates financial concerns and solutions and seek higher rate increases. There have been some material variations in account balances since the financials for 2024-25 for the SRV that improve results. Some variations are claimed to be one-off variations. In the circumstances council's external auditors will be having a good look at the variations' size, nature, timing and impact on net operating results post the SRV financials.

Reducing projects/initiatives and other activities should reduce staffing levels. However, annual staff expenses are set to increase from 2024-25 \$48.9m to \$58.2m in 2025-26. It is reasonable to expect that staff reductions related to reduced projects/initiatives would equal the additional staff put on at NSOP and that there would be a limited increase in staff costs, after offsetting the increase in relatively higher payments to temporary staff. This alone would likely bring the budget's net operating results before capital grants and contributions into surplus.

What liquidity crisis?

The mayor should reference claims about a liquidity crisis to the CFO's statutory statement (below) about the lack of one and that remedial action is already underway.

Council's CFO on 16 May 2025 did not see an imminent liquidity crisis or a financial crisis as remedial actions were in-hand. The Statutory Report by responsible accounting officer for Quarterly Budget Review Statement for the period 01/07/24 to 31/03/25 stated:

"It is my opinion that Council's projected financial position at 30/6/25 ... will be satisfactory at year end and.

Council's projected financial position as at 30/6/25 will be satisfactory has been based on the following factors: While repeated operating deficits and funding requirements for the NSOP project have eroded Council's financial position, remedial actions are now underway.

Over the coming twelve months, Council will have to reduce infrastructure renewals, reduce services and consider property sales to ensure address its long term financial position."

Ratios indicate financial concerns readily avoidable

There are no major financial concerns with the effective implementation of medium term correction that is underway.

The Council does have some medium term financial issues. IPART recognised this: *Comparison against some of the Office of Local Government (OLG) financial performance benchmarks indicate the council has a level of financial need.*

Council's March 24 quarterly financial report indicates that key performance indicators are generally within limited, except for infrastructure backlogs:

- Operating Performance Ratio – negative 1.4% (Initial budget YE est. was -5.9%) Benchmark is > 0.0% and positive in recent years. The ratio reflects Council's ability to contain operating expenses within operating revenue (excluding capital grants and contributions).
- Unrestricted Current Ratio – The unrestricted current ratio has improved to 1.47. Benchmark is > 1.5%. (Initial budget YE est. was 2.42%)
- Cash expense cover ratio: Benchmark > 3 months; is OK at 10.14 months.
- Debt service cover ratio: Benchmark > 2.0 times; liquidity ratio is constant at 7.98 times
- Building and infrastructure renewals ratio: Benchmark > 100.0%; 145.4 % 2024-25; earlier two years 122.4 % & 86.8 %; no concerns here based on recent performance.
- Infrastructure backlog ratio: Benchmark < 2.0%; 14.0 % in 2024-25 and gradually increasing from 11% in 2022-23 reflecting deferrals. The new target is to bring assets to a satisfactory condition 3; previously poor (4) and very poor (5); increasing the backlog figure by approx. \$100m. Council's approach is questionable based on LG industry practice and lack of ratepayer consultation. This consultation is to take place now.

The Audit Office has major concerns about a council's financial sustainability if it fails to meet any of the three financial sustainability benchmarks (e.g. OPR, unrestricted current ratio, and infrastructure renewals) for at least three years. Future concerns here appear readily avoidable.

Submitted by [REDACTED] resident and ratepayer on 24 June 2025
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## Attachments

### Extract from LG Act 1993:

#### 403 Resourcing strategy

A council must have a long-term strategy (called its resourcing strategy) for the provision of the resources required to perform its functions (including implementing the strategies set out in the community strategic plan).

#### 404 Delivery program

(1) A council must have a program (called its delivery program) detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy.

(2) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.

#### 405 Operational plan

A council must have a plan (called its *operational plan*) that is adopted before the beginning of each year and details the activities to be engaged in by the council during the year as part of the delivery program covering that year.

#### That is:

The operational plan includes an annual budget for activities consistent with the 10 year resourcing strategy, 4 year delivery program and 10 year community strategic plan;

#### But, in the council's case:

The resourcing strategy in its LTFP produced a preferred option based on extensive financial modelling. Forecast financial positions based on the present financial situation were presented to support the need for financial repair only. It was made clear that they would not support the implementation of the community strategic plan.

Therefore, the existing LTFP is no longer relevant.

In addition, IPART requires NSC to re-engagement with its community to develop a robust financial strategy and to explore alternatives to proposed rate increases in a different LTFP. Council is to undertake comprehensive engagement with the community to inform new financial modelling to support the development of a clear and long-term strategy. Fundamental elements are to be reviewed include changes to strategic priorities/programs, the service levels of council activities, infrastructure renewal policy and the divestment of properties, and financial impacts.

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NSOP issues in summary

- Initial redevelopment contract cost of \$63.9m; but omitted operational costs, project management and contingency costs estimated to be \$25-30m by April 2023 review.
- Total revised cost \$122.1m in November 2024 (contract = \$91.47m + other = \$30.73m)
- BUT cost variations are ongoing: to late April 2025 = 546 variations with a value of \$144.4m; further contract variations are expected up until practical completion.
- April 2023 review revised practical completion date was April 2024 (initially November 2022, with construction commencing March 2021).
- Completion dates now estimated to be, at best, 30 August 2025 for contract practical completion and November 2025 for opening, or at worst, practical completion by late November

2025 based on council's specialist programmer's analysis. Once construction is completed it will take between 2 and 3 months to commission and prepare the site for opening.

- The steel roof frame for the 25-metre indoor pool was torn down in October 2023 and Council proceeded to launch legal action against the Brewster Hjorth Architects (BHA) in May 2024. Icon is suing council for \$28m largely in relation to the pool roof structure. The mayor has claimed the failure of the structural steel as the source.
- Other (than construction) costs of \$30m likely face pressure to make pool operational, conclude contract and meet contingencies.
- Business planning estimates an operating profit from second year and ongoing losses when capital costs added – these estimates will require revision as made end of 2024 e.g. entry costs to be finalised. Council have estimated annual overhead savings of \$250k to be achieved thru organisational efficiencies.
- **CEO and Mayor have responsibility for overall project management and performance against contract from April 2023 as earlier risks had largely realised, new project management practices in place and additional costs budgeted for. Responsibilities include contract cost increase from April 2023 to date of \$27.57m (\$63.9m to \$91.47m) and practical completion slippage from April 2024 to August/November 2025.**
- The increase in costs has depleted council's financial reserves, reduced revenue, reduced funding available for community programs and led to deferred asset maintenance and renewal.
- The increase in completion by 18 months from April 2023 to November 2025 has left residents of North Sydney without the opportunity to enjoy a popular community facility.
- The CEO commenced in November 2022. The mayor wrote in April 2023 in response to the independent review of the construction of the pool: "I can assure you that Council's finances are sound, and the additional cost (of \$30m) can be managed without reducing service levels." They share responsibility for the increases.
- As above, completion/operational dates and costs are under pressure from ongoing variations and court actions over the next 6 months – residents are left wanting both explanations and an end!
- Managing the operations of the pool and related activities within budget is a significant risk for council.

Emailed submission 55

C.E.O. 24th June 2025

North Sydney Council
 200 Miller Street
 North Sydney, NSW 2060
 (Email: council@northsydney.nsw.gov.au)

Subject – Milson Precinct (MP) Submission to the proposed Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26

Dear Ms. Cole,

The Milson Precinct appreciates greatly the opportunity to make this submission to North Sydney Council (NSC) on the above significant plans. MP has also strongly encouraged individual community members to make submissions to Council. Set out below are the key points and observations from across our Precinct Community:

General Comments and Observations:

- a. MP wishes to highlight the challenges for community in digesting, considering and understanding the above documentation and therefore being able to make constructive submissions. MP views 120 pages of detailed information to be unreasonable for community reviews.
- b. MP continues to hold significant concerns regarding the completion date, construction costs and operating plans for the North Sydney Olympic Pool (NSOP). Of particular concern is the planned losses associated with NSOP operations, which will directly erode NSC financial endeavours.
- c. MP continues to be very concerned about the lack of financial contribution to our LGA finances by large organisations – schools, Transport 4 NSW etc. Addressing this large gap could largely meet the ‘Financial Repair’ objectives of NSC.

Revised Draft Delivery Plan 2025-29:

- a. MP continues to see the new adopted Community Strategic Plan as extremely complex, ambitious and expensive – particularly with NSC facing into very real, immediate challenges. Not unexpectedly, the initial Delivery Program flowing from the new CSP called for an unreasonable 244 delivery initiatives across 8 ‘Informing Strategies’. The published costs of delivery plans are (non-inflation adjusted) \$156m over 10 years. Certainly, MP recognises the Revised Delivery Program reflects a reduction to 94 delivery initiatives for 2025-26 and strongly recommends NSC further review and reduce delivery initiatives before consideration of essential community service reductions.
- b. Whilst NSC was transparent in publishing costs associated with the proposed ‘Informing Strategies’, which underpin the adopted new CSP, MP notes the Draft Revised Delivery Plan does not detail any such cost breakdown. MP requests costs associated with the proposed Revised Delivery Plan be published transparently to ensure community is fully informed and understands the tangible context of NSC proposals.

Revised Draft Operating Plan:

- a. Whilst MP fully recognises the need for NSC to materially adjust the Draft 2025-26 Operating Plan considering the failed SRV application, MP does not view there being sufficient evidence to support NSC taking onerous essential service cuts under the guise of ‘Financial Repair’. Factually:
 - i. The revised 2025-26 Operating Budget shows a cash operating surplus of \$39m (Revenue less Grants plus Depreciation). This is a material operating cash surplus – one that is achieved without undertaking proposed essential service cuts.
 - ii. Further NSC is budgeting to close 2026 with Cash/Cash Equivalents of \$21m. Whilst lower than ideal, it is not the ‘emergency’ situation requiring cuts to essential services by any means.
 - iii. NSC continues to report quarter on quarter favourable to budget performance due to some project timing differences and very proactive operating expenses management and current forecasts show a surplus to the end of 2024-25. Given prevailing actual performance, MP views the Revised Draft Operating Budget 2025-26 to be materially conservative and pessimistic.

- b. MP remains very concerned at the deteriorating conditions of Community Assets. MP sees Asset Management (Repairs, Renewals, Maintenance) to be a first order Council responsibility and the neglect of this area by Council is unacceptable. MP recognises the limited scope for NSC to undertake appropriate R&M of Community Assets in the current 2025-26 budget context and looks forward to engaging with NSC on preparations of a considered, tangible SRV application that moves to remedy this unacceptable asset situation.
- c. The levels of disappointment and distress caused by the ongoing delays in construction of the NSOP cannot be overstated. MP views the proposed losses of the NSOP once opened to be unacceptable and given NSC will invest +\$122m of Community funds into this iconic asset, recommends NSC adopt a 'no-loss' operating plan. Not only will this be more 'palatable' for the Community, but it will also contribute +\$2m per year to NSC finances.
- d. MP supports the 'proposed Income Generation Strategies'. These activities are very much needed and frankly should be standard business activities for Council. Factually, non-rate revenues attributable to Council have grown by \$15m over 4 years – and the 2025-26 revised budget assumption of +\$3m seems unambitious in context.
- e. MP strongly recommends NSC takes a hard decision to reduce discretionary Delivery Plan initiatives further before considering any reduction in essential services provision.
- f. MP continues to be concerned at the scale, and lack of responsible recognition of non-rate paying organisations in our LGA. Schools, Transport 4 NSW etc are large consumers of Council amenity and resources and should pay a proportional rate for service provision like all members of our community.

In summary:

- 1. MP welcomes and supports the material adjustments to delivery program initiatives and recommends NSC consider further reductions in Delivery Plan activities before any consideration or adoption essential service reductions.
- 2. MP formally requests NSC publish transparently costs (capital and operating) for each delivery plan initiative, so community can be informed on how and where NSC is proposing to invest community funds.
- 3. MP does not support reductions in essential services as proposed and strongly highlights the revised Operating Plan 2025-26 does not support such reductions. Reductions should be made to non-essential, discretionary areas if needed by reducing Delivery Plan activities.
- 4. MP supports NSC plans to undertake Income Generating Strategies and requests these areas be reported transparently as they are actioned and progress reported on an ongoing basis
- 5. MP again requests NSC reconsider the NSOP Operating Plans and adopts a 'no-loss' operating approach.
- 6. MP requests involvement, input and engagement in the preparation and consideration of a new SRV application. MP seeks to support NSC in this initiative with aim of garnering community understanding, support and advocacy.
- 7. MP strongly supports NSC in pursuing revenue remedies from large non-rate paying organisations.
- 8. MP requests this submission be circulated to all Councillors through your office prior to the upcoming Council meeting on 30th June.

On behalf of Milson Precinct Community,
Yours Faithfully,

[REDACTED]

[REDACTED]

Chair, Milson Precinct

Appendix: Summary of Initial and Revised Delivery Plan activities (numerical)

Informing Strategy	Initial Target Initiatives	Revised 2025-26 Initiatives	Change
Environment	31	11	-20
Social Inclusion	30	14	-16
Open Spaces	39	16	-23
Integrated Transport	29	12	-17
Economic Development	30	2	-28
Culture & Creativity	19	3	-16
Housing	16	11	-5
Governance	50	27	-23

244	96	-148
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Emailed submission 56

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Support for Ongoing Funding for North Sydney Community Centre (NSCC)
Date: Wednesday, 25 June 2025 11:49:14 AM

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CAUTION : Do not click links or open attachments unless you recognise the sender and know the content is safe.

Dear North Sydney Council,

I am writing to express my strong support for maintaining funding and the approved grant for North Sydney Community Centre (NSCC).

As a participant in NSCC's programs, I can speak directly to the value and impact of this incredible community hub. The Centre plays an essential role in the lives of so many — delivering lifelong learning opportunities, after-school care, early childhood programs, cultural events, wellbeing classes, and the much-loved produce markets.

For me personally, NSCC has been a place where I have attended exercise and wellbeing classes and met some wonderful people who live nearby and have been able to foster ongoing friendships with. So many were experiencing loneliness and despair. The various activities provide purpose and an opportunity for social engagement. The NSCC Team have been authentically engaging and a pleasure to deal with.

I urge Council to consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations

and/or

2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning.

and/or

3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect people like me, who rely on what NSCC offers.

Please continue to support this vital community asset.

Best regards,

[REDACTED]

Emailed submission 57

From: [REDACTED]
To: [YourSay](#)
Cc: [council](#)
Subject: Submission to Draft Delivery Program & Operational Plan 2025–2026: North Sydney Community Centre
Date: Wednesday, 25 June 2025 3:25:40 PM

Some people who received this message don't often get email from brisk.gear0871@fastmail.com. [Learn why this is important](#)

CAUTION : Do not click links or open attachments unless you recognise the sender and know the content is safe.

To North Sydney Council

I strongly support maintenance of funding and the approved grant for North Sydney Community Centre (NSCC).

As someone who has participated in NSCC's programs, I can't speak highly enough of the value and impact this community hub has for a wide range of community members from infants to elders. It is an inclusive and welcoming space which enhances a sense of community, providing a sense of heart and belonging to a diversity of groups and individuals. This is a precious resource in an increasingly populated area, especially one where many residents are living in mid to high density housing. It is well known that this can contribute to isolation and detachment. The Community Centre works against this undesirable situation for both longtime residents and new-comers to the North Sydney area.

It provides learning opportunities for all age groups (after-school care, early childhood programs, cultural events, arts and wellbeing classes etc etc), a place for people to meet and develop friendships and connections (instead of being isolated and disengaged from the community), and the well-patronised produce markets.

Please consider:

1. **The irreplaceable social value NSCC delivers**, particularly in supporting inclusion, connection and wellbeing across generations;
2. **The Centre's direct alignment with Council's own strategic goals**, including community engagement, environmental sustainability and support for lifelong learning; and
3. **The cost-effectiveness of grant funding as an investment** in community resilience and preventative services that reduce future pressure on other systems

Cutting or reducing funding would undermine one of the area's most inclusive and impactful services and directly affect me and many many others.

Please continue to support this vital community asset

Emailed submission 58

Waverton Precinct - Comments on draft Delivery Program 2025-29 and Operational Plan 2025-26

North Sydney Council advised all Precinct Committees on 2 June that consultation is open on these above items, in light of the rejection of Council's Special Rate Variation.

Council can (and will, presumably) increase rates by a maximum of 4% under that decision. We support that adjustment.

The Council has listed a set of possible measures it might implement against a general backdrop of deferring new projects and reducing the infrastructure renewals budget.

We understand that Council is projected to operate at a deficit of around \$10m next year and we understand that this whole financial mess is short term and driven by the dramatic overruns on the cost of the renovation project on the North Sydney Olympic Pool.

That is to say, the deficit projections are only in the immediate future, as we understand the position.

Waverton Precinct already has a general view, which we have formally passed as a resolution, which is to support the provision of first class and innovative and efficient services provided by the Council – and for rates to be set at a level to provide for these services.

Noting that the closing date for comments is 24 June, this issue was discussed in general terms at our June Precinct meeting and the Precinct executive were tasked with creating and lodging a specific submission before that date, on behalf of the Precinct.

We do not want to see staff layoffs or the privatisation of Council services as a part of this 'solution'. We can see that many programs could defer non essential projects a few years in order to stay within the projected budget.

We note Council could also augment its revenue outside of a rate variation.

We think this could be a significant addition to the current income streams.

For example, with new developments (and there are lots of these in the North Sydney CBD) Council could increase fees under s7.11/7.12 of the EP&A Act – or even in principle the Council could possibly negotiate a temporary Special Levy with the State Planning department.

Council could also look at if it has surplus properties which could be sold outright, or redeveloped in partnership with a private company, or at least 'worked harder' to return an income (become available for weddings, birthdays etc) - the Quarantine Boat Depot at Waverton being a local example of this latter suggestion.

As a part of that review,, Council could also decide on a major Overhaul of the key site that now is the Council Chambers and the Stanton Library and the next door car park. This large site could be completely redeveloped while including new facilities for the Council Chambers and the Library and some parkland. This project may not provide an income in the short term, admittedly, but could significantly augment the Council's financial position in the medium term and then on an ongoing basis and takes advantage of the Metro Station access directly opposite this large and underutilised site.

In terms of the matters nominated by Council as "currently open for the community to provide feedback on" the Precinct meeting had the following comments.

As stated before, our starting position is that we do not support the reduction of existing services – though we do see that some could be better focussed.

We are sure some public works like cyclical park equipment renewals could be temporarily deferred and rescheduled as a cost saving measure , as well.

In principle, we do not want to see verge mowing, street sweeping and parks and garden maintenance reduced, or have graffiti removal reduced but our local example of how these sorts of services might be better focussed is the weekly weeding of parkland in Larkin St, Waverton. Several people each week spend days in the section of Larkin St south of Wood St pulling out weeds , when really that section of the Park should instead be redesigned. We have formally raised this issue with Council staff and a redesign of the area is being considered.

We do not want to see a reduction in Council administration support to Precincts – which is already fairly modest - but do see that for a short term period Council might choose to reduce its support to some community groups and external bodies.

We note that this should not be a uniform reduction but be based on a consideration of the specific services being provided – for example some of which, like those related to domestic violence, are critical and need their support maintained (if not increased, unfortunately).

We are open to the introduction of fees for use of public land by commercial operators. The example given is personal trainers, but another obvious suggestion is all the High Schools currently sending their students into the park surrounding North Sydney Oval each lunch time because the schools have no open spaces left.

We doubt the naming rights for the Oval and the Pool are going to attract much money and we much prefer the current "Council naming" of North Sydney Oval and North Sydney Olympic Pool.... who would prefer to visit the Macquarie Bank Oval and the Coca Cola Pool for example, or have these names change each 5 years?

Attachment 4: Original Draft Submissions and Responses

The initial draft DP and OP was considered by Council on 28 April 2025 and subsequently placed on public exhibition on 30 April.

Following IPART's determination on Council's SRV on 16 May 2025, a revised draft DP and OP was prepared and presented to Council on 26 May. The original draft was removed from Council's website on 27 May and replaced with the updated version, which reflects the implications of the SRV determination. This table details the submissions received in response to the exhibition of the initial draft.

People who made a submission on the original draft were emailed when the revised draft was exhibited and invited to make a new submission.

No.	Submission Comments	Response
Prev1	<p>My comment was in relation to the entire plan.</p> <p>"IPART has yet to inform on the proposed 87% rate increase, which as North Sydney Council has noted, is required funding in order to deliver this new Strategic Plan. I cannot vote on a plan which doesn't have funding available to deliver.</p> <p>It is also asked, why the current strategic plan should be superseded, when this has plan: has been approved by the community; is currently in action; had required funding to deliver; as of last community feedback was tracking well. Why reinvent. "</p>	<p>This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application.</p> <p>Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term.</p> <p>The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025.</p> <p>The Community Strategic Plan 2025–2035 was officially endorsed by North Sydney Council at the Council Meeting held on Monday, 28 April 2025. The Community Strategic Plan 2025-2035 outlines a long-term vision and strategic direction to guide decision-making and investment over the next decade.</p> <p>Council is required under Section 402 of the Local Government Act to review the Community Strategic Plan before 30 June in the year following an ordinary election of council. Council conducted extensive research and broad community consultation in the development of this plan.</p>
Prev 2	<p>Cammeraygal place</p>	<p>No response provided due to lack of information submitted.</p>
Prev 3	<p>I request that Council specifically note and prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/26.</p> <p>The 'social hub' walkthrough 'plaza' of Cammeray, home to the ever-popular Maggio's and Laneway Cafe, Cammeraygal Place is in urgent need of an upgrade for safety and cleanliness, public toilet services, facilities, beautification - similar to what has been done in Kirribilli.</p>	<p>Council notes your request for it to prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application.</p> <p>Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term.</p> <p>The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025.</p> <p>This revised document indicates that the identified public domain improvement projects (page 76) are scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings.</p>
Prev 4	<p>I'm writing in support of the proposed beautification of Cammeraygal Place in Cammeray. This space is already a key hub for our local community—close to Cammeray Public School, shops, businesses, and well-used by families, school children, and older residents alike. However, it is long overdue for an update.</p> <p>Improved landscaping, upgraded amenities such as bathroom facilities, and a renewed focus on heritage preservation would make a significant difference and safer place for all (due to uneven grounds and lack of cleanliness). With thoughtful investment, this area has the potential to be even more welcoming, better used, and more reflective of its deep historical and cultural significance.</p> <p>This is a valuable opportunity to enhance a space that already brings people together and to ensure it continues to do so for generations to come.</p>	<p>Council notes your request for it to prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application.</p> <p>Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term.</p> <p>The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025.</p> <p>This revised document indicates that the identified public domain improvement projects (page 76) are scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings.</p>

No.	Submission Comments	Response
	<p>As part of this project, I would love to see children from the nearby primary school involved in the design process—perhaps contributing drawings or ideas that could be featured on a community wall or installation. This would help build a strong connection between the place and the people who use it every day.</p>	
Prev 5	<p>Draft Delivery Program and Operational Plan CAMMERAYGAL PLACE, OFF MILLER STREET, CAMMERAY — COUNCIL IS REQUESTED TO NOTE AND PRIORITISE CAMMERAYGAL PLACE WITHIN THE PROPOSED PUBLIC DOMAIN UPGRADE PROGRAM FOR 2025/26. This area is the main pedestrian access area from the Miller Lane Car Park to Cammeray shops and restaurants on Miller Street. It is in a disgraceful condition for such a highly utilised pedestrian thoroughfare come dining/cafe precinct, there are no public facilities such as toilets (existing privately owned toilet is disgusting), there are no disabled facilities, lighting is poor, paving can be unsafe, it is dirty, vehicle access off Miller Lane into the pedestrian plaza is permitted (a huge safety risk), In all, an embarrassing blight on North Sydney Council Outdoor Areas. It needs a complete overhaul and beautification plan - WITH URGENCY. Thank you.</p>	<p>Council notes your request for it to prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025. This revised document indicates that the identified public domain improvement projects (page 76) are scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings.</p>
Prev 6	<p>For several years, I have requested Council to undertake long overdue landscaping and restoration of Four Figs Park. It is currently covered in fish fern and privet, choking the couple of remaining tree fern plants. This Park has significant heritage value which Council even sought fit to erect a brass plaque in honour of Patti Fullilove, who was instrumental in getting Four Figs Park established. It is also mentioned on the Council website as part of the Cammeray Heritage Walk. It is currently a disgrace and is slowly being overrun by weeds and vermin. If Council can find the funds to "beautify" so many intersections with appropriate plantings (much appreciated) surely a site as significant as Four Figs Park should be a priority.</p>	<p>Council notes your request for it to prioritise the landscaping and restoration of Four Figs Park within the proposed operational plan for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025. This document indicates that the park enhancement program (page 62) is scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings. Council will however continue to manage and maintain Council's parks, gardens, reserves, streetscapes and foreshore areas with available resources.</p>
Prev 7	<p>Re: Cammeraygal Place, Cammeray. This walkway and plaza is a significant link in Cammeray used extensively by pedestrians every day. It is long overdue for an upgrade. I walk through here daily as well as meeting up with people here, but it can be so much better. It has so much potential to be a more vibrant, clean and safe area. Cammeray is taking the brunt of surrounding road/tunnel works - please assist in providing funding to give us a social hub in our suburb that we can be proud of.</p>	<p>Council notes your request for it to prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025. This revised document indicates that the identified public domain improvement projects (page 76) are scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings.</p>
Prev 8	<p>Draft delivery program and operational plan - I would really hope to see Cammeraygal place upgrade in the short term plans for NSC. The area is scruffy and tired and in need of resurfacing due to uneven walkway, more seating, nicer trees/gradens/foliage. This is such a busy and well-frequented part of the Cammeray community and yet is not fit for purpose. It could be so much nicer and provide a true meeting place for community members, even outside cafe hours. Please add it to the plans for upgrade.</p>	<p>Council notes your request for it to prioritise Cammeraygal Place within the proposed public domain upgrade program for 2025/2026. This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025. This revised document indicates that the identified public domain improvement projects (page 76) are scheduled to commence in 2026-2027 subject to funding being secured through grants, additional rates, other income sources or operational savings.</p>

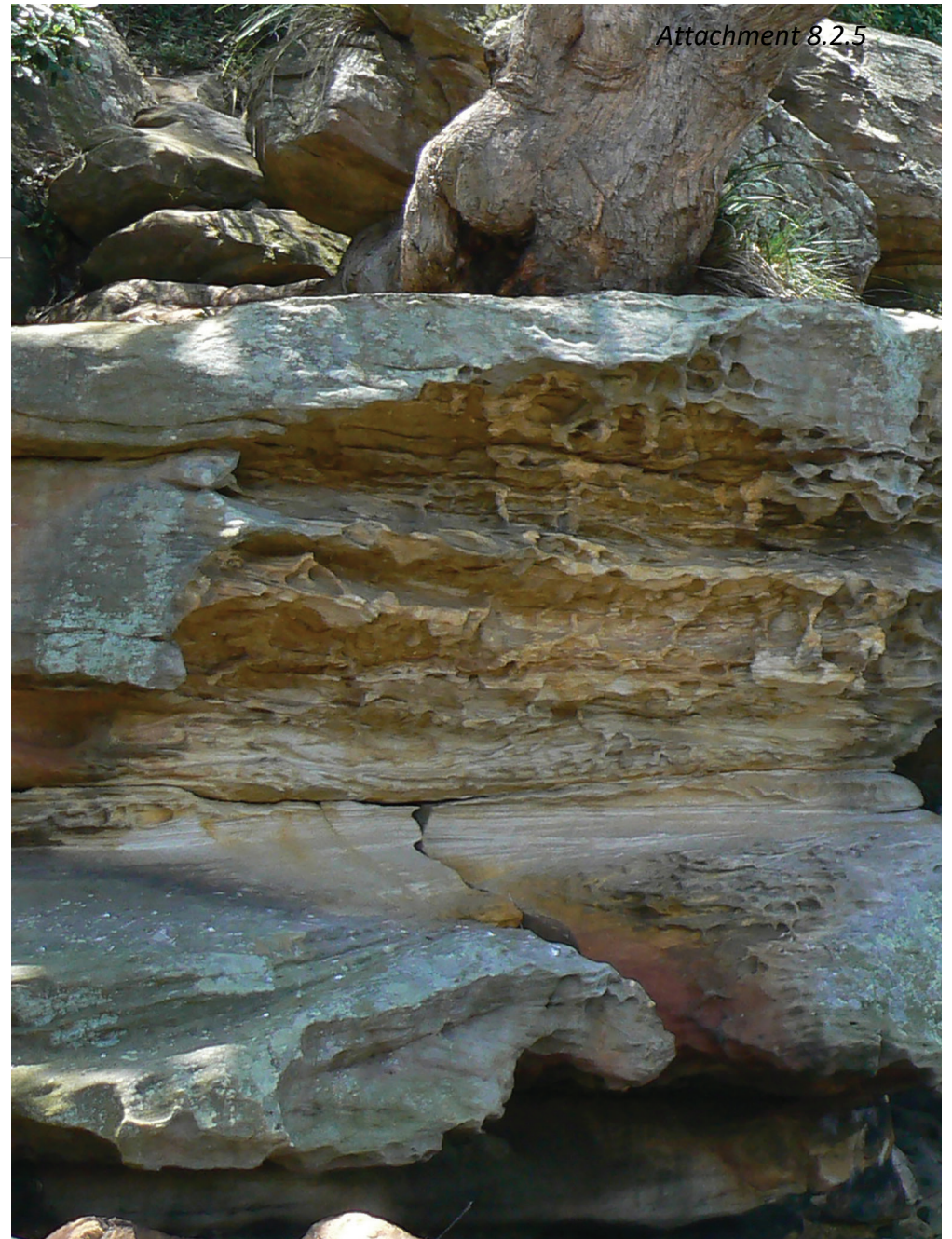
No.	Submission Comments	Response
Prev 9	<p>This plan seems very ambitious and likely to go over budget, even with the massive rate rise that council is instigating. I believe a pared down approach is necessary until the Council has delivered on the Olympic Pool. For example the Civic Park digital sign pilot doesn't seem to address an urgent safety or community issue. I think the council should focus on essential service delivery projects like safe roads and pedestrian crossings near schools, and stormwater management. Although it is admirable to want to add additional playgrounds and toilet facilities to parks, at this point I don't see how the budget can allow for it.</p>	<p>This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025.</p>
Prev 10	<p>Review of Draft</p> <p>page 9 all financials need to be re-worked following IPART refusal to raise rates</p> <p>page 21 - disappointing that only 10% of staff live in the LGA</p> <p>page 54 - really time to stop all work on bike lanes/infrastructure. Since work from home the number of cyclists is dramatically reduced on our roads</p> <p>page 70 - the number of days to approve DAs is embarrassing (frankly disgraceful) and often NSC is the worst Council in NSW</p> <p>pages 85-88 - should have sub-totals. Many many slides prepared by Council ignore putting in proper sub totals</p> <p>page 92 Capital Works should have sub totals</p>	<p>This version of the program/plan (exhibited in May) assumed that Council would gain extra revenue from its special rate variation (SRV) application. Since this was not approved by IPART, Council has now considered alternative strategies to mitigate financial risks in the short-term, while reviewing strategies for the long term. The Revised Draft Delivery Program 2025-29 and Operational Plan 2025-26 Your Say North Sydney was publicly exhibited for community consultation between 27 May and 24 June 2025.</p>



Resourcing Strategy 2025–2035

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Recognition of the Cammeraygal People

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people.

We recognise the Cammeraygal people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long and ongoing Indigenous heritage of this place.

In recent years, the spelling of Cammeraygal has varied to include Gammaraigal and Gai-maragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.

Executive Summary

The Resourcing Strategy is a critical component of Council's Integrated Planning and Reporting framework. It ensures that Council has the financial, asset, and workforce capacity to deliver on the community's long-term vision, as articulated in the Community Strategic Plan.

Recent challenges, including the Independent Pricing and Regulatory Tribunal's (IPART) decision to reject Council's Special Rate Variation application, have placed further pressure on Council's financial position. In response, Council has taken short-term measures – such as deferring new capital projects and infrastructure renewals – to manage the immediate budget impacts. However, these measures are not sustainable and highlight the critical importance of a long-term, strategic approach to resourcing.

The Resourcing Strategy outlines how Council will align its limited resources with community priorities, while working towards financial sustainability. It recognises that productivity improvements, while necessary, will not be sufficient on their own. A broader suite of options, such as asset sales, service level reviews, new revenue opportunities, and a special rate variation, is under consideration to support Council's long-term viability.

The Strategy is built on three interrelated components:

1. Long-Term Financial Planning – Providing a framework for sustainable budgeting, forecasting, and decision-making.
2. Asset Management Planning – Supporting the responsible stewardship of infrastructure to meet community needs now and in the future.
3. Workforce Management Planning – Enabling a capable, flexible workforce to deliver quality services and strategic outcomes.

By taking a coordinated and forward-looking approach to resource management, this Strategy positions Council to respond effectively to current pressures while safeguarding the capacity to deliver for the community over the long term.



North Sydney Oval

Part 1:



Part 1. Integrated planning and reporting

Our approach to Integrated Planning and Reporting (IP&R) is based on the legislated IP&R Framework for NSW. It is a structured framework that helps Council effectively plan for and deliver on community needs. It ensures long-term sustainability by aligning actions with available resources and fosters transparency and accountability through regular monitoring and reporting.

As detailed in the diagram below, North Sydney Council IP&R cycle is underpinned by **eight key informing strategies**: Culture and Creativity, Economic Development, Integrated Transport, Open Space and Recreation, Social Inclusion, Environment, Housing, and Governance. These strategies provide a direct link between community priorities articulated in the Community Strategic Plan and Council's Delivery Program.

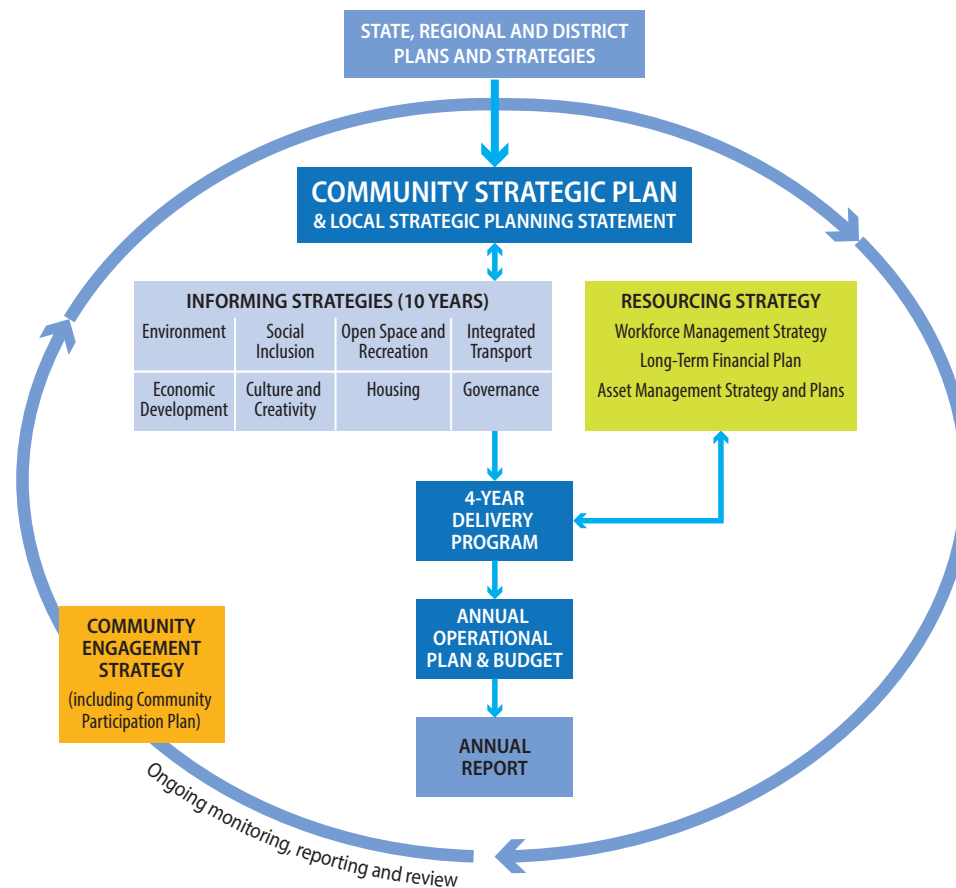


Figure 1: Integrated Planning and Reporting at North Sydney

Planning

The IP&R cycle begins with the **Community Strategic Plan (CSP)**, which captures the long-term vision and priorities of the North Sydney community. It sets out outcomes and strategic directions for the next 10 years, detailing how we will work together to deliver our community vision and build a connected, active, and inclusive community that celebrates creativity and nurtures a healthy, vibrant environment.

Supporting the CSP is the **Delivery Program (DP)**, a four-year plan that outlines the strategic initiatives Council will undertake during its term. **The Operational Plan (OP)** provides a detailed one-year roadmap of activities, projects, and budgets to implement the Delivery Program.

Resourcing

Delivering the objectives of the CSP requires a robust **Resourcing Strategy**, which comprises financial planning, workforce management, and asset management. These components ensure the Council's resources are strategically allocated to achieve community outcomes while maintaining financial sustainability.

Monitoring and Reporting

To ensure accountability and transparency, North Sydney Council implements a robust monitoring and reporting framework, which includes:

- **Annual Reports** – These provide a detailed overview of the Council's achievements, challenges, and progress in delivering the Delivery Program and Operational Plan.
- **State of Our City Reports** – Included in the Annual Report at the end of each Council term, these reports assess the implementation and effectiveness of the Community Strategic Plan. They serve as a valuable resource for incoming Councillors, offering insights into North Sydney's current state and informing future planning.
- **Quarterly Reports** – These track the progress of actions and projects within the Delivery Program and Operational Plan, ensuring regular updates for the community and Council.

This structured approach to monitoring and reporting ensures Council remains transparent, accountable, and responsive to community needs while adapting to emerging challenges or opportunities. Through these mechanisms, North Sydney Council can effectively demonstrate progress and provide a strong foundation for continuous improvement.



Civic Park

Part 2:



Part 2. Resourcing Strategy

The Resourcing Strategy is a long-term framework that outlines how Council will allocate and manage its resources to effectively deliver services, infrastructure, and initiatives that align with community priorities. It provides the foundation for achieving the outcomes set in the Community Strategic Plan and supports the implementation of the Delivery Program and Operational Plan.

Each year, Council delivers a wide range of services to meet the evolving needs of our growing community. These services have been developed over time in response to community expectations, legislative requirements, and emerging challenges. Effective resource planning ensures that Council continues to provide essential services while also planning for new initiatives, infrastructure, and long-term community priorities.

The Resourcing Strategy not only focuses on the short-term actions outlined in the Operational Plan but also takes a strategic approach to medium- and long-term objectives that shape the future of our community. As outlined in the Community Strategic Plan, residents have identified key priorities across areas of:

- Environment
- Social Inclusion
- Open Space and Recreation
- Integrated Transport
- Economic Development
- Culture and Creativity
- Housing
- Governance

As the critical link between the Community Strategic Plan and the Delivery Program, the Resourcing Strategy ensures that Council has the financial capacity, infrastructure resilience, and workforce capability to implement these strategies effectively. It also considers the ongoing services and regulatory responsibilities required to maintain community well-being.

Like the Delivery Program, the Resourcing Strategy is reviewed and updated every four years, with each component monitored annually to ensure that resources are being managed efficiently to support the community's needs.

Structure of the Resourcing Strategy

The Resourcing Strategy consists of three key interrelated components:

1. **Long-Term Financial Planning** – Incorporates the Financial Management Policy and Long-Term Financial Plan to ensure financial sustainability and responsible investment.
2. **Asset Management Planning** – Includes the Asset Management Strategy, Asset Management Policy, and Asset Management Plans to guide the maintenance and development of infrastructure assets.
3. **Workforce Management Planning** – Covers the Workforce Management Strategy to ensure a skilled, adaptable, and sustainable workforce capable of delivering Council's objectives.

By integrating these elements, the Resourcing Strategy provides a roadmap for sustainable and efficient resource management, ensuring that Council can continue to meet the needs of the community now and into the future.

Part 2.1:



Brett Whiteley Place

Part 2.1. Long-term financial planning

The **Long-Term Financial Plan (LTFP)** is a critical decision-making tool that enables Council to assess its financial capacity to deliver cost-effective services and infrastructure while maintaining long-term financial sustainability. By modelling various financial scenarios, the LTFP ensures that Council's strategic objectives align with its financial realities and capacity to fund services, projects, and infrastructure over the next decade.

As a dynamic document, the LTFP is reviewed and updated annually in conjunction with the development of the Operational Plan and the completion of annual Financial Reports. This ensures that financial planning remains current, responsive to emerging challenges, and aligned with Council's broader strategic goals.

The LTFP is a 10-year financial roadmap that includes:

- Projected financial statements – including income and expenditure forecasts, balance sheet, and cash flow analysis
- Planning assumptions – outlining key economic and financial factors that shape projections
- Sensitivity analysis – identifying financial risks and the impact of different assumptions
- Scenario modelling – exploring financial outcomes under planned, optimistic, and conservative projections
- Performance monitoring – establishing methods to track financial sustainability and adjust strategies as needed

Ensuring Financial Sustainability

The **Long-Term Financial Plan** is developed with a strong focus on ensuring Council's financial sustainability. Key financial strategies include:

- Eliminating operating deficits progressively to achieve long-term financial stability
- Establishing clear revenue pathways for rates, ensuring alignment with specific expenditure priorities
- Assessing new services and asset investments to confirm affordability and sustainability
- Adequate funding for infrastructure maintenance and renewal to prevent asset deterioration
- Utilising borrowing strategically where necessary and financially responsible
- Ensuring fair and equitable distribution of rates across all ratepayers

Through responsible long-term financial planning, Council aims to balance service delivery, infrastructure investment, and financial sustainability, ensuring that the community's needs are met now and into the future.

Current Financial Position

Regrettably, Council’s current financial position is not sustainable. As detailed in Council’s revised 2025–2035 LTFP, without additional income, Council cannot continue to support the level of service and infrastructure enjoyed by the community in past decades. The costs associated with the North Sydney Olympic Pool redevelopment project have placed significant pressure on Council’s reserves and infrastructure renewals. Ongoing operating costs, including the repayment of over \$50 million in debt will result in ongoing operating deficits.

Other factors such as declining revenue streams associated with car parking, fines and advertising, along with cost shifting from other levels of government further exacerbate forecast deficits. In addition, the average residential rate for North Sydney is considerably lower than comparable councils, meaning that there is less money available to spend on services and infrastructure.

While Council has been proactively implementing operational improvement initiatives to increase efficiencies and reduce costs, these changes are limited by outdated and ineffective systems and are not sufficient to address the growing financial deficit alone. In response to these pressures – and in the absence of an approved Special Rate Variation (SRV) from IPART – Council has taken the difficult step of continuing to defer capital works and asset renewals in 2025–26. While this provides necessary short-term financial relief, it is not a viable long-term solution and will contribute to a growing backlog of essential projects and infrastructure upgrades.

Productivity improvements and operational efficiencies are being actively pursued, but systemic limitations, such as outdated technology, restrict the scale and pace of potential savings. A broader financial repair strategy is required.

Planning for the Future

In 2024, Council undertook extensive community engagement to better understand the community’s expectations and priorities. This feedback, along with detailed research, informed the development of eight key informing strategies that define the services, infrastructure, and programs needed to support the community now and into the future.

Council’s revised LTFP outlines how financial recovery will require both immediate and long-term actions. In the short term, Council is considering asset sales, potential reductions in service levels, and the identification of new income sources to stabilise its financial position. However, these measures alone will not secure long-term sustainability. Looking ahead, Council will explore the development of a new Special Rate Variation (SRV) application as part of a broader strategy to restore financial stability, maintain essential services, and continue investing in the infrastructure and programs that support the community’s future.

Our full 10-year LTFP is available under separate cover.

WHERE ARE WE NOW?		WHERE DO WE WANT TO BE?	
-0.02% Operating Performance ratio	7.9 Debt Service Cover Ratio	≥0% Operating Performance ratio	>2X (times) Debt Service Cover Ratio
85.36% Own Source Revenue	3.74% Rates, Annual Charges, Interest & Extra Charges Outstanding percentage	>60% Own Source Revenue	<5% Rates, Annual Charges, Interest & Extra Charges Outstanding percentage
2.42:1 Unrestricted Current Ratio	11.84 mths Cash expense cover ratio	≥1.5:1 Unrestricted Current Ratio	≥3 mths Cash expense cover ratio

*2023–24 Audit Data

For every \$100 North Sydney Council spends:

\$20

Renewals and upgrade of local infrastructure

\$12

Waste management

\$8

Parks, sportsfields and streetscapes

\$8

Planning and development

\$5

Leisure and aquatics

\$6

Street cleaning

\$6

Community services

\$5

Ranger and parking services

\$5

Repayments of the external loans

\$4

Roads and transport

\$4

Maintenance of public infrastructure

\$4

Library and public services

\$3

Health and safety

\$3

Community events, engagement and customer service

\$2

Protecting environment

\$2

Buildings maintenance

\$2

Bushcare

\$1

Street lighting

Part 2.2:



North Sydney Oval

Part 2.2. Asset Management Planning

Council owns and manages a diverse portfolio of infrastructure assets that support the delivery of essential services to the community. These assets include roads, buildings, open spaces, drainage systems, and other critical infrastructure that contribute to the well-being and functionality of our local area. Effective asset management planning ensures that these assets are maintained, renewed, and developed to meet current and future community needs while ensuring long-term sustainability.

Council is committed to best-practice asset management and continuously reviews and updates its Asset Management Policy, Asset Management Strategy, and Asset Management Plans to align with evolving community expectations, financial constraints, and legislative requirements.

The objectives of our [Asset Management Strategy](#) are to:

- Guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community
- Ensure that Council's infrastructure services are provided in a financial and economically sustainable way, enabling the appropriate level of service to residents, ratepayers, visitors and the environment
- Meet legislative requirements for all Council operations
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- Inform the Asset Management Plans and Long-Term Financial Plan

The Asset Management Strategy establishes a strategic approach to the planning, construction, maintenance, and operation of Council's infrastructure. It ensures that assets are managed at an optimal level to deliver services as outlined in the Community Strategic Plan and Delivery Program.

Our [Asset Management Strategy](#) is provided under separate cover.

WHERE ARE WE NOW?

231.72%

Building Infrastructure and other structures renewal rate

13.11%

Infrastructure Backlog ratio

98.64%

Asset Management ratio

WHERE DO WE WANT TO BE?

≥100%

Building Infrastructure and other structures renewal rate

<2%

Infrastructure Backlog ratio

>100%

Asset Management ratio

*as at 30 June 2024

Asset Management Policy

The **Asset Management Policy** outlines Council's commitment to implementing a systematic approach to infrastructure management, ensuring that assets are planned, created, maintained, renewed, and disposed of in accordance with industry best practices.

Under this policy, Council undertakes to:

- Ensure that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment
- Safeguard Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- Create an environment where all Council employees take part in overall management of Council assets by creating and sustaining asset management awareness throughout the Council
- Meet legislative requirements for asset management
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- Demonstrate transparent and responsible asset management processes that align with demonstrated best practice

Our **Asset Management Policy** is provided under separate cover.

Asset Management Plans

Council's **Asset Management Plans** cover all infrastructure assets under its control and define the service standards for these assets. The plans include long-term maintenance, rehabilitation, and replacement strategies, along with cost projections to ensure sustainable asset lifecycle management.

Through effective asset management planning, Council ensures that infrastructure investments deliver long-term value, promote intergenerational equity, and support a well-functioning and resilient community.

Our **Asset Management Plans** are provided under separate cover.

Asset Class	Replacement Cost	Accumulated Depreciation	Net Carrying Amount
Footpaths	\$155,038,554	\$59,693,239	\$95,345,314
Open Space and Recreation Assets	\$40,209,304	\$16,137,957	\$24,071,346
Other Infrastructure	\$303,916,424	\$99,570,660	\$204,345,765
Other Structures	\$1,146,200	\$175,337	\$970,863
Properties	\$347,014,881	\$145,083,006	\$201,931,876
Roads	\$449,886,586	\$143,575,246	\$306,311,340
Stormwater Drainage	\$270,450,822	\$81,971,986	\$188,478,836
Swimming Pools	\$7,546,950	\$4,616,275	\$2,930,675
TOTAL	\$1,575,209,722	\$550,823,706	\$1,024,386,016

as at 30 June 2024

Council Infrastructure:

139.6km

Road network

260km

Kerb and gutter network

6,659

Drainage pits

266km

Footpath network

22km

Retaining walls

4.9km

Seawalls

44

Marine structures (including wharves)

106.6km

Stormwater pipe network

44.4km

Fences

2,618

Bollards

1,874

Public lighting

Part 2.3:



Stanton Library

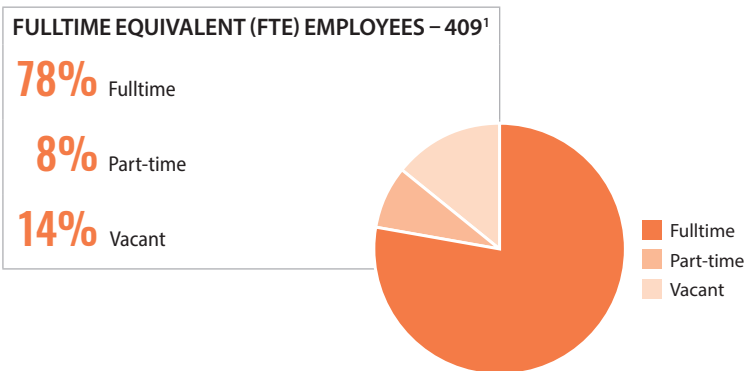
2.3 Workforce Management Planning

Workforce management planning ensures that Council has the necessary skills, capabilities and staffing levels to deliver services efficiently and effectively, both now and into the future. As Council’s workforce is its most valuable resource, strategic workforce planning is essential to meeting the evolving needs of the community and adapting to emerging challenges, including an ageing workforce and changing service delivery models.

The Workforce Management Strategy provides a structured approach to developing and maintaining a skilled, adaptable and engaged workforce. It outlines how Council will attract, retain, and support employees while fostering a positive workplace culture that aligns with Council’s vision and values.

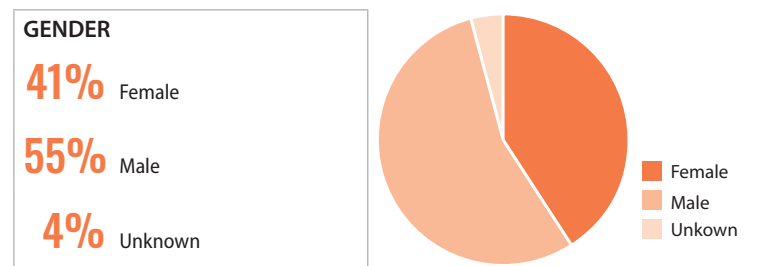
The Workforce Management Strategy addresses Council’s current and future staffing needs but also considers broader workforce trends and external influences that may impact workforce availability and skills demand. By proactively planning for future workforce needs, Council is committed to building a strong, resilient, and high-performing organisation that can effectively serve the community both now and into the future.

Our Workforce Strategy 2025–2029 is provided under separate cover.



SOURCES ¹ Based on staff establishment January 2025

Years of Service	0-5	6-10	11-20	21-30	31-40	40+
Percentage	48%	19%	20%	10.5%	2%	0.5%



Age	<24	25-54	55-64	65 and over
Number of employees	5%	60%	29%	6%



North Sydney Oval

TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषिया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषिए के लिए अनुरोध करें। यह एक निःशुल्क सेवा है।

JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス(TIS)にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつなぐように伝えてください。当サービスは無料です。

PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02 9936 8100). Este es un servicio gratuito

KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.



North Sydney Council,
200 Miller Street, North Sydney NSW 2060

P (02) 9936 8100 | E council@northsydney.nsw.gov.au

www.northsydney.nsw.gov.au

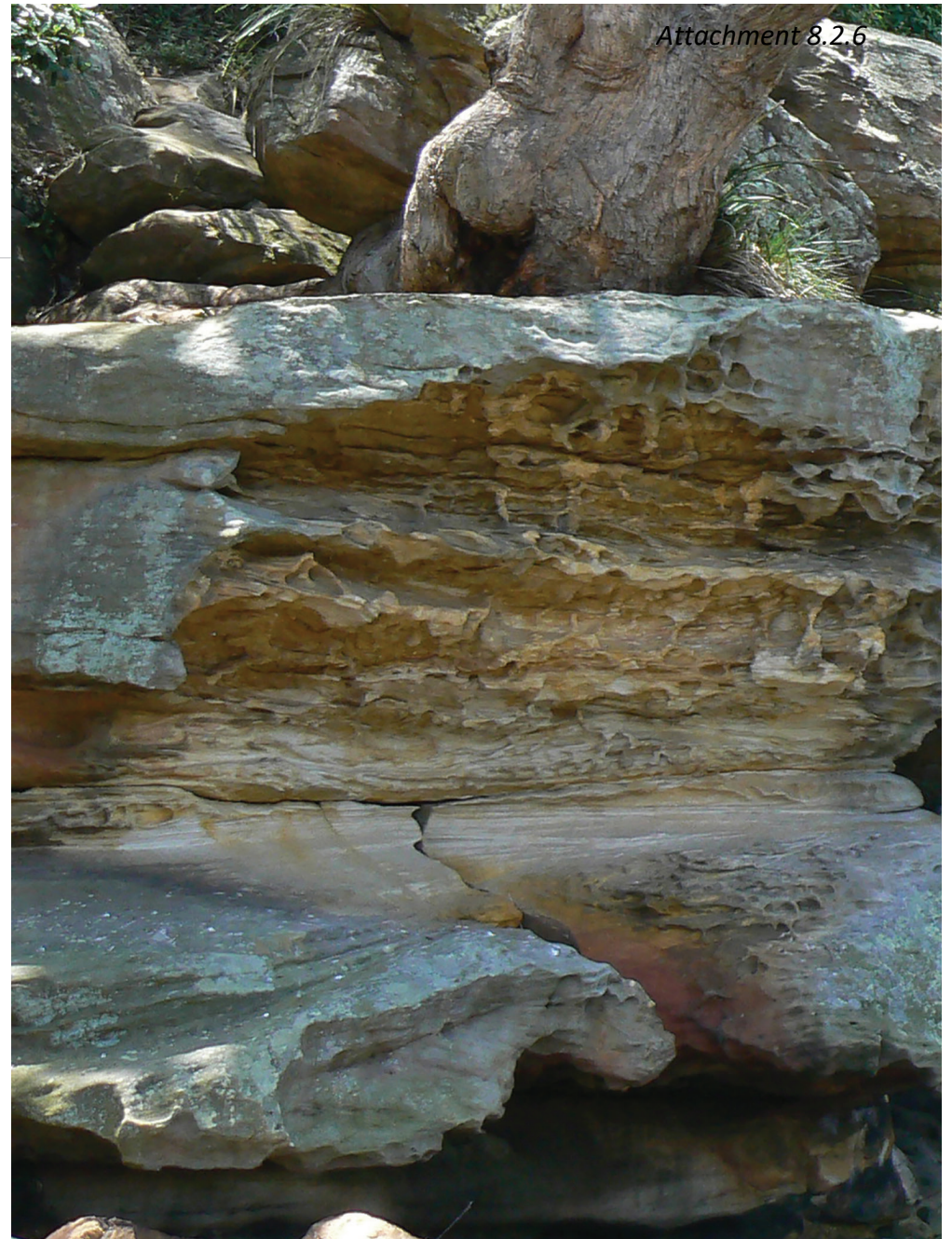
Council meeting:



Workforce Strategy 2025-2029

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Recognition of the Cammeraygal People

We respectfully acknowledge the Traditional Custodians of the land and waters of North Sydney local government area (LGA), the Cammeraygal people.

We recognise the Cammeraygal people as the Traditional Owners of the area known today as North Sydney. We acknowledge that the alienation of Cammeraygal Country occurred with a land grant in 1794 without consultation, treaty, or compensation.

Western archaeological evidence shows that Aboriginal people have been in North Sydney at least 5,800 years, and likely for thousands more. We treasure and seek to preserve Cammeraygal connection to Country.

In 1890, when North Sydney Council was formed through the merging of three boroughs, the word Cammeraygal was included on its coat of arms. Today it holds a central position in the Council's logo as a reminder of the long and ongoing Indigenous heritage of this place.

In recent years, the spelling of Cammeraygal has varied to include Gammeraigal and Gai-maragal as our community has sought to reflect and honour the heritage of First Nations people in a more culturally appropriate manner.

CEO's message



At North Sydney Council, our people are our greatest asset and our greatest opportunity. The way we recruit, align, develop, support and empower our workforce will ultimately define our success in serving the North Sydney community.

We aspire to create a workplace where people are not only capable but engaged and inspired to grow. A place where individuals who are passionate about making a difference come together - open to new ideas, committed to teamwork, and dedicated to helping one another reach

their full potential. Our culture is grounded in service to the community and a shared commitment to excellence.

Our diversity is our strength. We bring together people from a wide range of professional and cultural backgrounds, each contributing unique skills, experiences, and perspectives. United under the banner of North Sydney Council, we deliver more than 70 services and over 200 associated service activities that provide vital services that support the city and its people every day.

We are gardeners, accountants, street cleaners, town planners, engineers, concreters, and customer service officers. We are librarians, parking officers, rangers, IT professionals, youth workers, events producers, building surveyors, and carpenters. And that's just the beginning. Together, we are the heart of North Sydney Council – delivering services that touch every corner of the community.

This Workforce Strategy is our commitment to employees. It sets out how we will support our people – through programs that engage, develop, recognise, and retain a skilled and motivated workforce. It is built around four strategic priorities:

- Priority 1** Align talent with purpose, creating a workforce where people and roles align
- Priority 2** Build capability for a changing future
- Priority 3** Create a safe, flexible, and supportive work environment
- Priority 4** Enable workforce success through strong people systems and support

These priorities provide the foundation for future-ready organisation, where everyone has the opportunity to thrive and contribute meaningfully.

Together, let's continue to make North Sydney a great place to live, work, and grow.

Therese Cole
Chief Executive Officer

Overview

The Workforce Strategy is a core component of North Sydney Council's Integrated Planning and Reporting (IP&R) framework, sitting alongside North Sydney Community Strategic Plan, Delivery Program, and Operational Plan. It is part of Council's Resourcing Strategy and provides a four-year roadmap to ensure Council has the right people, with the right skills, in the right roles to deliver on community priorities and strategic objectives. By aligning workforce planning with long-term community goals, the strategy positions Council to meet current and future service delivery challenges in a changing and complex environment. In support of a diverse and inclusive workplace, the strategy is underpinned by Council's Equal Employment Opportunity (EEO) Management Plan, which promotes fair and equitable employment practices across all workforce decisions.

This strategy has been developed in accordance with the Local Government Act 1993 and the Integrated Planning and Reporting Guidelines issued by the Office of Local Government. It also considers a range of relevant legislation that guides ethical, inclusive, and safe workforce practices. These include:

- Multicultural NSW Act 2000
- Disability Inclusion Act 2014
- Public Interest Disclosures Act 1994
- Anti-Discrimination Act 1997
- Carers (Recognition) Act 2010
- Work Health and Safety Act 2011

The strategy assesses workforce trends, pressures, and future capability requirements to ensure Council remains an employer of choice and is equipped to support a diverse, inclusive, and high-performing workforce. It also recognises the importance of fostering a flexible and values-based organisational culture that supports wellbeing, innovation, and continuous improvement. By identifying strategic workforce priorities, this strategy will support the implementation of the Delivery Program and enable Council to adapt and thrive in response to community needs, emerging challenges, and future opportunities.

Integrated planning and reporting

Our approach to Integrated Planning and Reporting (IP&R) is based on the legislated IP&R Framework for NSW. It is a structured framework that helps Council effectively plan for and deliver on community needs. It ensures long-term sustainability by aligning actions with available resources and fosters transparency and accountability through regular monitoring and reporting.

As detailed in the diagram below, the North Sydney Council IP&R cycle is underpinned by eight key **Informing Strategies**: **Environment, Social Inclusion, Open Space and Recreation, Integrated Transport, Economic Development, Culture and Creativity, Housing and Governance**. These strategies provide a direct link between community priorities articulated in the Community Strategic Plan and Council's Delivery Program.

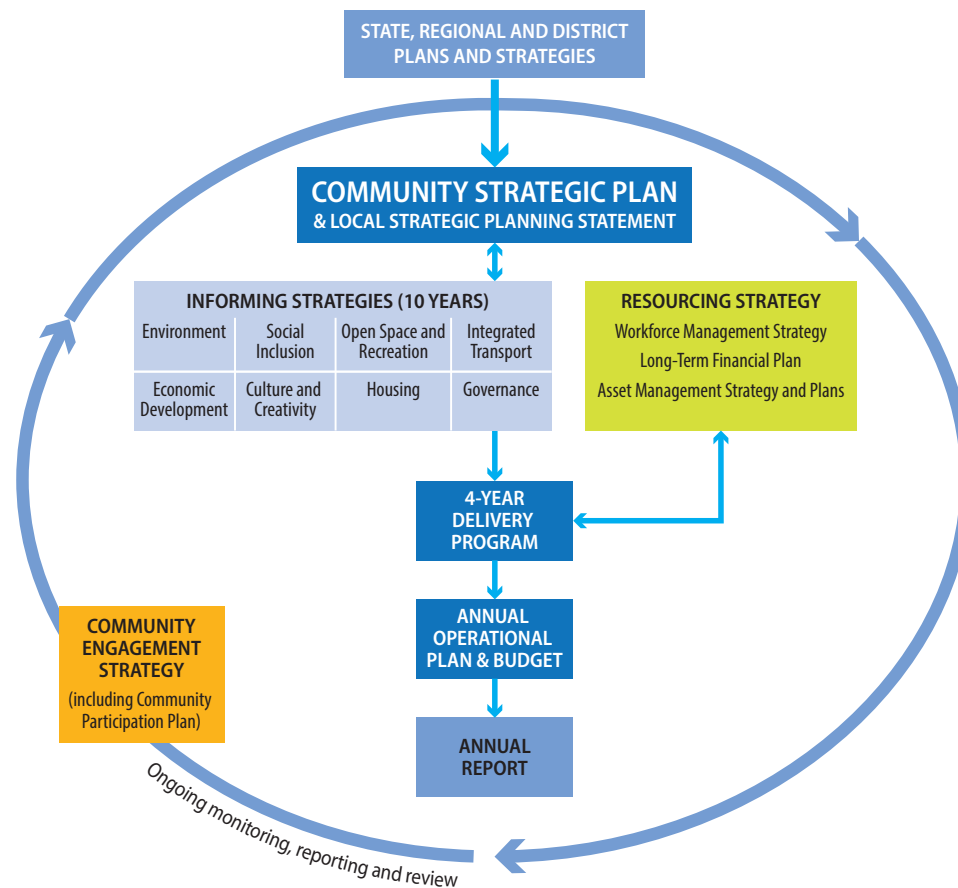


Figure 1: Integrated Planning and Reporting at North Sydney

Purpose

The Workforce Strategy ensures Council can meet the commitments outlined in its Delivery Program by attracting, supporting, developing, and retaining a diverse, skilled, and dedicated workforce focused on serving the community.

Our vision

An engaged, diverse and forward-thinking team that's always looking for new and better ways to serve the North Sydney community – driven by innovation, improvement, and a shared commitment to making a real difference.

Our values

Sustainability – equity, preservation, justice and precaution

Community Service – efficiency, effectiveness and responsiveness

Open Government – transparency and accountability

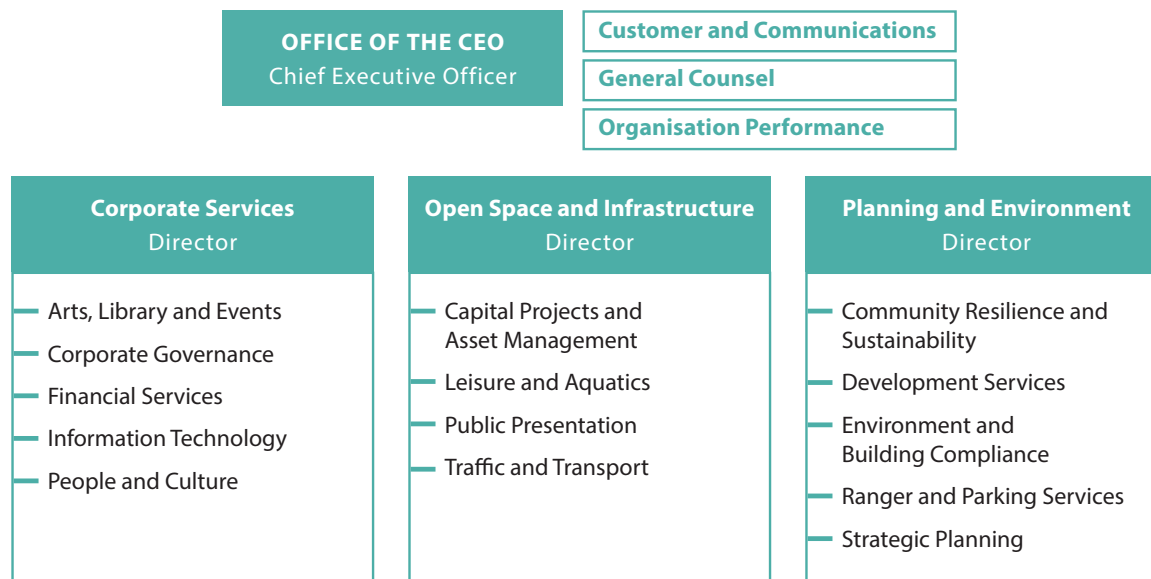
Ethical Conduct – honesty and integrity

Justice – fairness and equity

Quality – innovation and excellence

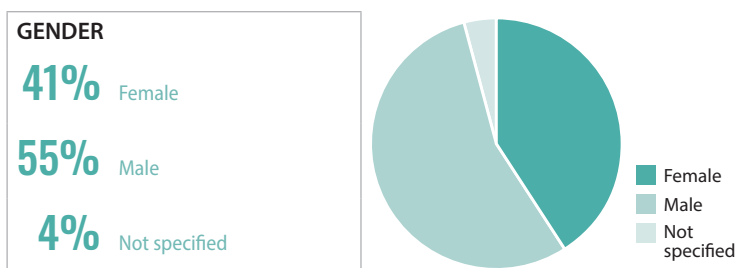
Teamwork – cooperation and respect

Our organisation



Our workforce

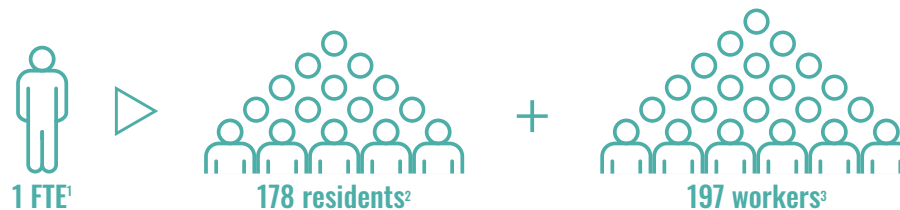
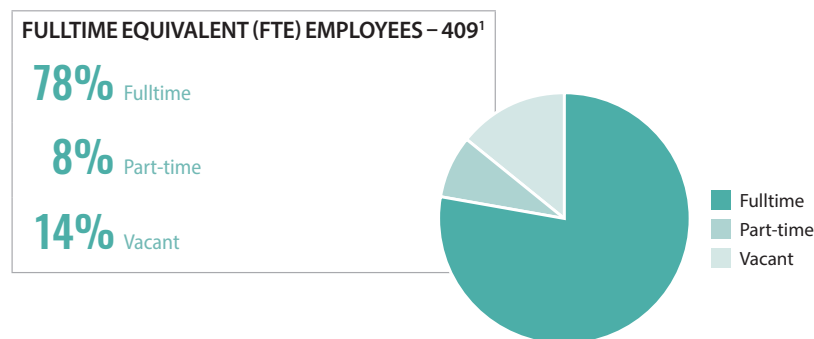
Years of Service	0-5	6-10	11-20	21-30	31-40	40+
Percentage	48%	19%	20%	10.5%	2%	0.5%



Age	<24	25-54	55-64	65 and over
Number of employees	5%	60%	29%	6%

HOW FAR STAFF TRAVEL TO WORK

Distance	<10km	10-20km	20-30km	30-50km	>50km
Percentage	55.6%	23.5%	9.3%	5.1%	6.5%



SOURCES ¹ Based on staff establishment January 2025
² Based on 72,900 estimated resident population (2024). Regional Population Growth, Australian Bureau of Statistics (2024), via community.id. by id (informed decisions)
³ Based on 80,700 working population (2021). North Sydney Council Community Profile (2023), via community.id. by id(informed decisions)

Workforce resourcing

Council's resourcing is fundamentally shaped by its **workforce establishment** – the planned and approved staffing structure that defines the number and types of roles required to meet service delivery commitments and achieve the strategic goals outlined in the Delivery Program and Operational Plan.

Over the past two years, Council has undertaken a significant review and realignment of this structure to strengthen leadership, address resourcing gaps, and improve organisational capacity. These changes were designed to better support frontline services and alleviate pressure points that had been affecting performance and delivery outcomes.

Targeted resourcing improvements were made in key areas such as:

- **Parks and Gardens**, where staffing levels had not kept pace with population growth and rising maintenance demands
- **Organisational Performance and Improvement**, to drive improvement projects and initiatives across the organisation
- **Customer Experience**, to develop improved customer related systems and processes
- **Building Compliance**, which faced increasing workloads due to growing development activity
- **Financial and Risk Management**, where enhancements were necessary to address capability gaps and support more informed, transparent decision-making

Despite these improvements, Council continues to face resourcing challenges. Financial constraints and ongoing skill shortages across several sectors have contributed to high vacancy rates. This has required careful workforce management to minimise the impact on existing staff and maintain service standards, while managing community expectations.

Council's focus on financial repair aims to address these challenges and invest in workforce initiatives that support a strong, stable, sustainable and high performing workforce culture. This includes addressing workplace accommodation standards, corporate systems and processes, along with prioritisation of learning and development.

Over the next four years, Council commits to invest in the following areas:

- Improvements to workplace accommodation at Council's administration building commencing with a renewal of roofing for improved safety and working conditions.
- A review of Council's works depot at Lillis St Depot and plan for future depot accommodation that improves the safety and amenity for workers.
- Commencing 2026–27 an additional investment in learning and development will ensure all staff have access to training in key areas such as leadership, corporate knowledge, digital literacy, and required technical training. In addition, it will support staff wellbeing while continuing to work in a challenging environment.
- Within 2026-27 Council's workforce establishment will be expanded in the following areas to support Council priorities:
 - North Sydney Olympic Pool – the establishment of a workforce to operate the pool
 - Development Assessment – to assist in improving development assessment times
 - Consideration will also be given to reallocation of resources to introduce property planning and development expertise

In addition, Council's Delivery Program aspires to invest in the following areas, noting that additional funding will be required to achieve the desired outcomes. These areas include:

- new corporate enterprise systems to reduce frustration and assist employees in efficiently and effectively delivering services. This also includes new Human Resource Management Systems to improve data, employee experience and communications.
- Expanding Council's workforce establishment in the following areas to support strategic outcomes:
 - Sustainability – to support the demand for additional Streets Alive program sites

- Economic Development – to support economic development and business support initiatives in the local area
- Arts and Culture – to support projects within Council's Culture and Creativity Strategy

Resourcing will be continually reviewed throughout the four-year period to ensure resources are prioritised to those areas of most need. The demands on Council's workforce and knowledge-based deliverables will be supplemented from time to time with contractors or consultants.

Contractors or agency staff may be used to fill temporary positions or seasonal peaks in workload. Consultants will typically be used where a particular expertise is only required for a project and not on an ongoing and regular basis.

Workforce Budget	2025-26 (Yr1) \$	2026-27 (Yr2) \$	2027-28 (Yr3) \$	2028-29 (Yr4) \$
Salaries and Wages	42,986,110	44,812,921	46,717,457	48,703,101
Employee Leave Entitlements	5,723,850	5,967,100	6,220,700	6,485,100
Superannuation	6,868,620	7,160,520	7,464,840	7,782,120
Workers' Compensation Insurance	1,144,770	1,193,420	1,244,140	1,297,020
Fringe Benefit Tax	228,954	238,684	248,828	259,404
Other Employee Costs	286,192	298,355	311,035	324,255
Grand Total	57,238,496	59,671,000	62,207,000	64,851,000

Challenges and opportunities

The Council's workforce is influenced by a variety of internal and external factors that impact our ability to attract, support, and retain staff. The table below highlights key workforce challenges and opportunities, drawn from employee feedback, organisational analysis, and broader industry trends. These insights will guide our strategic priorities into the future.

Technological change and automation

The rapid pace of technological change is outstripping Council's current systems, many of which are outdated and fragmented. This limits our ability to streamline processes, share information effectively, and deliver efficient, customer-focused services. As community expectations for digital access and responsiveness continue to grow, the risk of falling behind becomes more pronounced.

To remain effective and future-ready, Council must invest in modern, integrated technologies and build digital capability across the workforce – enabling staff to focus on higher-value tasks, improve service delivery, and adapt to ongoing technological disruption.

Digital transformation offers a valuable opportunity to modernise operations, automate routine tasks, and improve service delivery. By investing in fit-for-purpose systems and building digital capability across the workforce, Council can enhance performance, support smarter decision-making, and attract talent seeking a modern, innovative workplace.

Competing for skilled talent and expertise

Council, like much of local government, faces strong competition for skilled professionals – where private sector roles often offer higher salaries and faster career progression. This makes it difficult to attract and retain the talent needed to meet growing community demands. Additionally, the public sector's reputation for bureaucracy and slower career advancement can make it harder to compete.

To address this, there is an opportunity for Council to strengthen its employee value proposition by highlighting the impact of public service, fostering a flexible and inclusive culture, and offering meaningful career development. By focusing on purpose, work-life balance and growth opportunities, Council can better compete for and retain skilled talent.

Workforce skills shortages

To maintain high-quality services and respond to changing community needs, Council must address current and emerging skill shortages. These gaps affect our ability to deliver core services, manage growth, and modernise our operations.

Workforce skills shortages require Council to proactively invest in workforce development and talent acquisition strategies. By strengthening training, career pathways, and our employer brand, Council can build internal capability and attract diverse talent. Expanding the use of cadetships, apprenticeships, and trainee programs will also help grow our future workforce from within the community, ensuring we have the skills needed to meet both current and future service demands.

Skills shortages currently exist in the following areas due to skills shortages or competition within and outside the sector:

- Senior level roles, including Director level, Chief Financial Officer, Chief Information Officer
- Development Assessment professionals
- Building and compliance professionals
- Rating professionals
- Engineering professionals
- Senior procurement and contract professionals
- Arborist

Future skills need due to emerging needs, ageing workforce and/or anticipated future skills shortages or competition include:

- Environmental planners and sustainability officers
- Project and contract management officers
- IT professionals
- Data analysts
- Qualified tradespersons
- Outdoor based operational positions

Adapting to new ways of working

While remote work has been successfully introduced at Council, the broader changes required to support a flexible, modern work environment have not kept pace with evolving expectations. The shift to remote and hybrid work models has highlighted gaps in how we lead, collaborate, and foster continuous learning in a distributed workforce. Traditional management and communication approaches, while effective in a physical office setting, are less suited to the dynamic needs of remote teams. There is a growing need to rethink leadership strategies, communication tools, and learning opportunities to ensure employees are supported, connected, and empowered to perform at their best, regardless of their work location.

This challenge presents an opportunity for Council to invest in leadership development for remote and hybrid environments, enhancing collaboration tools, and expanding virtual learning opportunities, we can create a more agile, resilient, and engaged workforce capable of adapting to change and meeting evolving demands.

Ageing workforce

As many experienced employees approach retirement, Council faces the challenge of retaining their valuable knowledge while also attracting and developing younger talent to ensure continuity. This shift could lead to skills gaps and added pressure on remaining staff.

This presents an opportunity to implement structured mentoring, succession planning, and knowledge transfer initiatives. By ensuring strong record management practices, process mapping, and fostering a multigenerational workforce, Council can preserve critical knowledge. Additionally, investing in targeted training and offering flexible work options will help ensure a smooth transition, positioning Council for long-term sustainability.

Geographical location

The geographical location of North Sydney presents a challenge for Council in attracting and retaining talent. Due to the high cost of housing, many of our employees' commute from outside the area, which can lead to increased staff turnover and difficulties in maintaining a stable, local workforce. Additionally, with the City of Sydney Council located nearby, we face significant competition for skilled professionals, particularly as they can offer higher salaries and more attractive benefits, given their larger size and resources.

Despite challenges with geographical location and salary competition, Council has an opportunity to differentiate itself by offering non-financial benefits such as job stability, career progression, and community impact. By enhancing flexible work arrangements, investing in professional development, and fostering an inclusive culture, we can attract and retain talent committed to public service.

Rising community expectations vs financial constraints

Council faces increasing pressure to meet rising community expectations for high-quality, responsive services, despite operating within tight financial constraints. This imbalance can strain resources, place additional pressure on staff, and limit our ability to expand or improve services. Managing these competing demands requires careful planning, prioritisation, and clear communication about what can realistically be delivered.

This challenge presents an opportunity for Council to improve how we work, deliver services more efficiently, and engage the community in setting realistic expectations. By leveraging technology, streamlining processes, and focusing resources on priority areas, we can provide more sustainable services within existing financial limits. At the same time, it's vital to support the wellbeing of our workforce. Investing in wellbeing programs, workload management strategies, and a supportive workplace culture will help staff manage pressure, stay engaged, and continue delivering high-quality services to the community.

The political environment

Employees in local government work within a dynamic environment shaped by the diversity of views and priorities that are central to a healthy democratic process. The robust exchange of ideas among decision makers at all levels of government is both natural and necessary to effective governance. However, when political differences act to create tension within the community, or are perceived as personal in nature, this can inadvertently affect interactions between residents and employees, or employees and Council leading to reduced staff morale, uncertainty around roles, and reduced overall satisfaction and confidence in organisational direction.

Over time, sustained political tension may contribute to mixed messaging, shifting priorities, and increased pressure on staff to manage competing expectations. This can create stress, reduce engagement, and affect the psychological wellbeing of the workforce.

To support a high-performing and resilient workforce, Council has an opportunity to proactively strengthen workplace culture through leadership

practices that promote stability, trust and fairness. Ensuring elected officials are aware of their responsibility and establish clear frameworks to help staff navigate complex political contexts will ensure employees remain focused, supported, and aligned with the organisation's long-term values and goals.

Change and challenge fatigue

Over the past five years, Council has faced sustained periods of change and pressure. Uncertainty and change in response to the COVID-19 pandemic in 2019-20 and 2021. The commencement of the North Sydney Olympic Pool project in 2021 and with it, extended and ongoing challenges—including delays, cost overruns, and understandable public scrutiny and lost confidence.

The introduction of a new leadership team in 2022–23 prompted widespread organisational review, realignment, and strategy development. In 2024, the NSW Government Housing Reforms created community concern, requiring a significant response from Council staff. At the same time, expectations in relation to improved development application times added further pressure in an area of industry wide skills shortage.

In 2024–25, actions to improve and manage Council's financial position resulted in reduced budgets, created additional uncertainty in relation to the sustainability of the Council. More recently Council's application to increase rate revenue was refused in full by the Independent Pricing and Regulatory Tribunal.

While workforce engagement has remained positive, the cumulative impact – managed alongside day-to-day service delivery – has contributed to a level of organisational fatigue.

Over the coming year, further efforts will be required to introduce improvement and productivity gains. New financial measures will be initiated, and new modelling undertaken in preparation of a new financial repair strategy and special rate variation application. Improving Council's financial position will provide an opportunity to reset and allow leaders the opportunity to spend more time with the workforce refining and consolidating the efforts of recent years into a sustainable program of improvement.





CULTURE



A strong, positive organisational culture fosters an environment where employees feel engaged, valued, and motivated, which enhances productivity and innovation. When the culture aligns with the organisation's strategic goals, it drives a unified effort towards achieving those goals, ensuring that every team member is committed to the same vision.

Culture is the number one contributor to organisational performance. Put simply, culture can be described as **'the way we do things around here'**. Culture is often attributed to human behaviour, however what is often forgotten is the drivers of this behaviour. These drivers include the structures, systems, processes, leadership, skills and qualities that support an individual.

Culture is complex. It develops over time and is generally slow to change.

Building a high performing culture requires focus and commitment from both the governing body of council and the operational leadership and teams. Each has an influence on culture.

Where are we now?

In August 2023, our first organisation culture measure was taken using the Human Synergistics Framework, a leading research-based framework used across the world. The culture we aspire to would deliver improved customer and employee satisfaction and requires the following behaviours:

HUMANISTIC ENCOURAGING: Employees trust in others to do their job, giving autonomy, but providing constructive feedback and coaching where required to help them reach their best.

AFFILIATIVE: Employees are friendly, and supportive of those around them through clear, up front and honest communication and a genuine desire to see those around them enjoy their work and succeed.

SELF-ACTUALISING: Employees have a focus on our customers, challenging what we do, why we do it and whether it adds value, adapting and developing to make a difference in our community.

ACHIEVEMENT: Employees have a belief that their effort makes a difference, setting challenging goals, establishing plans to meet those goals and pursuing them with enthusiasm.

The result of Council's survey indicated an opportunity for growth and improvement in the following areas:

- Clearly communicating the aspiration of the organisation.
- Improving goals and expectations across the organisation, including strategic, operational and individual goal setting.
- Improving job design, ensuring interdependence and effectiveness.
- Improving motivational processes to build a clear connection between effort, performance and rewards.
- Building leadership capacity.
- Developing performance evaluations which communicate that high quality work, cooperation, support and enthusiasm are a key organisational requirement.
- Shaping an environment that is conducive to learning and development.
- Using employee ideas to identify ways to increase productivity and communicate that it is everyone's responsibility.
- Creating open and clear lines of communication

This Workforce Strategy aims to build upon the work undertaken since 2023 towards improvement in these areas.



ENGAGEMENT AND CONSULTATION

What do you enjoy most about your work environment?

Collaborating with colleagues on projects. Receiving input and bouncing ideas off others within my team with different skillsets and strengths to produce quality work

I love the outdoors

work flexibility and the interesting nature of the projects!

I work for an organisation that everyone wants the best outcome for the community they represent. People are passionate and believe in their impact

Diverse range of work that is always keeps you challenging and find new solutions.

What do you enjoy most about the work you do?

Whenever I get bogged down or feel worn out with a task, I look at the task in front of me and I can see why it is for the benefit of the communities we represent. When I compare this to other roles I have had, I find it really satisfying that we are in an organisation that professional and passionate people are constantly pushing for good community outcomes - These people are often unseen by our community

Interacting with the community and helping them with their problems

Why are you proud of your organisation?

I'm proud to work for a community minded organisation.

Within Cleansing we do our best to keep the LGA a clean and safe environment for all that visit.

The responses to these comments are reflected throughout the strategy, demonstrating the ways in which we intend to address the feedback.

Council roles seem to be viewed favourably, it's a privilege to be working for the community and making their living, working and visiting conditions better

What's the most fulfilling aspect of your role?

Being a part of this period of change at Council really inspires me. There are so many fantastic possibilities ahead of us!

It is a supportive organisation to work for and there is a strong focus on wellbeing and development - people over work but the systems are lacking and don't support people to do the work in the best possible way.

NSC has a reputation as being one of the best Local Councils for both employees and residents. NSC provides great service to the community. Is trying to do the right thing by their employees in several facets of employment, though my general observation is that many areas of NSC have been understaffed for way too long and it has taken it's toll on the health and wellbeing of many.

Seeing all the hard work my team puts in leading up to an event, getting the grounds into the shape they are, then having the event and getting great feedback from world class athletes is rewarding for us all!

Providing general technical information to customers who are lost in the red tape of the building process and providing possible options that may resolve their issues in a practical way, then seeing them happy once they lawfully get to use their building.

I believe we're an organisation that works hard to provide excellent service to our community.

We are loved and appreciated by the community.

Sustainability is a core value for the organisation. Council has a sustainability strategy and goals to achieve.

Seeing the impact the library, its spaces, resources and programs have on the community.

Engagement and Consultation

Over the past two years, more than 4,000 individual pieces of written feedback have been received from employees across every area of Council. These insights have given us a clear and valuable picture of the employee experience—what’s working well, and where improvements are needed.

This Workforce Strategy directly responds to that feedback, outlining practical actions and initiatives aimed at strengthening our workplace culture, supporting our people, and addressing the challenges and opportunities our staff have highlighted.

This includes:

FEEDBACK	STRATEGIC ACTIONS ADDRESSING FEEDBACK
Employees are seeking greater recognition and appreciation for their individual contributions, beyond just financial rewards.	1.6, 3.2
Employees have expressed concerns about the fairness and market competitiveness of their salaries.	4.2
Employees believe more resourcing is required to manage workloads effectively and meet the growing expectations and demands of the community.	1.1
Employees feel there is an opportunity to improve training and development offerings to grow their skills and realise their potential.	2.2, 2.4, 2.5
Employees feel that current systems and processes create barriers that hinder their ability to perform at their best.	4.1, 4.3
Employees see an opportunity to improve clarity around goals, expectations, and accountabilities through more effective two-way feedback and communication channels.	1.6, 2.3, 4.1
Employees feel that workplace accommodation and facilities have been under-prioritised and believe targeted investment is needed to support staff wellbeing and help attract and retain talent.	3.3, 3.4, 3.6

Strategic Priorities

PRIORITY 1: Align talent with purpose – creating a workforce where people and roles align

It is important that we build a workforce that is fit-for-purpose by aligning employee capabilities, values, and aspirations with organisational needs.

This includes strategic workforce planning, role clarity, capability-based recruitment, internal mobility, and succession planning to ensure that staff are

well-matched to their roles, supported in their development, and empowered to perform at their best.

By focusing on the right people in the right roles, Council can improve service delivery, foster a culture of accountability and excellence, and build resilience in the face of political and operational complexity.

Strategic Action 1.1 Develop and implement strategic workforce		Responsible	2025–26	2026–27	2027–28	2028–29
1.1.1	Conduct regular workforce planning reviews to identify future capability and role requirements across the organisation.	Service Unit Manager Service Unit Planning	●	●	●	●
1.1.2	Integrate workforce planning into service planning cycles to anticipate changes in service delivery and community expectations.	Service Unit Manager Service Unit Planning	●	●	●	●
Strategic Action 1.2 Strengthen capability-based recruitment and selection		Responsible	2025–26	2026–27	2027–28	2028–29
1.2.1	Update recruitment processes to include values-based and capability-focused assessment tools.	People and Culture		●		
1.2.2	Train hiring managers in inclusive and strategic recruitment practices to better match candidates to long-term organisational needs.	People and Culture		●		
1.2.3	Develop recruitment promotion materials promoting the Employee Value Proposition at North Sydney.	People and Culture	●			
Strategic Action 1.3 Induction and onboarding		Responsible	2025–26	2026–27	2027–28	2028–29
1.3.1	Develop an engaging and informative induction program to introduce and onboard new staff to the team.	People and Culture	●			
Strategic Action 1.4 Expand entry-level pathways and talent pipelines		Responsible	2025–26	2026–27	2027–28	2028–29
1.4.1	Invest in targeted programs such as apprenticeships, traineeships, graduate, and school-based initiatives to build a sustainable pipeline of talent.	People and Culture	●	●	●	●
1.4.2	Partner with local schools, TAFEs, and universities to promote careers in local government and attract a diverse new generation of workers.	People and Culture			●	●

PRIORITY 1: Continued

Strategic Action 1.5 Promote internal mobility and talent development		Responsible	2025–26	2026–27	2027–28	2028–29
1.5.1	Create structured pathways for internal progression, including secondments, mentoring, and temporary project roles.	People and Culture Personal Best	●	●	●	●
1.5.2	Build a central talent pool for high-potential employees to be matched with stretch opportunities and development roles.	People and Culture Personal Best	●	●	●	●
Strategic Action 1.6 Enhance role clarity and performance alignment		Responsible	2025–26	2026–27	2027–28	2028–29
1.6.1	Review and update position descriptions to reflect core responsibilities, behavioural expectations, and future-focused capabilities.	Service Unit Manager Service Unit Planning	●	●	●	●
1.6.2	Align individual performance goals and plans with organisational objectives, supported by regular check-ins and feedback cycles.	Service Unit Manager Service Unit Planning	●	●	●	●
Strategic Action 1.7 Establish succession planning for critical roles		Responsible	2025–26	2026–27	2027–28	2028–29
1.7.1	Identify key leadership and technical roles requiring succession plans and develop tailored plans.	Service Unit Manager Service Unit Planning			●	●
1.7.2	Pair potential successors with development opportunities and leadership mentoring	People and Culture Personal Best			●	●

PRIORITY 2: Build capability for a changing future

Develop a workforce with the right skills, knowledge, and adaptability to meet current service demands and respond to future challenges. This includes investing in continuous learning, targeted development programs, leadership capability, and future-focused skill sets such as digital literacy, collaboration, and resilience. By proactively identifying and addressing capability gaps, Council can ensure its people are confident, competent, and prepared to deliver high-quality services in a dynamic and often politically influenced environment.

Strategic Action 2.1 Conduct a workforce capability assessment		Responsible	2025–26	2026–27	2027–28	2028–29
2.1.1	Map existing workforce skills against current and future service delivery needs.	Service Unit Manager Personal Best		●	●	●
2.1.2	Identify critical capability gaps across functions, with a focus on digital, leadership, and customer-centred service.	Service Unit Manager Service Unit Planning		●	●	●
Strategic Action 2.2 Implement a targeted learning and development framework		Responsible	2025–26	2026–27	2027–28	2028–29
2.2.1	Introduce tiered development programs tailored to emerging leaders, technical experts, and frontline staff.	People and Culture Personal Best	●	●	●	●
2.2.2	Provide structured learning pathways including micro-credentials, e-learning, and professional accreditation support.	People and Culture Personal Best	●	●	●	●
2.2.3	Identify retraining opportunities for staff in positions vulnerable to future automation.	Service Unit Manager Personal Best			●	●
Strategic Action 2.3 Strengthen leadership capability at all levels		Responsible	2025–26	2026–27	2027–28	2028–29
2.3.1	Deliver a leadership development program that includes strategic thinking, political acumen, change management, and inclusive leadership.	People and Culture Personal Best	●	●	●	●
2.3.2	Offer 360-degree feedback and coaching for current and emerging leaders.	People and Culture Personal Best	●	●	●	●
Strategic Action 2.4 Foster a culture of continuous learning		Responsible	2025–26	2026–27	2027–28	2028–29
2.4.1	Embed learning goals into performance development plans.	Service Unit Manager Personal Best	●	●	●	●
2.4.2	Create team-based learning initiatives and knowledge-sharing platforms.	Service Unit Manager	●	●	●	●
Strategic Action 2.5 Build future-focused and transferable skills		Responsible	2025–26	2026–27	2027–28	2028–29
2.5.1	Prioritise skill development in areas such as data literacy, digital transformation, systems thinking, and resilience.	People and Culture	●	●	●	●
2.5.2	Support cross-functional secondments and projects to build agility and broader organisational understanding.	People and Culture	●	●	●	●

PRIORITY 3: Create a safe, flexible and supportive work environment

Foster working conditions that promote employee wellbeing, engagement, and productivity by prioritising safety, flexibility, inclusivity, and modern workplace practices. This includes supporting diverse workstyles through flexible work arrangements, ensuring physical and psychological safety, and providing the tools, technology, and environments that enable people to do their best work. By creating the right conditions, Council can attract and retain talent, reduce burnout, and build a resilient, high-performing workforce that is equipped to serve the community effectively.

Strategic Action 3.1 Embed flexible work practices		Responsible	2025–26	2026–27	2027–28	2028–29
3.1.1	Review, develop and implement a flexible work policy that supports hybrid, part-time, job share, and remote work arrangements.	People and Culture		●	●	●
3.1.2	Provide training for managers to lead flexible teams effectively.	People and Culture		●	●	●
3.1.3	Develop and implement an internal communication strategy to ensure the challenges of remote workplaces are considered and responded to.	Customer and Communications	●			
Strategic Action 3.2 Review and enhance recognition, feedback and appreciation		Responsible	2025–26	2026–27	2027–28	2028–29
3.2.1	Review and enhance organisational recognition programs to ensure regular recognition of individual and team achievements.	People and Culture	●	●		
3.2.2	Recognise and promote the positive impact of Councils culture on our customers and community through communications and recognition activities.	Customer and Communications	●	●	●	●
Strategic Action 3.3 Strengthen leadership capability at all levels		Responsible	2025–26	2026–27	2027–28	2028–29
3.3.1	Review and strengthen WHS physical and mental health frameworks.	People and Culture	●	●	●	●
3.3.2	Develop and deliver a training program to ensure continuous WHS training for people leaders.	People and Culture	●	●	●	●
3.3.3	Provide resources for teams exposed to regular conflict.	People and Culture		●	●	●
Strategic Action 3.4 Modernise workspaces and technology		Responsible	2025–26	2026–27	2027–28	2028–29
3.4.1	Improve workplace accommodation to support safe and engaging working conditions and amenity, collaboration and focused work.	People and Culture	●	●	●	●
3.4.2	Undertake a review of the works depot at Lillis Street and plan for future accommodation with improved safety and amenity.	Capital Projects and Asset Management	●	●		
3.4.3	Identify and invest in reliable digital tools and IT support to enable effective collaboration and hybrid working.	People and Culture		●	●	●

PRIORITY 3: Continued

Strategic Action 3.5 Promote equity, inclusion and belonging		Responsible	2025–26	2026–27	2027–28	2028–29
3.5.1	Create relationships and belonging through a calendar of engagement activities.	People and Culture	●	●	●	●
3.5.2	Celebrate and recognise our diversity and the importance of inclusion.	People and Culture	●	●	●	●
3.5.3	Conduct regular inclusion audits and respond with targeted actions.	People and Culture		●		●
3.5.4	Hold an annual workforce development day to inform, engage and build relationships across the organisation.	People and Culture	●	●	●	●
3.5.5	Incorporate disability awareness training into learning and development frameworks.	People and Culture	●	●	●	●
3.5.6	Gain recognition from the Australian Network on Disability as a Disability Confident Recruiter.	People and Culture				●
3.5.7	Provide internships/traineeship opportunities for people with disabilities.	People and Culture		●	●	●
3.5.8	Undertake research and develop organisational gender equity goals.	People and Culture		●	●	●
Strategic Action 3.6 Support employee wellbeing		Responsible	2025–26	2026–27	2027–28	2028–29
3.6.1	Review wellbeing initiatives and align with current needs.	People and Culture		●		
3.6.2	Introduce a 'wellbeing check-in' framework for team leaders.	People and Culture		●		

PRIORITY 4: Enable workforce success through strong people systems and support

Ensure the organisation is equipped with contemporary human resources policies, systems, and support mechanisms that empower staff, enable consistent people management practices, and respond to the evolving needs of the workforce. This includes modernising HR systems, streamlining processes, strengthening policy frameworks, and improving access to advice, data, and tools for both leaders and employees. By embedding strong people infrastructure, Council can drive efficiency, compliance, and employee confidence while creating the foundation for a high-performing and future-ready workforce.

Strategic Action 4.1 Modernise HR systems and technology		Responsible	2025–26	2026–27	2027–28	2028–29
4.1.1	Implement or upgrade the Human Resource Information System (HRIS) to improve efficiency in recruitment, onboarding, performance, learning, and reporting. (SUBJECT TO FUNDING)	People and Culture		●	●	
4.1.2	Provide employee and manager self-service portals for real-time access to HR tools and information. (SUBJECT TO FUNDING)	People and Culture			●	●
4.1.3	Review, develop and implement an improved platform for Councils Personal Best Framework.	People and Culture	●			
4.1.4	Review current feedback and engagement platforms and develop a solution for improved integration of the results into workplace improvement.	People and Culture	●			
Strategic Action 4.2 Review and improve salary system		Responsible	2025–26	2026–27	2027–28	2028–29
4.2.1	Review the salary structure to ensure our EVP is supported by remuneration that is fair, transparent, above award and competitive in the market.	People and Culture	●			
4.2.2	Implement a new job evaluation system that measures internal and external relativities to ensure market competitiveness.	People and Culture	●			
4.2.3	Develop and implement a market and retention allowance policy.	People and Culture	●			
Strategic Action 4.3 Review and streamline HR policies and procedures		Responsible	2025–26	2026–27	2027–28	2028–29
4.3.1	Undertake a comprehensive review of HR policies to ensure they are contemporary, accessible, inclusive, and compliant with legislation.	People and Culture	●	●	●	●
4.3.2	Simplify and standardise people processes to reduce administrative burden and improve consistency.	People and Culture	●	●		

PRIORITY 3: Continued

Strategic Action 4.4 Strengthen HR advisory and support services		Responsible	2025–26	2026–27	2027–28	2028–29
4.4.1	Build the capability and visibility of the HR team to support leaders in workforce planning, employee relations, and organisational change.	People and Culture	●	●	●	●
4.4.2	Provide clear escalation pathways and resources to assist staff and leaders with people matters.	People and Culture	●			
Strategic Action 4.5 Leverage workforce data and analytics		Responsible	2025–26	2025–26	2025–26	2025–26
4.5.1	Develop dashboards and reporting tools to provide leaders with real-time workforce insights. (SUBJECT TO FUNDING)	People and Culture			●	●
4.5.2	Use data to inform decision-making on workforce trends, risk areas, and future planning.	People and Culture	●	●	●	●
Strategic Action 4.6 Enhance HR capability across the organisation		Responsible	2025–26	2025–26	2025–26	2025–26
4.6.1	Deliver targeted training for leaders on key HR practices including performance management, workplace conduct, inclusion, and change leadership.	People and Culture		●	●	●
4.6.2	Provide accessible guidance materials and toolkits for people management.	People and Culture		●		

Measuring Success

Council is committed to ensuring the Workforce Strategy remains a dynamic and effective tool for guiding our people priorities. Success will be measured through a combination of workforce performance indicators, regular progress reviews, and continuous alignment with organisational goals and community expectations. Key metrics such as staff retention and turnover rates, employee engagement levels, internal mobility, diversity representation, and investment in professional development will be tracked to assess the impact of initiatives over time.

Progress will be monitored through Council's integrated planning and reporting processes to ensure the strategy remains relevant and effective.

Council will assess the implementation of workforce initiatives and their alignment with organisational goals, adapting strategies as needed in response to emerging challenges or changing priorities. This approach supports continuous improvement and ensures the Workforce Strategy remains a practical and responsive tool for building a capable and future-focused workforce.

The status of actions in the Workforce Strategy will be reported to Council's Executive Leadership Team annually. The report will then be provided to Staff Consultative Committee for wider distribution to staff.



ACKNOWLEDGEMENT

The North Sydney Community Strategic Plan has been prepared by North Sydney Council on behalf of our community to guide our shared future.

We would like to thank:

- Residents, community groups, businesses, and government representatives who contributed their insights and participated in engagement activities. Your input has been invaluable in shaping this plan.

- Councillors for their support in developing the plan and their commitment to the long-term aspirations of North Sydney.
- Council staff for their work in facilitating engagement, analysing feedback and preparing this plan.

This plan is a collective effort, reflecting the aspirations of the people who live, work and invest in North Sydney. Thank you to everyone who has contributed to shaping the future of North Sydney.

TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषाया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सिडनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषाए के लिए अनुरोध करें। यह एक नि:शुल्क सेवा है।

JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス(TIS)にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつなぐように伝えてください。当サービスは無料です。

PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02 9936 8100). Este es un servicio gratuito

KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.

North Sydney Community Strategic Plan has been prepared in accordance with Integrated Planning and Reporting Framework requirements.



North Sydney Council,
200 Miller Street, North Sydney NSW 2060

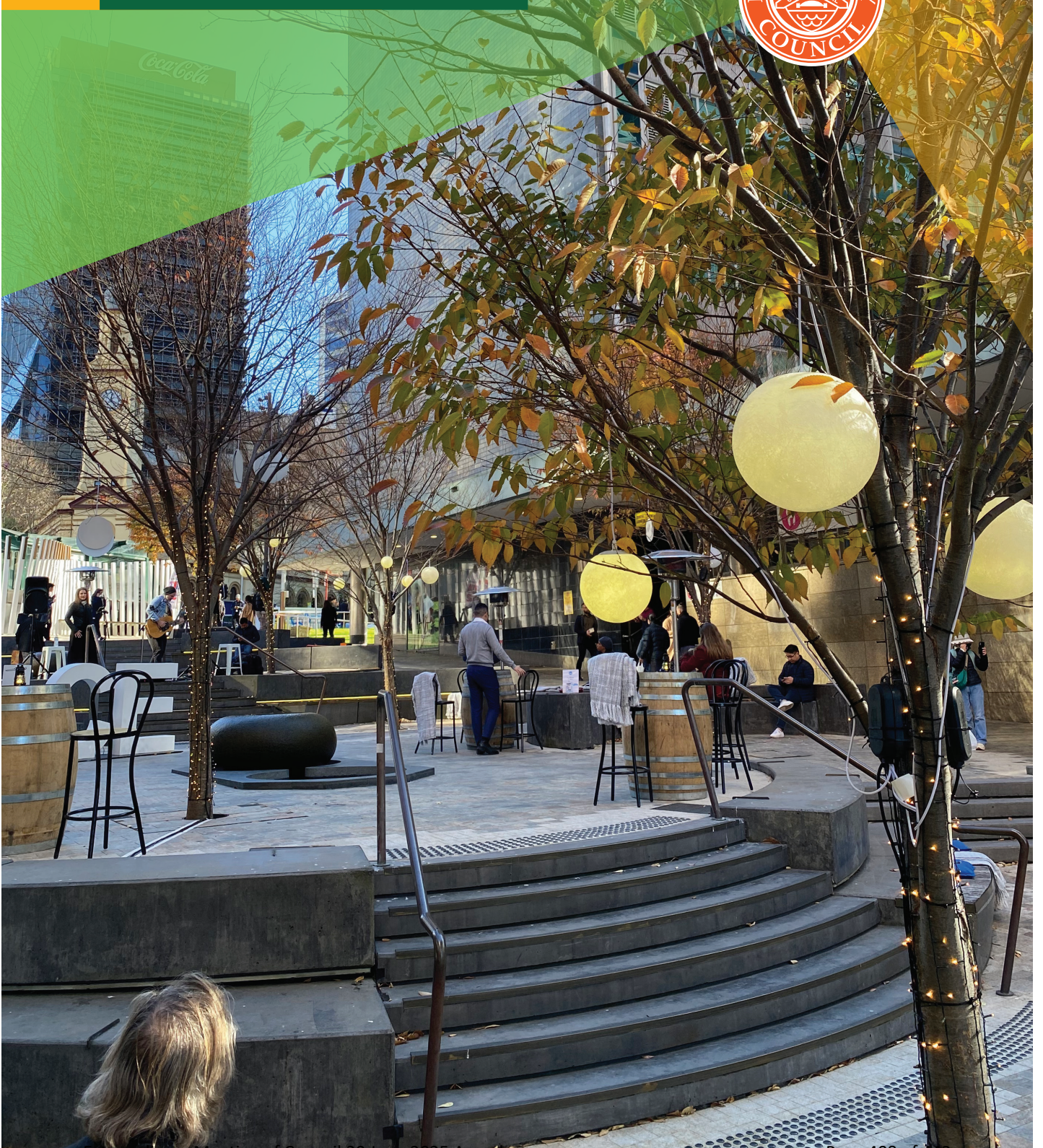
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Endorsed:

NORTH SYDNEY COUNCIL

ASSET MANAGEMENT STRATEGY 2025-2035



OVERVIEW

Asset management is the lifecycle management of physical assets that takes into consideration the 'whole of life', including planning, procurement, construction, operation, maintenance and disposal of an asset. A key ongoing issue facing local governments in Australia is the management of ageing assets in need of renewal and replacement.

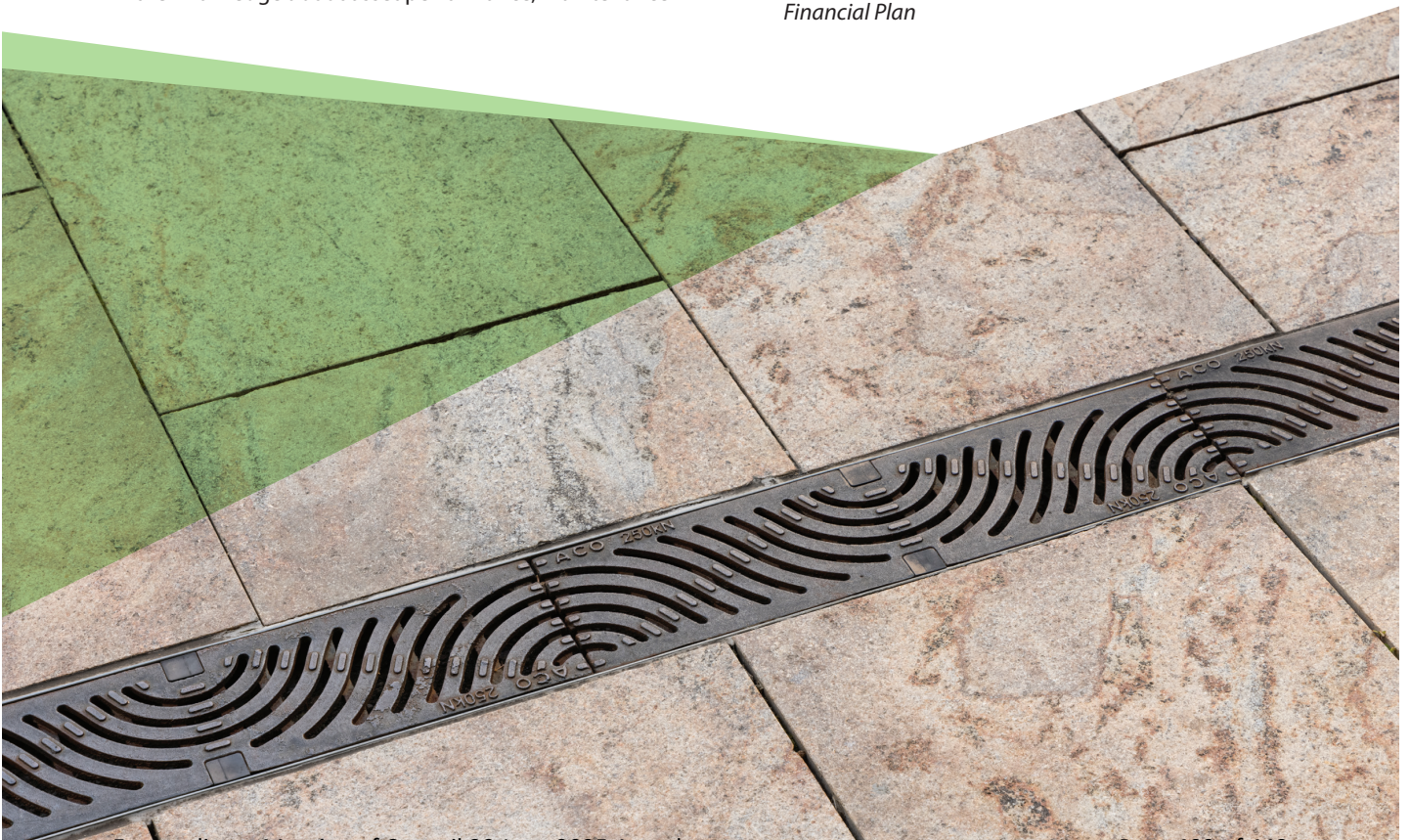
This extensive portfolio of infrastructure assets requires careful planning and management. Financing the needs of the portfolio can be significant, requiring planning for large peaks and troughs in expenditure for renewing and replacing assets. The demand for new and improved services adds to the planning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

Council's Asset Management Strategy shows how the asset portfolio will meet the service delivery needs of the community into the future, that asset management policies are being achieved, and that existing asset management practices integrate with the Community Strategic Plan. Improvement in asset management involves formalising the knowledge about asset performance, maintenance

levels and community expectations to optimise both expenditure and service provision over a longer timeframe. The goal of asset management is to ensure that services are provided in the most cost-effective manner, through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets; and for present and future consumers.

The key objectives of the Asset Management Strategy are to:

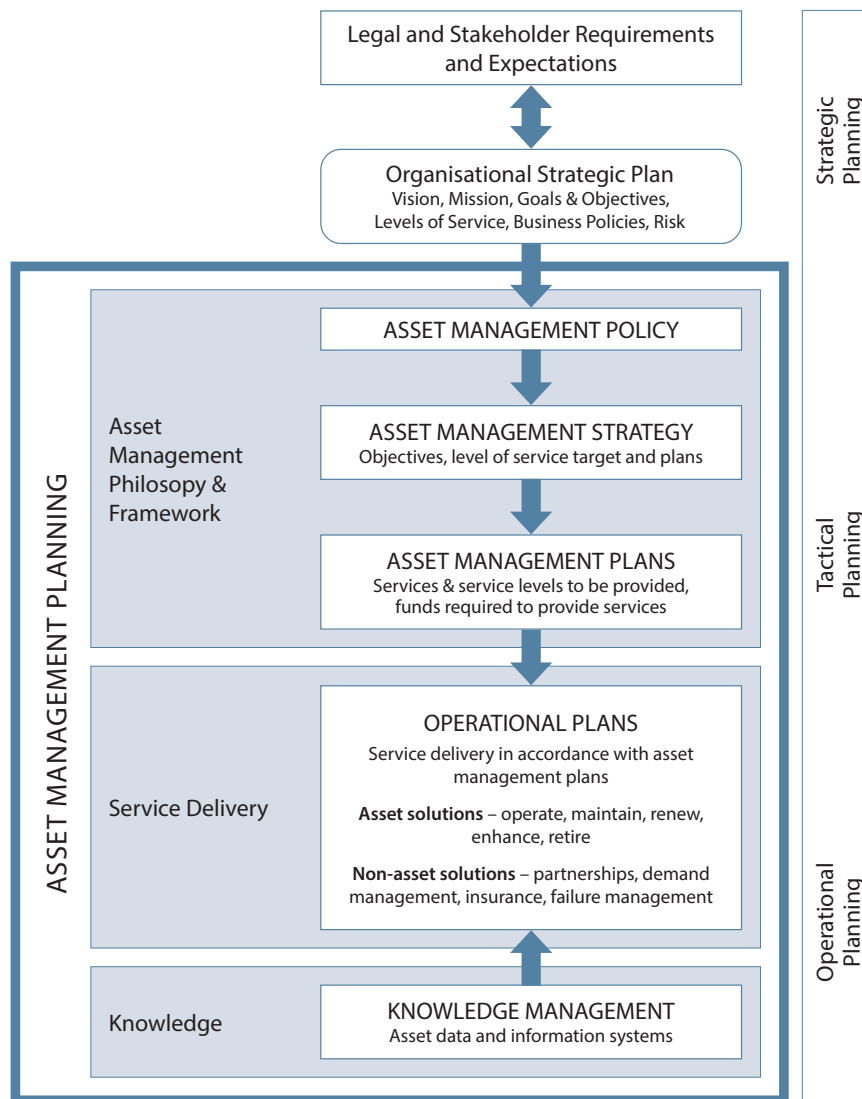
- guide the planning, construction, maintenance and operation of the infrastructure essential for Council to provide services to the community
- ensure that Council's infrastructure services are provided in a financial and economically sustainable way, enabling the appropriate level of service to residents, ratepayers, visitors and the environment
- meet legislative requirements for all Council operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated
- inform the *Asset Management Plans* and *Long Term Financial Plan*



Asset Management Framework

As outlined in the following diagram, asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation’s strategic planning, developing an Asset Management Policy, Asset Management Strategy, Asset Management Plans and annual Operational Plan and Budget, linked to a Long-Term Financial Plan with a funding plan (IPWEA, 2009, AIFMG, Quick Guide).

Figure 1: Asset Management Framework



The key steps in preparing an effective *Asset Management Strategy* are:

1. develop an Asset Management Policy that underpins the Strategy. The Policy provides guiding principles for asset management and planning
2. develop Asset Management Plans
3. apply good governance and management arrangements to link asset management to service delivery and assign roles and responsibilities
4. define levels of service to establish mechanisms, including community consultation, to define the levels of service councils are expected to provide from their asset base
5. establish data and systems frameworks for asset management data collection
6. develop skills and processes as part of the continuous improvement program
7. evaluate the Strategy's effectiveness

Council's *Asset Management Strategy* has been prepared to help Council improve the way it delivers services from infrastructure. These infrastructure assets have a replacement cost of approximately \$1.5 billion as at 30 June 2024 (as per notes C1-5 and C1-6 Annual Financial Statements for the year ended 30 June 2024). The purpose of this Strategy is to show that:

- Council's asset portfolio will meet the service delivery needs of its community into the future
- asset management policies are being achieved
- asset management practices integrate with the Community Strategic Plan

This Strategy was prepared following a review of Council's service delivery, financial sustainability indicators, asset management maturity, and fit with the community's vision outlined in the *Community Strategic Plan*. The Improvement Plan details a program of tasks and the timeline for completion. The Improvement Plan will be periodically reviewed and re-prioritised to match available resources in Council's *Delivery Program* and *Long Term Financial Plan*.

Asset Management Policy

The provision and maintenance of assets to meet community needs and expectations is fundamental to Council's overall service delivery. The purpose of the *Asset Management Policy* (Appendix 1) is to demonstrate Council's commitment to the responsible management of its assets and to set the framework for the *Asset Management Strategy* and *Asset Management Plans*, while the Strategy and Plans support implementation of the Policy.

The policy:

- establishes goals and objectives for asset management
- integrates asset management within Council's corporate and strategic planning
- maximises value for money through lifecycle costing and performance measurement
- assigns accountability and responsibility for service delivery together with asset management
- promotes sustainability to protect the needs of future generations i.e. the principles of intergenerational equity

Asset Management Plans

Asset Management Plans support the *Asset Management Strategy*. These are long-term (10-year) plans that outline the asset activities for each service (asset class). They detail the intended asset management program for each asset class, based on controlling the organisation's understanding of customer requirements (including desired levels of service and satisfaction with current service levels), existing projected networks, and asset conditions and performance (International Infrastructure Management Manual 2011). Council has prepared the following Asset Management Plans:

Asset Category	Asset Sub-category
Footpaths	Footpaths - Parks
Other Infrastructure	Fences
	Marine Structures
	Public Lighting - Parks
	Retaining Walls - Roads
	Seawalls
Open Space and Recreation Facilities	Park Furniture
	Playgrounds
	Sporting Infrastructure
	Other Open Space and Recreation Facilities
Other Structures	Statues, Monuments, Memorials, Public Art
Property	Operational Buildings
	Amenity Buildings
	Coal Loader
	Quarantine Depot
	Community Housing
	Investment Properties
	Heritage Buildings
Roads	Bus Shelters
	Kerb and Gutter
	Road Pavements
	Street Furniture
	Traffic Facilities (Including Cycleways)
Stormwater Drainage	Pipes
	Pits
	Gross Pollutant Traps
Swimming Pools	Swimming Pools

All of Council's asset management documents are periodically reviewed and updated. Council's condition analysis reports, financial valuations, projections, maintenance and operation costs outlined in Council's *Asset Management Plans* are prepared using the best available data and will be improved as updated information becomes available. The ongoing implementation of the Corporate Asset Management System helps to achieve continuous improvement.

The *Asset Management Strategy* and *Asset Management Plans* identify the asset renewal and maintenance requirements for Council's ten-year Capital Works Program. This program addresses the identified infrastructure backlog whilst providing new and upgraded infrastructure and facilities to meet growing community demand in the future.



CURRENT ASSET ANALYSIS

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Existing Assets and Services

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1:

Table 14: Existing Infrastructure Assets and Services Summary

Existing Infrastructure Assets and Services		
Asset Class	Description	Services Provided
Footpaths	266km footpaths	Pedestrian access
Other infrastructure	44.4km fences	Safety, structural support, amenity, foreshore and environmental protection, property protection, waterway access
	2,618 bollards	
	22 km retaining walls	
	1,874 public lighting	
	4.9km seawalls	
	44 marine structures including wharves	
Open space and recreation facilities	Includes playgrounds, sporting infrastructure, park furniture, Maccallum Pool	Parks and recreation services supporting community and recreational needs
Other Structures	Various statues, monuments, memorials, public art	
Property	Investment properties, heritage buildings, amenity buildings, Coal Loader, community housing, operational, quarantine depot	Support administration, operational, social, recreational, cultural, heritage and economic infrastructure for the community
Roads	9.6km regional road pavements	Support transportation, and community and economic activities in the local government area
	130km local road pavements	
	260km kerb and gutter	
	1,173 traffic facility items	
	1,084 Street furniture items	
	67 bus shelters	
Stormwater drainage	106.6km pipes	Control local flooding and damage to infrastructure and property; control water quality of discharge of stormwater into the natural environment
	6,659 pits	
	27 stormwater quality improvement devices	
Swimming pools	North Sydney Olympic Pool complex	Swimming and recreational activities

Value of Current Assets

The current financial status of Council's infrastructure assets, per asset class, is shown in Table 2, as at the financial year ended 30 June 2024.

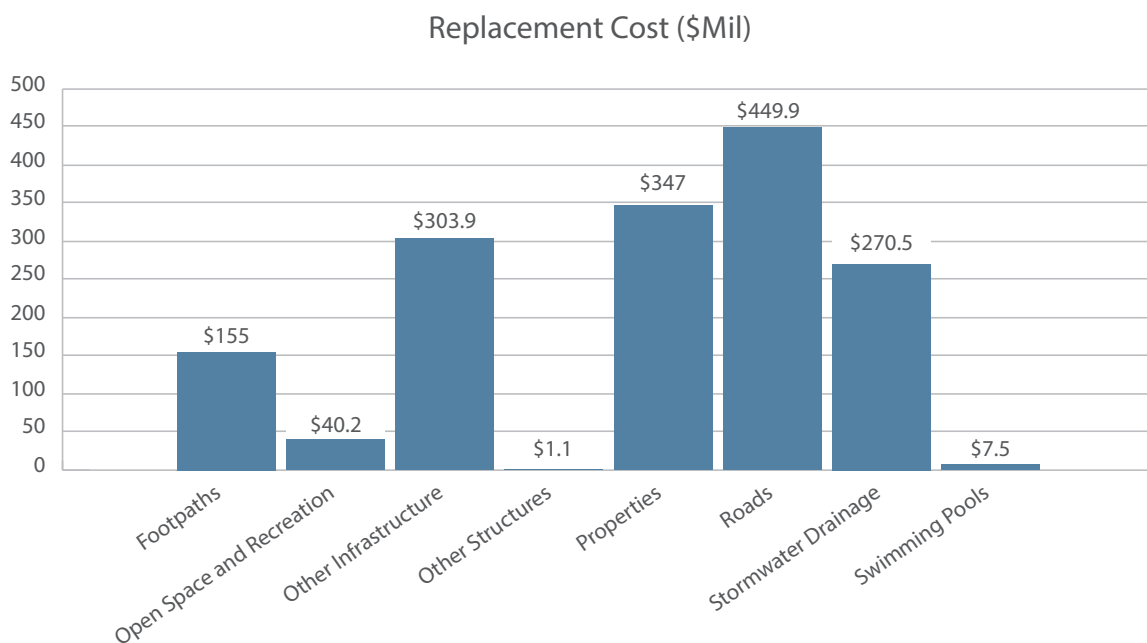
Table 2: Current Financial Status per Asset Class (\$) 2023/24

Asset Class	Replacement Cost	Accumulated Depreciation	Net Carrying Amount
Footpaths	\$155,038,554	\$59,693,239	\$95,345,314
Open Space and Recreation Assets	\$40,209,304	\$16,137,957	\$24,071,346
Other Infrastructure	\$303,916,424	\$99,570,660	\$204,345,765
Other Structures	\$1,146,200	\$175,337	\$970,863
Properties	\$347,014,881	\$145,083,006	\$201,931,876
Roads	\$449,886,586	\$143,575,246	\$306,311,340
Stormwater Drainage	\$270,450,822	\$81,971,986	\$188,478,836
Swimming Pools	\$7,546,950	\$4,616,275	\$2,930,675
TOTAL	\$1,575,209,722	\$550,823,706	\$1,024,386,016

Note: As at 30 June 2024 the North Sydney Olympic Pool redevelopment was not complete. Figures subject to change upon completion.

The 2023/24 replacement costs detailed in Table 2 are also represented in Figure 2 below. Council's largest asset classes, in terms of replacement costs, are Roads, Other Infrastructure and Properties.

Figure 2: Asset Replacement Cost (\$M) 2023/24



Consumption ratios are indicative of how much value remains in the asset. Figure 3 below shows the remaining value of Council's assets (as at 2024) compared to its replacement cost in percentage terms. It should be noted that accumulated depreciation does not necessarily indicate the extent of asset renewal required in the short to medium term. Some assets may be in fair condition resulting in higher depreciation but may not require renewal within the next ten years.

Figure 3: Accumulated Depreciation / Net Carrying Amount as a percentage of Replacement Cost, 2023/24

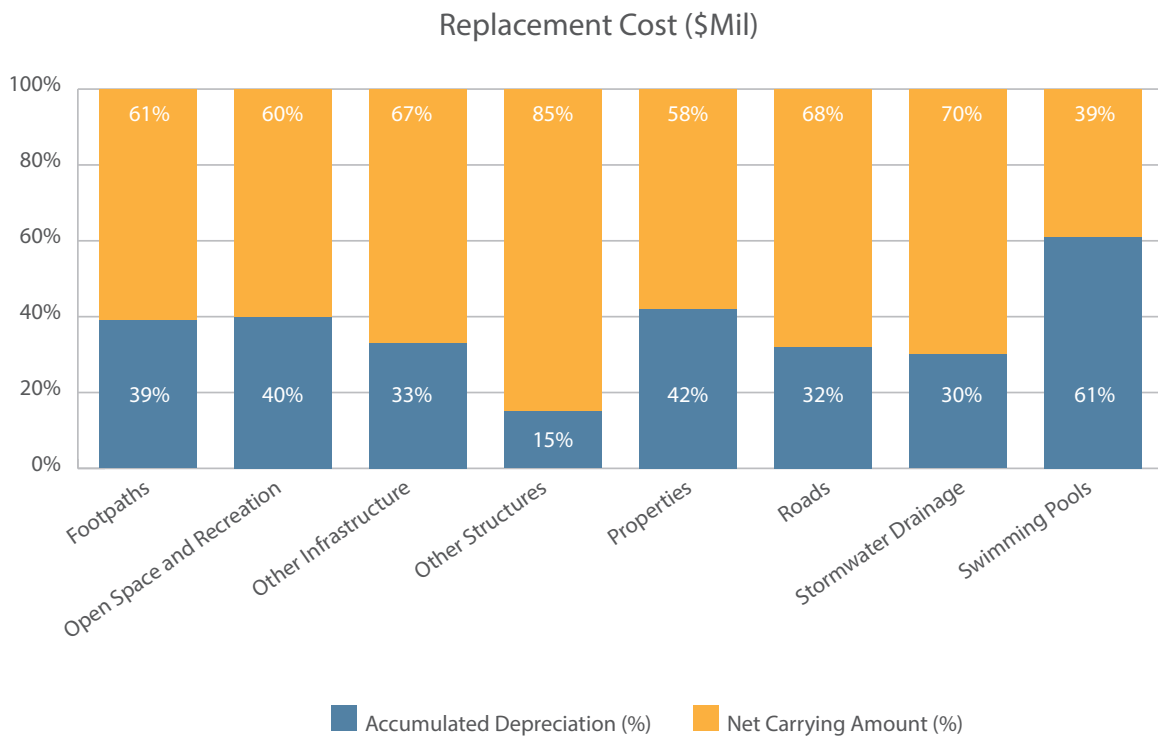
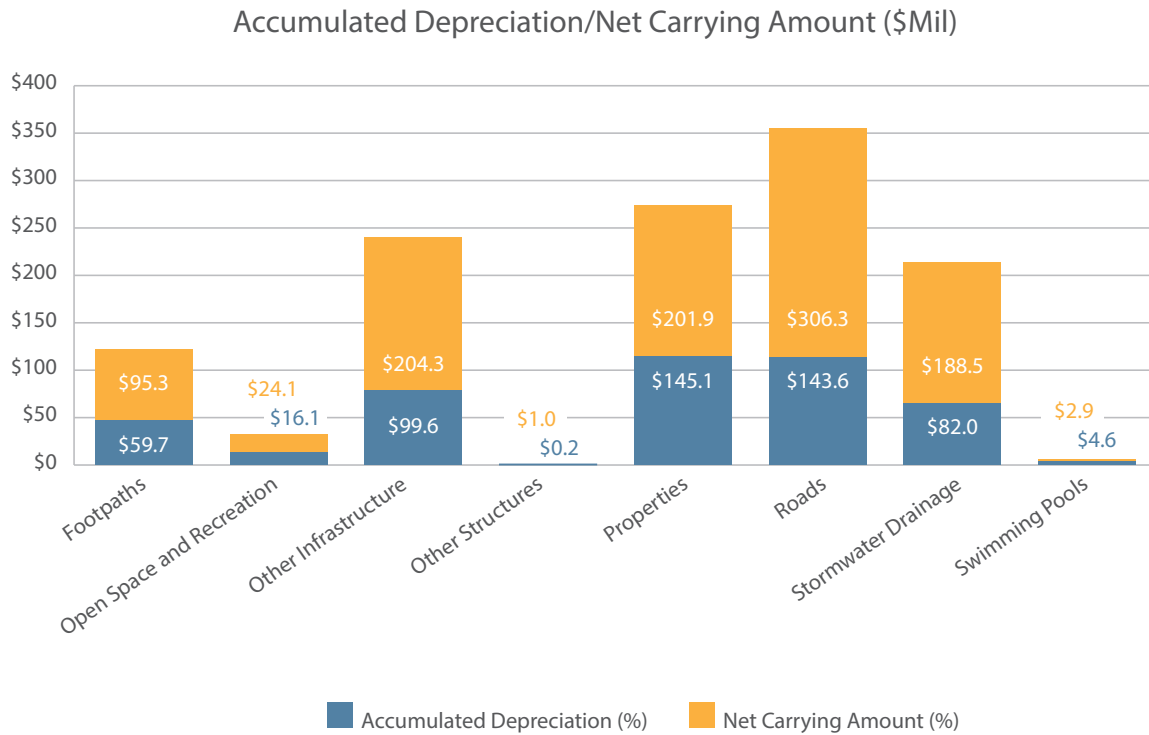


Figure 3 shows asset consumption as a percentage, while Figure 4 below shows it as the dollar value and brings the relativity of each asset group into the representation (as at 2024). These graphs should be read in conjunction with the renewal forecasts coming from the Asset Management Plans for the next ten years to achieve an appreciation of renewal requirements.

Figure 4: Accumulated Depreciation/Net Carrying Amount (\$Mil) 2023/24



Condition of Current Assets

The condition of Council’s assets has been assessed using guidelines and practice notes produced by the Institute of Public Works Engineering Australasia. The condition gradings used range from condition 1 (very good) to condition 5 (very poor). Council undertakes detailed condition assessments of individual asset classes at regular intervals to provide a snapshot of asset class condition. These network surveys are generally undertaken every four to five years and depend on funding availability. The replacement of infrastructure assets can depend on many factors. Often this factor is condition, however other factors that affect replacement may include function, amenity, compliance, capacity and obsolescence.

The current condition of Council’s assets is based on the most recent condition survey and adjusted each financial year as assets are constructed. The condition of each asset class is discussed below.

Condition of Footpath Assets

The condition of Council's footpaths was surveyed at 10m intervals in 2019 by consultants Rapid Map Services Pty Ltd. The condition scores used are shown in Table 3.

Table 3: Footpath Condition Matrix

Footpath Condition Matrix				
Score	Age Estimate	Minor Defects	Major Defects	Trips
1	Almost New (likely < 5 years)	0	0	
2	Minor Ageing (5 to 10 years)	<10%	0	
3	Moderate Ageing (10 to 15 years)	10 - 25%	< 10%	10 - 25mm
4	Significant Ageing (> 25 years)	25 - 50%	< 25%	> 25mm
5	N/A	> 50%	> 25%	> 50mm

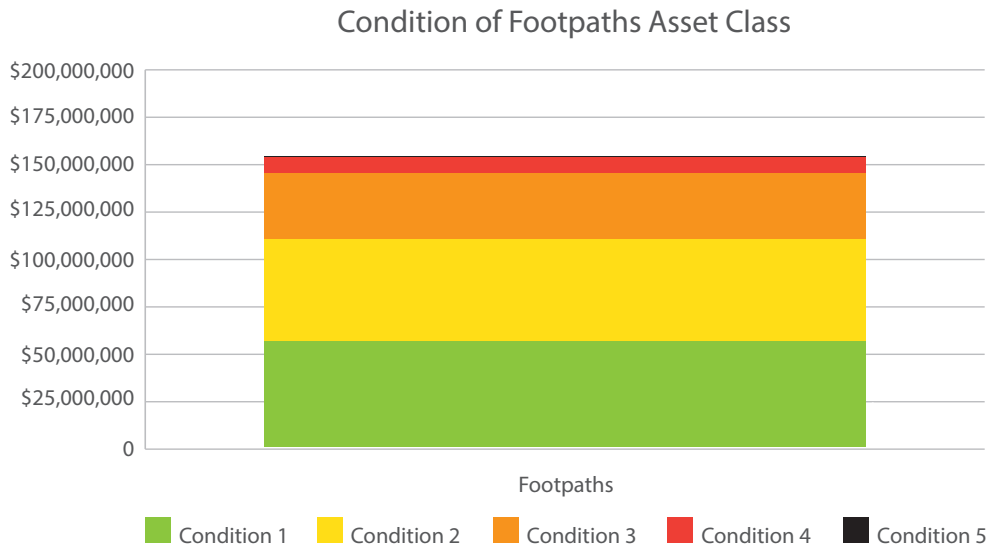
Table 4 below shows the replacement cost for each of the condition scores. It should be noted that the replacement cost is based on the condition of footpaths at 10m intervals. In practice and where funds permit, footpath sections in condition 3 are generally replaced at the same time as footpath sections in condition 4 or 5 if they are adjacent and it is cost effective.

Table 4: Replacement Cost of Footpaths Asset Class by Condition (\$)2024

Condition of Footpaths Asset Class in Terms of Replacement Cost	
Condition	Footpaths
1	\$56,081,304
2	\$54,773,810
3	\$34,979,521
4	\$8,667,839
5	\$536,080
Total	\$155,038,554

The Replacement Cost of Footpaths Asset Class by Condition is shown graphically in Figure 5.

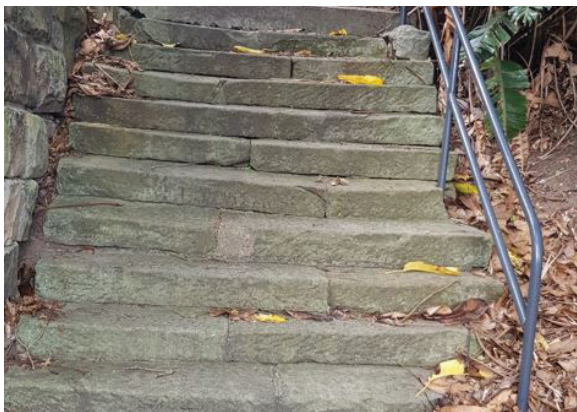
Figure 5: Replacement Cost of Footpaths Asset Class by Condition (\$)2024



Examples of Footpath assets in very good condition are shown in the following photos:



Examples of Footpath assets in very poor condition are shown in the following photos:



Condition of Open Space and Recreation Assets

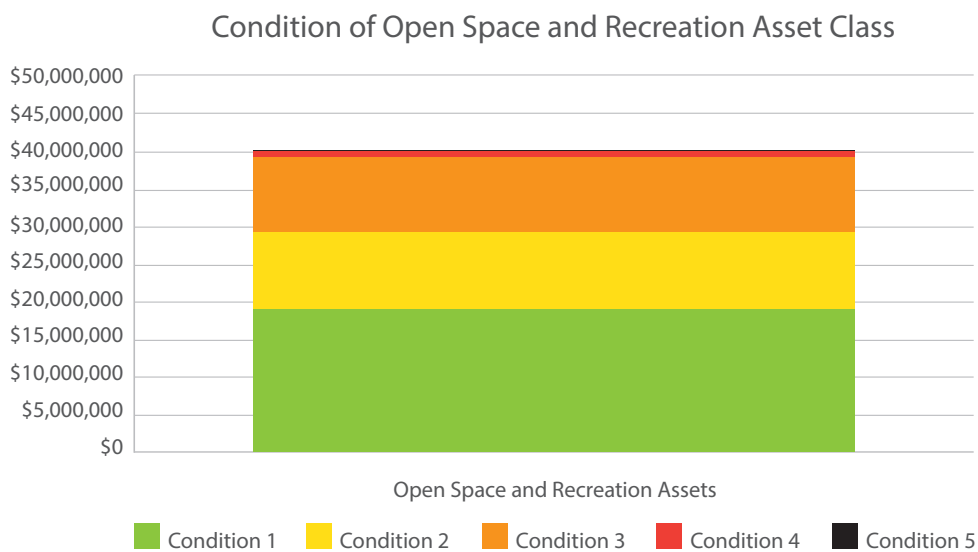
The Open Space and Recreation asset class includes the following asset categories: Playgrounds, Sporting Infrastructure, Park Furniture, Maccallum Pool. The replacement costs for each condition are detailed in Table 5.

Table 5: Replacement Cost of Open Space and Recreation Asset Class by Condition (\$)2024

Condition of Open Space and Recreation Asset Class in Terms of Replacement Cost	
Condition	Open Space and Recreation Assets
1	\$19,005,142
2	\$10,315,756
3	\$9,984,508
4	\$821,986
5	\$81,912
Total	\$40,209,304

The Replacement Cost of Open Space and Recreation Asset Class by Condition is shown graphically in Figure 6.

Figure 6: Replacement Cost of Open Space and Recreation Asset Class by Condition (\$)2024



Examples of Open Space and Recreation assets in very good condition are shown in the following photos:



Examples of Open Space and Recreation assets in very poor condition are shown in the following photos:



Condition of Other Structures Assets

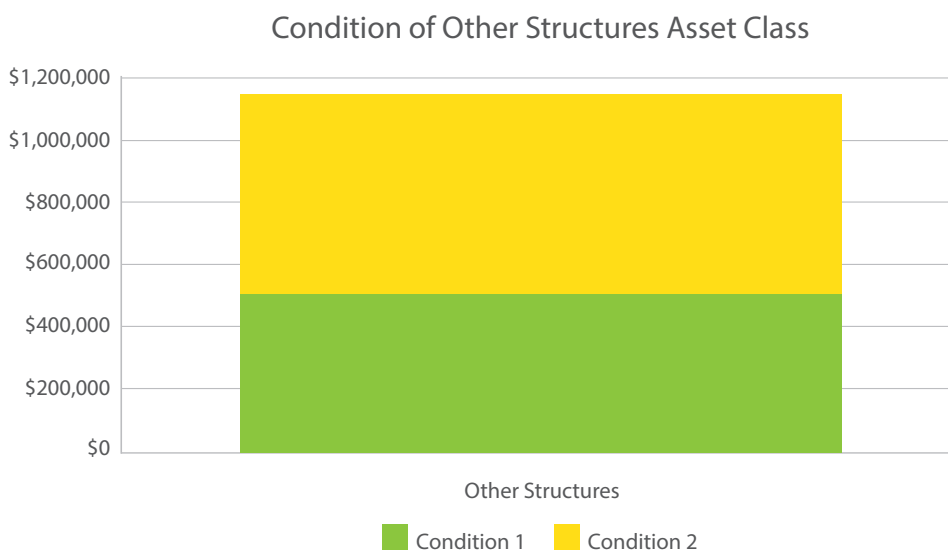
The Other Structures asset class includes the following assets: Statues, Monuments, Memorials, Public Art. The replacement costs for each condition are detailed in Table 6.

Table 6: Replacement Cost of Other Structures Asset Class by Condition (\$)2024

Condition of Other Structures Asset Class in Terms of Replacement Cost	
Condition	Open Space and Recreation Assets
1	\$505,000
2	\$641,200
3	\$0
4	\$0
5	\$0
Total	\$1,146,200

The Replacement Cost of Other Structures Asset Class by Condition is shown graphically in Figure 7.

Figure 7: Replacement Cost of Other Structures Asset Class by Condition (\$)2024



Condition of Other Infrastructure Assets

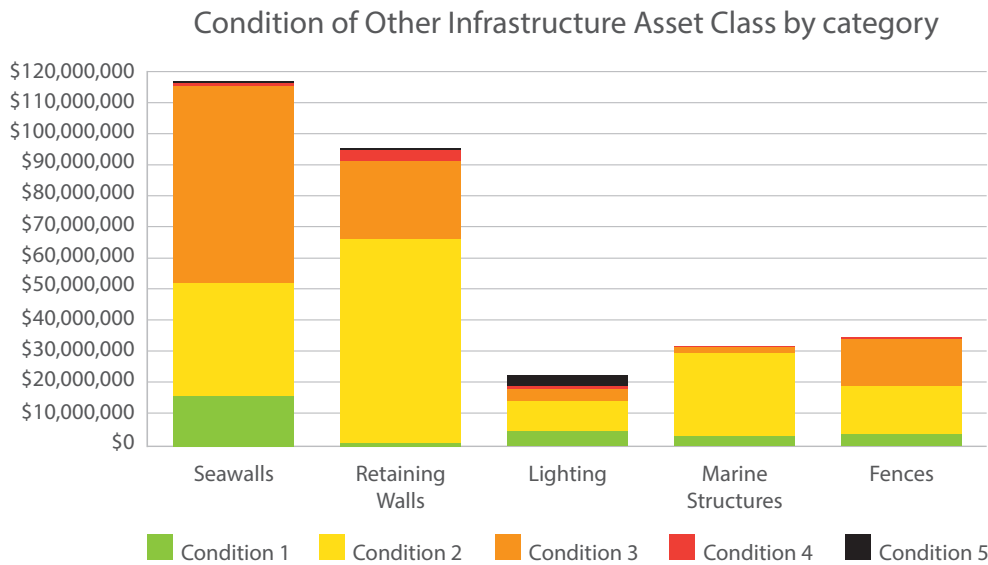
The Other Infrastructure asset class includes the following asset categories: Seawalls, Retaining Walls, Lighting, Marine Structures, Fences. The replacement costs for each condition are detailed in Table 7.

Table 7: Replacement Cost of Other Structures Asset Class by Condition (\$)2024

Condition of Other Infrastructure Asset Class in Terms of Replacement Cost					
Condition	Seawalls	Retaining Walls	Lighting	Marine Structures	Fences
1	\$16,217,157	\$1,112,137	\$4,824,607	\$3,210,426	\$3,724,139
2	\$36,202,286	\$65,547,603	\$9,592,308	\$26,854,411	\$15,470,147
3	\$63,488,514	\$25,334,146	\$4,073,741	\$1,911,784	\$15,351,754
4	\$1,104,730	\$3,316,234	\$744,689	\$184,001	\$612,124
5	\$626,650	\$640,496	\$3,707,725	\$0	\$64,616
Total	\$117,639,337	\$95,950,616	\$22,943,070	\$32,160,622	\$35,222,780

The Replacement Cost of Other Infrastructure Asset Class per Asset Category by Condition is shown graphically in Figure 8.

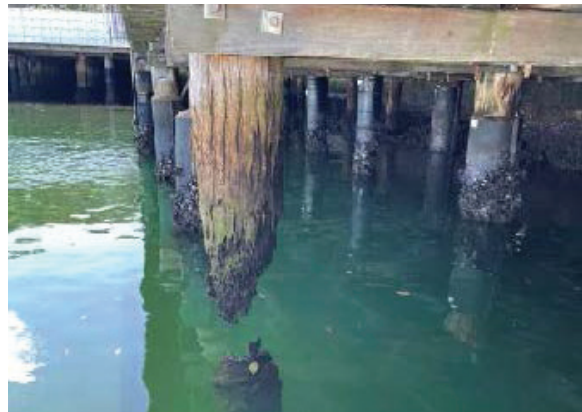
Figure 8: Replacement Cost of Other Infrastructure Asset Class per Asset Category by Condition (\$)2024



Examples of Marine Structure assets in very good condition are shown in the following photos:



Examples of Marine Structure assets in very poor condition are shown in the following photos:



Examples of Seawalls in very good condition are shown in the following photos:



Examples of Seawalls in very poor condition are shown in the following photos::



Examples of Retaining Walls in very good condition are shown in the following photos:



Examples of Retaining Walls in very poor condition are shown in the following photos:



Condition of Property Assets

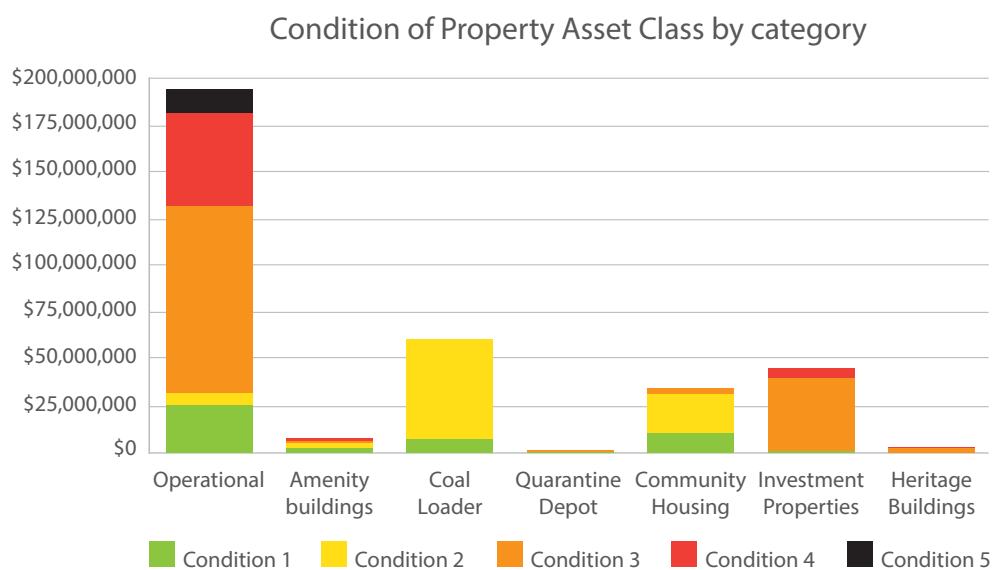
The Property asset class includes the following asset categories: Operational Buildings, Amenity Buildings, Coal Loader, Quarantine Depot, Community Housing, Investment Properties. The replacement costs for each condition are detailed in Table 8.

Table 8: Replacement Cost of Property Asset Class per Asset Category by Condition (\$)2024

Condition of Property Asset Class in Terms of Replacement Cost							
Condition	Operational	Amenity Buildings	Coal Loader	Quarantine Depot	Community Housing	Investment Properties	Heritage Buildings
1	\$25,293,954	\$2,599,664	\$7,146,289	\$212,842	\$10,403,646	\$849,995	\$0
2	\$6,932,535	\$2,590,802	\$53,648,603	\$0	\$21,066,556		\$0
3	\$99,957,433	\$1,320,340	\$0	\$1,076,971	\$2,840,781	\$39,252,000	\$2,444,000
4	\$49,326,429	\$1,184,951	\$0	\$0	\$12,234	\$5,300,000	\$500,000
5	\$13,054,858	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$194,565,209	\$7,695,757	\$60,794,891	\$1,289,813	\$34,323,216	\$45,401,995	\$2,944,000

The Replacement Cost of Property Asset Class per Asset Category by Condition is shown graphically in Figure 9.

Figure 9: Replacement Cost of Property Asset Class per Asset Category by Condition (\$)2024



Examples of Property assets in very good condition are shown in the following photos:



Examples of Property assets in very poor condition are shown in the following photos:



Condition of Roads Assets

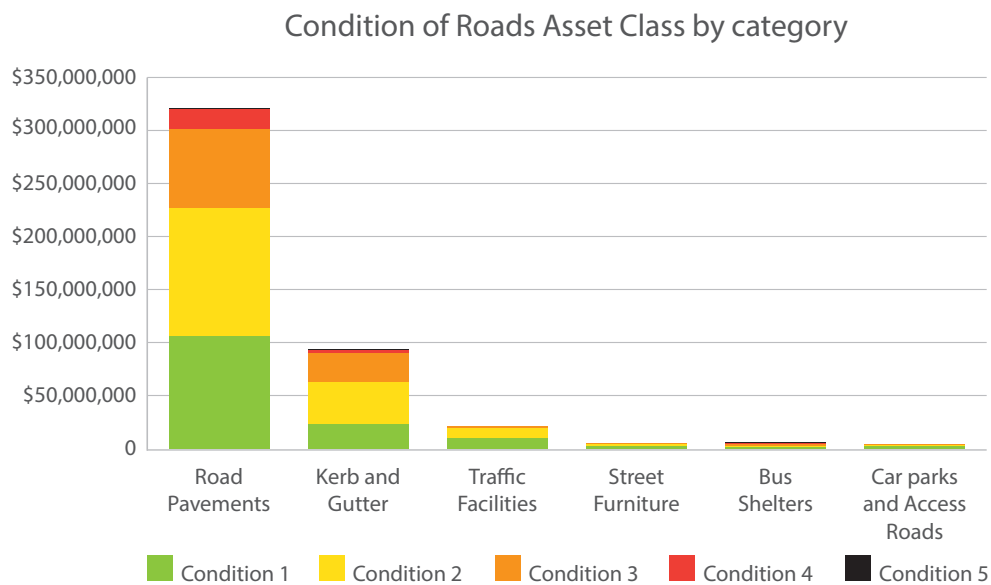
The Roads asset class includes the following asset categories: Bus Shelters, Kerb and Gutter, Road Pavements, Street Furniture, Traffic Facilities (Including Cycleways), Car Parks and Access Roads. The replacement costs for each condition are detailed in Table 9.

Table 9: Replacement Cost of Roads Asset Class per Asset Category by Condition (\$)2024

Condition of Roads Asset Class in Terms of Replacement Cost						
Condition	Road Pavements	Kerb and Gutter	Traffic Facilities	Street Furniture	Bus Shelters	Car Parks and Access Roads
1	\$105,804,786	\$22,704,429	\$10,190,706	\$2,396,237	\$1,305,387	\$2,070,342
2	\$121,288,242	\$40,390,623	\$8,887,524	\$1,606,852	\$732,020	\$1,093,106
3	\$73,883,408	\$26,813,382	\$1,639,750	\$648,532	\$1,756,850	\$567,327
4	\$18,804,721	\$2,948,098	\$320,291	\$67,892	\$1,683,646	\$0
5	\$1,375,239	\$506,252	\$25,870	\$9,065	\$366,010	\$0
Total	\$321,156,396	\$93,362,784	\$21,064,141	\$4,728,578	\$5,843,913	\$3,730,775

The Replacement Cost of Roads Asset Class per Asset Category by Condition is shown graphically in Figure 10.

Figure 10: Replacement Cost of Roads Asset Class per Asset Category by Condition (\$)2024



Examples of Road Pavements in very good condition are shown in the following photos:



Examples of Road Pavements in very poor condition are shown in the following photos:



Examples of Kerb and Gutter assets in very good condition are shown in the following photos:



Examples of Kerb and Gutter assets in very poor condition are shown in the following photos:



Examples of Street Furniture assets in very good condition are shown in the following photos:



Examples of Street Furniture assets in very poor condition are shown in the following photos:



Condition of Stormwater Drainage Assets

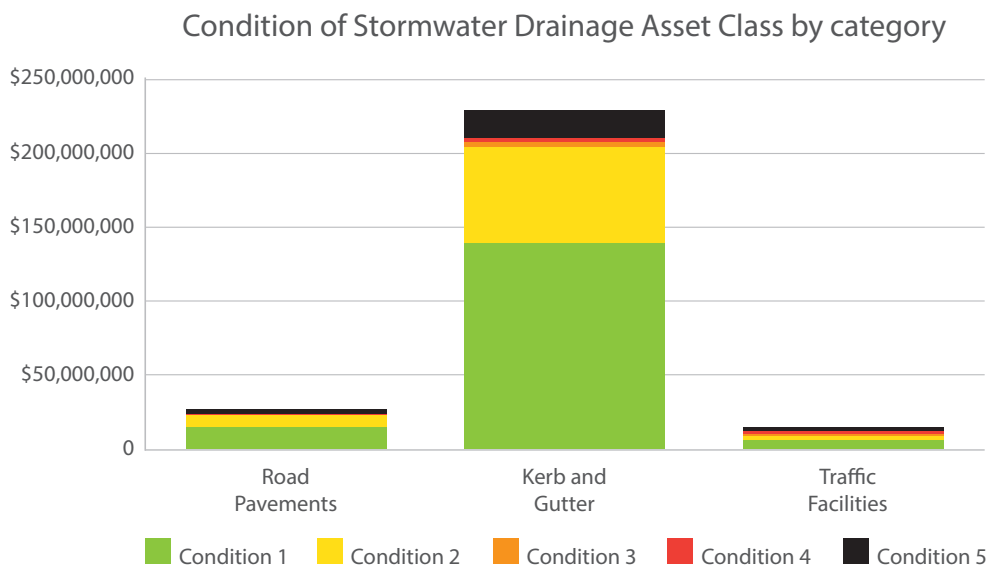
The Stormwater Drainage asset class includes the following asset categories: Pipes, Pits, Gross Pollutant Traps. The replacement costs for each condition are detailed in Table 10.

Table 10: Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition (\$)2024

Condition of Open Space and Recreation Asset Class in Terms of Replacement Cost			
Condition	Pits	Pipes	GPTs
1	\$14,777,004	\$138,998,009	\$5,656,186
2	\$7,711,106	\$65,610,972	\$2,697,166
3	\$417,057	\$3,022,231	\$1,420,827
4	\$494,678	\$2,452,635	\$1,620,128
5	\$3,250,610	\$19,366,893	\$2,955,320
Total	\$26,650,455	\$229,450,740	\$14,349,627

The Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition is shown graphically in Figure 11.

Figure 11: Replacement Cost of Stormwater Drainage Asset Class per Asset Category by Condition (\$)2024



Examples of Stormwater Drainage assets in very good condition (newly installed pipes and GPT) are shown in the following photos:



Examples of Stormwater Drainage assets in very poor condition are shown in the following photos:



Pipe in very poor condition



Pipe in very poor condition



Flooding issue



Flooding issue



Flooding issue



Sink hole in road near defective pipe

Condition of Swimming Pool Assets

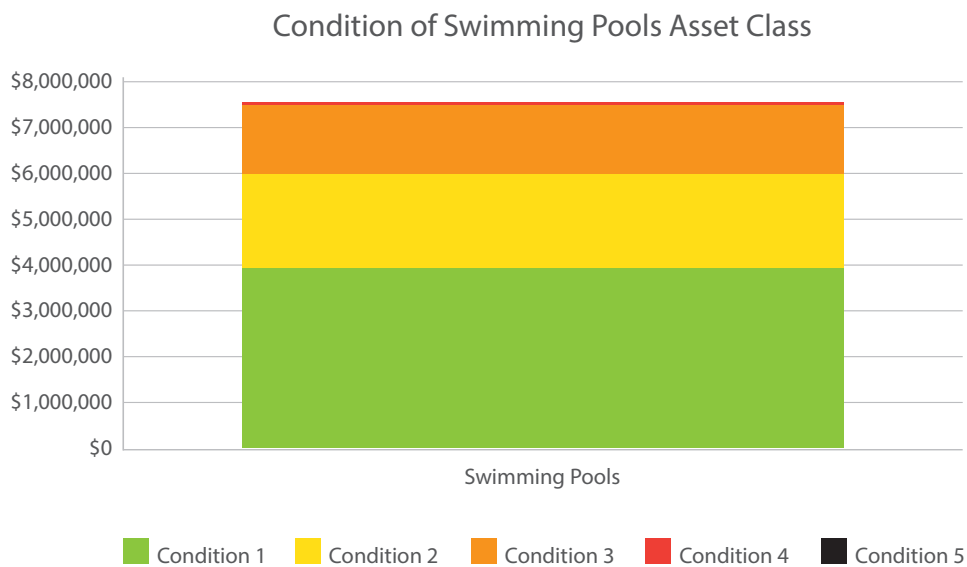
The Swimming Pool asset class includes the following assets: North Sydney Olympic Pool. The replacement costs for each condition are detailed in Table 11.

Table 11: Replacement Cost of Swimming Pool Asset Class by Condition (\$)2024

Condition of Swimming Pool Asset Class in Terms of Replacement Cost	
Condition	Swimming Pools
1	\$3,924,414
2	\$2,067,864
3	\$1,494,296
4	\$60,376
5	\$0
Total	\$7,546,950

The Replacement Cost of Swimming Pool Asset Class by Condition is shown graphically in Figure 12.

Figure 12: Replacement Cost of Swimming Pool Asset Class by Condition (\$)2024



PLANNING ASSUMPTIONS

Council recognises its stewardship role in appropriately managing the assets that have been provided by past and current generations. It also aims to fulfil its obligation in ensuring a sustainable level of infrastructure for future generations. The key challenges relating to managing an optimum level of infrastructure assets and delivering services are as follows:

- new residents and managing population increase and demographic changes
- retaining and continuing to attract business, industry and tourism to the area, and
- funding asset renewal requirements relating to ageing assets, in a sustainable manner and ensuring that required levels of service continue to be delivered.

Funding Requirements

The individual Asset Management Plans for the various asset categories include ten-year future funding requirements to:

- bring infrastructure assets to a satisfactory standard over the ten year period by replacing all condition 4 (poor) and 5 (very poor) assets; and
- maintain assets by investing the total depreciation expense over ten years into renewals.

Delivery of asset renewals in accordance the plans is subject to funding being secured through grants, additional rates, other income sources, or operational savings.

The funding requirements for maintaining infrastructure assets are dependant on the expected level of service.

- A 'satisfactory' level of service refers to infrastructure that continues to function but requires maintenance to sustain its operational capacity. If maintenance is insufficient, infrastructure in this category will deteriorate further, leading to service disruptions and potential public safety risks.
- A 'good' level of service is defined as infrastructure that operates effectively with only minor maintenance required.

Table 12 below shows that:

- the current cost to bring all of Council's infrastructure assets to a 'satisfactory' standard is \$146.8m. This amount includes the cost to replace existing infrastructure currently in either poor or very poor condition (condition 4 or 5). This represents 9.3% of the total infrastructure network in terms of replacement cost.
- the total current annual depreciation expense for infrastructure assets is approximately \$24m or 1.5% of the total replacement cost of Council's Infrastructure assets.
- the long-term cost to bring all Council's infrastructure assets to a 'satisfactory' standard as well as maintain the current standard is \$386.8m over ten years, or an average annual cost of \$38.7m. This includes the total depreciation expense over ten years (maintaining the existing standard) and assumes that all condition 4 and 5 assets will be replaced over the next ten years (bringing all assets to a 'satisfactory' level of service).

Whilst a 'satisfactory' level of service has been used as the general standard to ensure the effective management of Council's infrastructure assets, the preferred level of service for property (Buildings) assets is 'good' to improve operational effectiveness. Currently, 62.32% of building assets are below a 'good' level of service, which has led to a range of service delivery issues, including: low utilisation rates; periods of closure for reactive maintenance; increased frequency and cost of ongoing reactive maintenance; and public safety risks.

An additional column has been included in Table 12 to show what the cost would be to bring all of Council's infrastructure assets (including property/ buildings assets) to a 'good' level of service.

Historically, Council has reported a 'cost to bring to satisfactory condition' that assumed those assets in 'poor' condition (category 4) were acceptable by the community. Council's recommendation is that assets in poor condition should be brought to a satisfactory condition, and therefore we have included these in our backlog estimates.

The Local Government Code of Accounting Practice outlines the requirements for both Council's financial statements and the special schedules. Under this Code, where Councils haven't developed an 'agreed' level of service, a standard of 'good' (category 2) should be used for the 'Estimated cost to bring to satisfactory condition'. This would mean including within our backlog figures category 3, 4 and 5 assets.

North Sydney Council has not undertaken the exercise with the community to determine the 'agreed level of service'. However, Council did not think it was reasonable to inflate the backlog to this extent. Instead, Council has opted to use the standard of 'satisfactory/fair' (category 3) as the condition to aspire to, rather than 'good' (category 2).

At a recent demographically selected workshop in 2024 (involving a group of residents, representative of the demographics of the North Sydney local government area), feedback suggested that infrastructure in a 'poor' or 'very poor' condition would not be acceptable to the community. Based on Council's review, it is recommended that all infrastructure currently classified as 'poor' or 'very poor' are required to be addressed.

Asset Class / Category	Cost to bring assets to 'satisfactory' condition (4 + 5)	Total replacement cost	Depreciation expense (2024)	Funding required over ten years (depreciation x 10 + condition 4 + 5)	Average annual funding required (2024)	Cost to bring assets to 'good' condition (3+ 4 + 5)
Footpaths	\$9,203,919	\$155,038,554	\$3,903,505	\$48,238,971	\$4,823,897	\$44,183,440
Open Space and Recreation Assets	\$903,898	\$40,209,304	\$1,608,679	\$16,990,684	\$1,699,068	\$10,888,406
Other Infrastructure / Fences	\$676,740	\$35,222,780	\$848,952	\$9,166,256	\$916,626	\$16,028,494
Other Infrastructure / Lighting	\$4,452,413	\$22,943,070	\$716,983	\$11,622,246	\$1,162,225	\$8,526,155
Other Infrastructure / Marine Structures	\$184,001	\$32,160,622	\$408,304	\$4,267,046	\$426,705	\$2,095,785
Other Infrastructure / Retaining Walls	\$3,956,730	\$95,950,616	\$1,059,706	\$14,553,785	\$1,455,379	\$29,290,876
Other Infrastructure / Seawalls	\$1,731,380	\$117,639,337	\$1,059,698	\$12,328,361	\$1,232,836	\$65,219,894
Other Structures	\$0	\$1,146,200	\$13,494	\$134,943	\$13,494	\$0
Properties / Amenity Buildings	\$1,184,951	\$7,695,757	\$136,668	\$2,551,633	\$255,163	\$2,505,291
Properties / Coal Loader	\$0	\$60,794,891	\$350,824	\$3,508,238	\$350,824	\$0
Properties / Community Housing	\$12,234	\$34,323,216	\$870,699	\$8,719,228	\$871,923	\$2,853,015
Properties / Heritage Buildings	\$500,000	\$2,944,000	\$0	\$500,000	\$50,000	\$2,944,000
Properties / Investment Properties	\$5,300,000	\$45,401,995	\$0	\$5,300,000	\$530,000	\$44,552,000
Properties / Operational	\$62,381,286	\$194,565,209	\$3,685,636	\$99,237,647	\$9,923,765	\$162,338,720
Properties / Quarantine Depot	\$0	\$1,289,813	\$4,756	\$47,556	\$4,756	\$1,076,971

Asset Class / Category	Cost to bring assets to 'satisfactory' condition (4 + 5)	Total replacement cost	Depreciation expense (2024)	Funding required over ten years (depreciation x 10 + condition 4 +5)	Average annual funding required (2024)	Cost to bring assets to 'good' condition (3+ 4 + 5)
Roads / Bus Shelters	\$2,049,656	\$5,843,913	\$110,481	\$3,154,470	\$315,447	\$3,806,506
Roads / Car Parks and Access Roads	\$0	\$3,730,775	\$53,994	\$539,942	\$53,994	\$567,327
Roads / Kerb and Gutter	\$3,454,350	\$93,362,784	\$1,331,873	\$16,773,082	\$1,677,308	\$30,267,732
Roads / Road Pavements - surface	\$9,766,649	\$64,641,232	\$2,231,215	\$32,078,800	\$3,207,880	\$27,330,477
Roads / Road Pavements - structure	\$10,413,311	\$234,463,491	\$2,599,225	\$36,405,559	\$3,640,556	\$66,732,891
Roads / Road Pavements - formation	\$0	\$22,051,673	\$0	\$0	\$0	\$0
Roads / Street Furniture	\$76,957	\$4,728,578	\$217,010	\$2,247,054	\$224,705	\$725,489
Roads / Traffic Facilities	\$346,161	\$21,064,141	\$303,549	\$3,381,647	\$338,165	\$1,985,911
Stormwater Drainage / GPTs	\$4,575,448	\$14,349,627	\$297,464	\$7,550,087	\$755,009	\$5,996,275
Stormwater Drainage / Pipes	\$21,819,528	\$229,450,740	\$1,778,479	\$39,604,319	\$3,960,432	\$24,841,759
Stormwater Drainage / Pits	\$3,745,288	\$26,650,455	\$332,711	\$7,072,400	\$707,240	\$4,162,345
Swimming Pools	\$60,376	\$7,546,950	\$74,559	\$805,963	\$80,596	\$1,554,672
TOTAL	\$146,795,276	\$1,575,209,722	\$23,998,464	\$386,779,918	\$38,677,992	\$560,474,429

Notes:

- Source: Note C1-5 Annual Financial Statements for the year ended 30 June 2024.
- Figures are not adjusted for inflation.
- As at 30 June 2024 the North Sydney Olympic Pool redevelopment was not complete, and the development is still currently ongoing. Figures subject to change upon completion.

Service Demand and Satisfaction

The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost-effective manner. Levels of service are key business drivers for asset planning,

Achieving and maintaining sustainability in local government requires consideration of services, their level of service, and associated costs and risks. The appropriate management of Council's infrastructure requires asset management estimates and accounting estimates that are realistic and support decision-making.

The linking of service levels and the cost of service delivery is an essential component of strategic asset management. It is essential that Council knows the true costs of service delivery, priorities placed by the community on infrastructure, the service levels the community desires, and what level they are willing to pay for.

Ultimately, setting service levels should be done in conjunction with the community. This enables Council to make informed decisions about the allocation of community resources in accordance with community priorities and willingness to pay.

Council periodically undertakes a Customer Satisfaction Survey to determine community attitudes towards its services and facilities. The survey is conducted on Council's behalf by an independent research company. The randomly selected representative sample consists of 400 residential and 200 business customers (both owners and renters). Full survey results are available on Council's website.

The Customer Satisfaction Survey provides Council with feedback about the appropriateness of each of its key services including some asset classes, and this information is used in the development of the Delivery Program and Asset Management Plans to ensure areas that are not meeting community expectation are reviewed and ultimately improved. It is clear from the most recent surveys that the North Sydney community expects the current level of service to be retained and is happy with what is currently being delivered.

Table 13 details 2023 resident and business satisfaction including comparison with the 2020 results.

Table 13: Customer Satisfaction Survey Results* – Asset Related Services

Service/Function	Category	2023	2023 v 2020 (% difference)
Maintenance of parks, ovals and bushland areas	Residents	95%	4%
Recreation facilities	Residents	84%	2%
Appearance of local village centres	Residents	93%	15%
Look and feel of commercial areas and villages	Businesses	87%	13%
Appearance of public spaces in the North Sydney CBD	Residents	91%	18%
Maintenance of commercial areas	Residents	64%	-9%
Appearance of public spaces in the North Sydney CBD	Businesses	90%	20%
Maintenance of local roads and footpaths	Residents	82%	9%
	Businesses	84%	11%
Pedestrian and cycle paths	Residents	66%	14%
Community centres and facilities	Residents	96%	46%

*Percentage of respondents who are at least somewhat satisfied with the services

Council should further develop these service levels in Asset Management Plans for each major asset class. This will improve the link between service levels and costs of service delivery. It will give a tool for community consultation and better inform decision-making on service levels and costs in setting budgets.

IMPROVEMENT PLAN

A whole-of-organisation approach is essential for continuous asset management practices to continue to improve. Council's Asset Management Plans need to be based on accurate data and require detailed valuations to be done on a periodic basis. Accurate valuations in turn require detailed condition assessments of infrastructure assets. The following Improvement Plan summarises the areas for improvement within *Asset Management Plans*:

Asset	Last comprehensive valuation (Year)	Comprehensive valuation to be performed
Land:		
Operational Land	2022	Planned for 2025
Community Land	2023	No later than 2026
Crown Land	2023	No later than 2026
Depreciable Land Improvements	2022	No later than 2027
Infrastructure:		
Buildings – non-specialised	2023	No later than 2028
Buildings – specialised	2023	No later than 2028
Other Structures	2021	Schedule to be determined
Roads	2020	Planned for 2025
Footpaths	2020	Planned for 2025
Stormwater Drainage	2020	Planned for 2025
Swimming Pools	2018	Planned for 2025
Other Assets:		
Other Open Space and Recreation Assets	2020	Planned for 2025
Other Infrastructure	2023	No later than 2028
Heritage Collections	2021	Schedule to be determined

Further development of service levels is required to ensure that assets are meeting community needs. The quality, function, capacity and use of Council assets should be examined in detail and expanded through community engagement.

RESOURCING

The sustainable management of assets is a ‘whole of council’ responsibility, recognised at all levels within the organisation. Council has undertaken a strategic level review of its asset management practices and systems to provide future direction and guidance for improving its asset management performance. Implementing these improvement actions will have strategic and corporate significance to Council.

Council’s *Asset Management Strategy* is directly aligned with the vision and desired outcomes of the *Community Strategic Plan*. Central to this is forecasting service delivery needs and the capacity to meet them on a short, medium and long-term basis.

The ability for Council to deliver asset renewals in accordance with the *Asset Management Strategy* is subject to funding being secured through grants, additional rates, other income sources, or operational savings.



MONITORING AND EVALUATION

Council's Open Space and Infrastructure Division leads monitoring and reporting against the *Asset Management Strategy*, *Asset Management Policy* and *Asset Management Plans*. However, implementation requires cross-organisational collaboration.

Council must prepare its asset performance reports in accordance with statutory requirements and accounting standards.

Within five months after the end of each financial year, Council must prepare its Annual Report in respect to the implementation of its Operational Plan and Budget. This report includes:

- the assets acquired by Council during that year
- the assets held by Council at the end of that year, for each of Council's principal activities
- a report on the condition of the public assets under the control of Council as at the end of that year, together with an estimate (at current value) of the amount of money required to bring the works up to a satisfactory standard, an estimate (at current value) of the annual expense of maintaining the works at that standard, and Council's program of maintenance for that year in respect of the works

The results in Council's Annual Report on the condition of infrastructure assets (reported in Council's Financial Statements) are used to inform funding requirements for assets to ensure that the service levels provided by infrastructure assets are maintained in line with the performance indicators detailed in the *Delivery Program*. Council will also continually monitor and review the condition of its infrastructure assets, the levels of service these assets provide, and any funding gaps. This data will be then used to inform and update *Asset Management Plans* and the *Asset Management Strategy*.



North Sydney Council,
200 Miller Street,
North Sydney NSW 2060

P (02) 9936 8100

E council@northsydney.nsw.gov.au

www.northsydney.nsw.gov.au



TRANSLATION SERVICE

If you do not understand this information, please ring the Translating and Interpreting Service (TIS) on 13 14 50, and ask for an interpreter in your language to contact North Sydney Council on (02) 9936 8100. This is a free service.

CHINESE

如果您不明白本信息的内容，请致电翻译与传译服务(TIS) 13 14 50，然后请会说您母语的传译员接通North Sydney市议会电话(02) 9936 8100。这是一项免费服务。

HINDI

यदि आप इस जानकारी को नहीं समझ पा रहे हैं, तो कृपया 13 14 50 पर अनुवाद और दुभाषणिया सेवा (Translating and Interpreting Service (TIS)) को फोन करें, और नॉर्थ सडिनी काउंसिल से (02) 9936 8100 पर संपर्क करने के लिए अपनी भाषा के एक दुभाषणिए के लिए अनुरोध करें। यह एक निःशुल्क सेवा है।

Adopted: 10 February 2025

JAPANESE

この案内の内容を理解できない場合には、13 14 50 の翻訳通訳サービス (TIS) にかけて、あなたの母国語の通訳者に(02) 9936 8100のノースシドニーカウンシルにつなぐように伝えてください。当サービスは無料です。

PORTUGUESE

Se você não entender estas informações, ligue para o Serviço de Tradução e Interpretação (TIS) em 13 14 50 e peça um intérprete em seu idioma para entrar em contato com o North Sydney Council em (02) 9936 8100. Este é um serviço gratuito.

SPANISH

Si no comprende esta información, llame al Servicio de Traducción e Interpretación (TIS), en el 13 14 50, y solicite un intérprete en su idioma para ponerse en contacto con el Concejo Municipal de North Sydney, en el (02) 9936 8100. Este es un servicio gratuito

KOREAN

본 내용이 잘 이해되지 않는 경우에는 통번역 서비스(TIS) 13 14 50번에 전화해서 한국어 통역사에게 노스 시드니 카운슬 전화 (02) 9936 8100 번으로 연결을 요청하시기 바랍니다. 이 서비스는 무료입니다.