

9.2. Draft Delivery Program 2025-2029 and Operational Plan and Budget 2026-2027

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ATTACHMENTS	1. Revised Delivery Program 2025-2029 and Draft Operational Plan and Budget 2026-2027 [9.2.1 - 146 pages] 2. Financial Risks Outlook [9.2.2 - 11 pages]
CSP LINK	Outcome 8 – An effective, accountable and sustainable Council that serves the community G1. Develop clear goals, create a plan to achieve them, and track progress with transparency and honesty G8. Manage Council’s finances through robust long-term planning and ongoing financial management

PURPOSE:

The purpose of this report is to seek approval from Council to exhibit the revised Delivery Program 2025-2029 and draft Operational Plan and Budget 2026-2027.

EXECUTIVE SUMMARY:

- Council’s commitment to supporting delivery of the Community Strategic Plan 2025-2035 is articulated through the Delivery Program (DP), a four-year plan that outlines the strategic initiatives Council will undertake during its term.
- Operational Plans then provide detailed one-year schedules of activities, services, projects, and budgets to implement the DP.
- Following IPART’s refusal of Council’s special rate variation in May 2025, Council has undertaken detailed financial, asset, and service planning to help address the funding gap affecting infrastructure condition, service sustainability, and long-term financial resilience.
- This work has informed the development of the attached revised DP and new Draft Operational Plan and Budget for 2026-27. It also informed development of a new and more modest application for special variation of permissible rating income that was submitted to IPART on 2 February 2026.
- IPART’s determination of the application is not expected until May 2026, therefore, the attached plan includes two scenarios - one based on the special variation (SV) request being refused (Scenario 1), and the other based on the special variation request being approved in full (Scenario 2).

- Scenario 1 will result in a deficit operational result before capital grants and contributions of \$3.7 million and will require a reduction in infrastructure projects to manage liquidity in the short-term. Future years under this scenario will require consideration of service reductions to mitigate infrastructure risks.
- Scenario 2 will ensure sufficient funding to maintain service levels and renew infrastructure. At the same time, important property planning will commence to address infrastructure and service delivery needs for the growing community.
- Part 3 of the Plan lists all projects and activities proposed under Scenario 2. Items that will need to be removed, reduced, or delayed if the SV is not approved (Scenario 1) are shown with 🚫 in the attached plan).
- Separate four-year budget estimates and 2026-27 budget details are provided for each scenario in Part 4A (Scenario 1) and Part 4B (Scenario 2).
- Scenario 2 (full SRV approved) reflects the preferred and adopted LTFP scenario and represents Council's endorsed long-term financial strategy. It was developed through detailed analysis and modelling of Council's projected income, expenditure, capital program, asset renewal needs, and financial sustainability indicators, and assumes the full implementation of the proposed SV. As such, Scenario 2 is the scenario that aligns with Council's endorsed strategic goals.
- Scenario 1 (SRV rejected in full) has been developed as a contingency scenario. It represents a fall-back position in the event that the additional income assumed in the LTFP is not available and provides the basis for a more constrained budget response.

RECOMMENDATION:

- 1. THAT** the revised Delivery Program 2025-2029 and Draft Operational Plan 2026-27, containing the Budget and Statement of Revenue Policy for 2026-2027, be endorsed for a period of public exhibition of not less than 28 days, from 15 April to 14 May 2026, inviting submissions from the public.
- 2. THAT** Council receive a report at the conclusion of the period of public exhibition, providing the outcomes of public exhibition and SV determination for consideration.

Background

All Councils in NSW are required to comply with the State Government's Integrated Planning and Reporting (IP&R) Guidelines to ensure that they plan wholistically for the future and deliver the maximum benefit to the community.

While the legislated IP&R Guidelines provide a helpful basis for planning, there are several challenges that can impede Council's delivery of community outcomes. One of these challenges is the disconnect that often exists between community needs and aspirations (as detailed in the Community Strategic Plan), and Council's actions (as detailed in the Delivery Program and Operational plan).

To address this, North Sydney Council undertook extensive research and community consultation to develop eight Informing Strategies that bridge the gap between the Community Strategic Plan and the Delivery Program.

This integrated approach to planning ensures that the Delivery Program 2025–2029 and Operational Plan 2026–2027 prioritise projects and services that deliver on agreed community outcomes.

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 the current Delivery Program 2025–2029.

Due to limited funding in 2025–26 and the increasing need to prioritise renewals in future years, the Delivery Program 2025–2029 has been revised alongside the development of the draft Operational Plan 2026–27. As a result, some commitments previously scheduled for 2025–29 are no longer included.

The revised Delivery Program 2025-29 and Draft Operational Plan 2026-2027

Councils may present their Delivery Program and Operational Plan as two separate documents or combine them into one.

To reduce duplication, North Sydney Council's Delivery Program and Operational Plan have been combined into one integrated document (attached).

The plan is structured around the eight informing strategy areas: Environment, Social Inclusion, Open Space and Recreation, Integrated Transport, Economic Development, Culture and Creativity, Housing and Governance

Revised Delivery Program 2025-29

In response to ongoing financial pressure and community preference for a more modest special rates variation, a number DP commitment have been removed from the 2025-29 program to align with resource availability. If the SV application is not approved, further amendments will be required.

Several DP commitments have also been updated to reflect changing needs and incorporate elements from the new draft Disability Inclusion Action Plan that is referred to Council in a separate report.

The following table outlines the proposed changes to the 2025-29 Delivery Program (DP):

	Delivery Program Commitment	Change and reason
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.	DP commitment removed from 2025-29 program due to resource/funding constraints
E3.3	Investigate and implement initiatives to increase solar capacity for schools in the LGA.	DP commitment removed from 2025-29 program due to resource/funding constraints
SI 1.2	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 (e.g. oral histories). Consideration should also be given to exploring the role Precinct Committees could play in driving intergenerational engagement.	DP commitment removed from 2025-29 program due to resource/funding constraints
SI2.16	Upgrade the existing library and expand the floorspace into the adjoining James Place development.	DP commitment removed from 2025-29 program due to resource/funding constraints
SI3.8	Expand Council's Streets Alive and HarbourCare volunteer programs to promote social connections and improve our environment.	DP commitment removed from 2025-29 program due to resource/funding constraints
O1.15	Deliver a 'play street' program to facilitate temporary closure of local streets for recreational activities.	DP commitment removed from 2025-29 program due to resource/funding constraints
O3.2	Deliver gender-neutral player facilities at North Sydney Oval (subject to grant funding) and Tunks Park to encourage and cater for the growth in female participation.	Wording of DP commitment updated to reflect that delivery of gender-neutral player facilities at North Sydney is subject to receipt of grant funding.

	Delivery Program Commitment	Change and reason
O3.3	<p>Renew the following playgrounds in accordance with the Neighbourhood Parks Plan of Management 2022 and the Playgrounds Plan of Management 2022:</p> <ul style="list-style-type: none"> - Ilbery Playground - Berry Island Playground - Tunks Park Playground - Phillips Street Playground - Ted Mack Civic Park Playground —Euroka Street Playground —Victoria Street Playground —Brightmore Reserve Playground 	Wording of DP commitment updated based in renewal priorities and the number of playgrounds that can be delivered with available resources.
O3.8	Renew and upgrade public amenities at Brennan Park and Bradfield Park, and undertake the design of upgrades for Forsyth Park and Kesterton Park.	Wording of DP commitment updated to include delivery of Bradfield Park amenities using funding from TfNSW and reflect the scope of works scheduled to be completed in 2026-29.
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 accessibility, safety, and amenity.	Wording of DP commitment updated to include 'accessibility' in alignment with DIAP priorities
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.	DP commitment removed from 2025-29 program due to resource/funding constraints
T1.3	Deliver walking infrastructure projects identified in the North Sydney Walking Action Plan.	DP commitment removed from 2025-29 program due to resource/funding constraints
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.	DP commitment removed from 2025-29 program due to resource/funding constraints
ED1.5	Deliver North Sydney CBD laneway upgrades to improve walkability, accessibility and safety in Little Spring, Spring, Mount and Denison Streets.	Wording of DP commitment updated to reflect scope of works and include 'accessibility and safety' in alignment with DIAP priorities

	Delivery Program Commitment	Change and reason
ED1.8	Explore opportunities to promote and incentivise street and commercial tower podium activation through retail, food and beverage, collaborative workspaces, basement bars, entertainment venues, and other attractors for the CBD.	New DP commitment added as can be delivered using existing resources
ED1.9	In collaboration with key CBD stakeholders, develop and implement the 'New North Sydney Story' brand marketing campaign.	DP commitment removed from 2025-29 program due to resource/funding constraints
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 carpark precinct and Hume Street Park expansion projects.	DP commitment removed from 2025-29 program due to resource/funding constraints. Note: This is a separate action S2.1 to the Crows Nest Precinct Master Plan which remains within the DP pending SV.
ED3.3	Deliver 'Density Done Well' community forums to explore how medium and high-density housing can create vibrant, liveable communities.	DP commitment removed from 2025-29 program due to resource/funding constraints
C1.5	Commission First Nations artists to create First Nations public art.	DP commitment removed from 2025-29 program due to resource/funding constraints
C2.1	Develop innovative and interactive methods to engage the community with history at key local sites.	New DP commitment supported by productivity measures.
C2.4	Deliver infrastructure to remember significant events in North Sydney's history including: — 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	Wording of DP commitment updated to remove reference to signage for the Waverton Peninsula Parkland due to funding constraints
C2.5	Commence a comprehensive heritage review.	DP commitment removed from 2025-29 program due to resource/funding constraints
C3.4	Investigate opportunities to partner with major events and festivals, such as Sydney Biennale , to bring people to North Sydney, with implementation subject to funding availability.	DP wording updated to reflect broadened scope and funding constraints.

	Delivery Program Commitment	Change and reason
C3.5	Deliver a variety of public art installations across the LGA to promote art, history and culture, with scale of installations subject to funding availability.	DP wording updated to reflect broadened scope and scalability.
C3.6	Develop and implement a street art program to create vibrant public places.	DP commitment removed from 2025-29 program due to resource/funding constraints
C3.8	Activate laneways and other public spaces with busking, public art, lighting and projections, including after hours.	DP commitment removed from 2025-29 program due to resource/funding constraints
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.	DP commitment removed from 2025-29 program due to resource/funding constraints
C3.12	Develop an interactive map of culture and creativity in North Sydney and promote this to locals and visitors.	DP commitment removed from 2025-29 program due to resource/funding constraints
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.	DP commitment removed from 2025-29 program due to resource/funding constraints
C4.2	Develop a reserve to implement projects identified through the cultural infrastructure study.	DP commitment removed from 2025-29 program due to resource/funding constraints
C4.3	Deliver a cultural and creative hub in St Leonards.	DP commitment removed from 2025-29 program due to resource/funding constraints and development timeframes.
G6.4	Review Council accommodation and technology to ensure an effective workplace environment and alignment with new ways of working following the COVID pandemic.	DP commitment removed from 2025-29 program due to resource/funding constraints


Other minor changes have been made to the DP such as changes to accountabilities and timeframes for delivery of DP commitments.

Draft Operational Plan 2026-2027




Over the past three years, Council has reduced and deferred asset renewal budgets and postponed new and upgrade projects in order to maintain liquidity. This constrained renewal

program will continue into 2026-2027 if the special variation (SV) application is not approved, and service reductions will have to be re-considered.



If the SV application is approved, there will be sufficient funding to maintain service levels and renew infrastructure. At the same time, important property planning will commence to address infrastructure and service delivery needs for the growing community.

Some of the key projects proposed for delivery in 2026-27 are detailed below. Items marked with  will be excluded from the program if the SV is not approved:




Environment Strategy

- Deliver upgraded bushland walking tracks in Badangi Reserve 
- Develop a Brush Turkey Management Plan 
- Deliver 10 electric vehicle charging bays in Council-owned car parks
- Investigate the presence of acid sulfate soils at Tunks Park and develop a scope of works for any required remediation
- Renew Ryries Parade GPT 




Social Inclusion Strategy

- Undertake design and consultation for fit out and of Woodley's Shed as a new community facility
- Research and scope requirements for expansion of library services across the LGA 
- Renew and upgrade the accessible bathroom at the Stanton Library 
- Enhance Council's website to provide an up-to-date accessibility information about Council services, events and facilities



Open Space and Recreation

- Complete critical renewal works to North Sydney Indoor Sports Centre
- Upgrade Ilbery Reserve, Berry Island Reserve, and Tunks Park playgrounds 
- Commence reconstruction of the St Leonards Park netball courts
- Improve drainage, irrigation and playing surfaces at Primrose Park sports fields (x2) 
- Replace the synthetic turf at Cammeray Park
- Review and update the masterplan for Tunks Park 

Integrated Transport

- Implement components of the Blues Point Road Precinct Masterplan 
- Deliver the detailed design of the Yeo Street separated cycleway
- Work with TfNSW to prepare concept designs for a separated cycleway from the Sydney Harbour Bridge to Crows Nest along the Pacific Highway 
- Commence a holistic review of parking in the LGA 

Economic Development

- Commence delivery of North Sydney CBD laneway upgrades
- Commence design and community engagement for public domain improvements at Cammeraygal Place and Waverton Village 
- Commence the Cremorne Plaza and Langley Place upgrade project 

Culture and Creativity

- Work with First Nations community to develop a First Nations advisory committee 🚫
- Develop and implement a creative hoardings program 🚫
- Develop content to engage the community with history at key local sites.

Housing

- Commence preparation of an LGA wide Affordable Housing Contributions Scheme
- Complete the review of the North Sydney Local Housing Strategy
- Review the Local Infrastructure Contribution Plans

Governance

- Undertake a service review of Capital Projects and Trades and Fleet
- Establish new Strategic Advisory Committees (STAR Committees)
- Commence implementation activities for modern Enterprise Resource Planning (ERP) platform 🚫

Service Review Program 2025-29

The Delivery Program 2025-29 also includes the Service Review Program 2025-29.

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 to be completed in 2025-29:

Year	Service reviews
2025-26	<ul style="list-style-type: none">• Corporate Governance (Completed)• Tree Management (Completed)• Traffic and Transport (Completed)
2026-27	<ul style="list-style-type: none">• Trades & Fleet• Capital Projects
2027-28	<ul style="list-style-type: none">• Parks and Gardens• Residential Waste and Recycling
2028-29	<ul style="list-style-type: none">• Events• Sustainability Services

Table 1: Service Review Schedule

2026-29 Financial forecasts and 2026-27 Budget

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

In late 2025 the *Long-Term Financial Plan 2026-2036 (LTFP)* was reviewed, remodelled, and placed on public exhibition from 29 October to 3 December 2025, following Council's resolution of 27 October 2025, and was adopted by Council on 19 January 2026.

On 19 January 2026, Council resolved to submit an application to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent Special Variation (SV) to rates income under section 508A of the Local Government Act 1993, to commence from 1 July 2026.

The SV would permanently increase total ordinary rates over three years and remain in perpetuity, as follows:

- a) 23 % increase for the 2026-27 financial year (inclusive of the 4% rate peg determined by IPART for the year);
- b) 14.58 % increase for the 2027-28 financial year (inclusive of the forecast rate peg of 3.0 % for that year); and
- c) 8.32 % increase for the 2028-29 financial year (inclusive of the forecast rate peg of 3.0 % for that year);

It is expected that IPART's decision will be made in May 2026. The determination will reflect one of the scenarios outlined below or may result in the application being approved in part. Following IPART's decision, the Revenue Policy will be updated to reflect the approved outcome of the application, and any necessary adjustments to operating and capital expenditure, as well as the program of works, will be incorporated in the final budget.

The draft 2026-29 financial forecasts and 2026-27 budget have been prepared within the strategic financial framework established by the *LTFP*. Two scenarios have been considered:

- Scenario 1 - The SV is rejected in full
- Scenario 2 - The SV is approved in full.

Scenario 2 (full SV approved) reflects the preferred and adopted LTFP scenario and represents Council's endorsed long-term financial strategy. It was informed by extensive community consultation and research including service levels and infrastructure expectations, and it takes into consideration priorities within the Delivery Program.

The scenario was developed through detailed analysis and modelling of Council's projected income, expenditure, capital program, asset renewal needs, and financial sustainability indicators, and assumes the full implementation of the proposed SV.

As such, Scenario 2 is the scenario that aligns with Council's preferred financial direction, the community's desired levels of service and the strategic goals for the Council.

Scenario 1 (SV rejected in full) has been developed as a contingency scenario. It represents a fall-back position in the event that the additional income assumed in the LTFP is not available and provides the basis for a more constrained budget response.

Operational results and ratios comparison Scenario 1 and Scenario 2

As explained in detail in Council's *Long-Term Financial Plan (LTFP)*, Scenario 2 includes additional budget dedicated to implementing strategic initiatives and upgrading systems (total \$2.845 million), while Scenario 1 excludes those initiatives but includes additional maintenance budget (\$1 million). If the special variation is not approved and the required level of infrastructure renewal is not achieved, Council will need to increase routine and reactive maintenance of existing assets. As a result, Scenario 1 includes an additional \$1.0 million for reactive and routine maintenance of existing assets, resulting in a net variance of \$1.845 million between the two scenarios.

The main activities incorporated in Scenario 2 are primarily focused on system improvements designed to improve delivery efficiencies and enhance the customer experience:

- implementation of a new ERP Platform to unify Council's business systems and streamline end-to-end processes;
- AI-powered Planning Solution for development application triage, compliance checking, and accelerated assessments, aligned with NSW Government initiatives for faster planning approvals;
- Asset Management System for proactive maintenance, better lifecycle planning, and reduced risk of unexpected failures;
- enhanced Contact Centre/Customer Service capability with 24/7 resident support, faster issue resolution, and multi-channel engagement;
- Enterprise AI Productivity Platform rolled out Council-wide to automate routine tasks, refine reporting, and augment staff;
- capabilities in everyday work.

The tables below summarise the differences between the two scenarios in relation to the operating results for 2026-2027 financial year.

Description	Scenario 1 - no SV, '000	Scenario 2 - full SV, '000	Variation
Total Income from Continuing Operations	168,624	180,906	12,282
Total Expenses from Continuing Operations	163,819	165,664	1,845
Net Operating results	4,805	15,242	10,437
Less Grants and contributions provided for capital purposes	(8,520)	(8,520)	-
Less Domestic Waste Management net results	(1,059)	(1,059)	-
Less Restricted Interest Income	(3,056)	(3,056)	-

Description	Scenario 1 - no SV, '000	Scenario 2 - full SV, '000	Variation
General Fund Net Operating Results (excluding capital income, DWM results and restricted interest)	(7,831)	2,606	10,437

While both the Office of Local Government (OLG) and the NSW Audit Office acknowledge that the current key performance indicators used to assess councils' financial sustainability are not a true representation of long-term financial sustainability, an adjusted **General Fund Net Operating Results** has been presented above to provide a clearer understanding of Council's underlying financial performance.

This adjusted bottom line is intended to reflect the sustainability of Council's unrestricted General Fund operations by isolating recurrent and unrestricted income and expenditure from externally restricted revenues and expenses. In addition to excluding capital grants and contributions, the following items are also removed from this measure:

- Domestic Waste Management net results (income and expenditure) — these charges are levied for a specific statutory purpose and must be expended on domestic waste management services. They are not available to fund Council's general operations.
- Restricted interest income — this relates to interest earned on externally restricted developer contributions and can only be used for the purposes for which those funds were collected. It is not available to support general operations.

This adjusted bottom line is also further used to calculate **General Fund Operational Performance Ratio**, to demonstrate true performance of unrestricted revenue and corresponding general fund expenses.

Under Scenario 1, the \$7.8 million General Fund deficit together with principal loan commitments must be funded through continued reduction in investment in infrastructure renewals. Funding would also not be available for new systems, which will result in lost efficiency opportunities.

Under Scenario 2, the General Fund surplus of \$2.6 million would restore annual infrastructure renewal funding to address ageing infrastructure.

The other key indicator considered during budget preparation is the unrestricted cash balance, calculated as total cash and investments less internally and externally restricted funds. This is a critical financial indicator, as Council's day-to-day operations are largely funded from unrestricted cash. Maintaining a healthy unrestricted cash buffer is essential to manage short-term adverse factors that may impact Council's liquidity.

Council's *Restricted Funds Policy* establishes a target unrestricted cash balance, defined as a minimum balance equivalent to one month of operating expenses plus loan repayments, excluding operating expenses related to domestic waste management. This benchmark is applied as the minimum target when preparing draft budgets.

The table below compares the projected unrestricted cash balance for 2026–27 with the minimum target. Although Scenario 1 maintains unrestricted funds at the target level, this outcome is achieved largely by underinvesting in infrastructure renewals. Accordingly, this scenario is not considered financially sustainable in the longer term.

Reserves in \$'000	Scenario 1- no SV	Scenario 2 - full SV
Cash and Cash equivalents	129,438	127,561
Externally Restricted	91,456	90,311
Internally restricted	27,103	27,103
Unrestricted	10,880	10,147
Target	10,026	10,147
Variance (Actual vs Target)	853	-

Other Key Performance Ratios are as follows:

Ratio	Target	Scenario 1	Scenario 2
Operation Performance ratio	> 9%	-2.32%	3.90%
General Fund Operational Performance Ratio	> 7%	-5.72%	1.75%
Own Source Operating revenue ratio	> 60%	92%	92%
Unrestricted current ratio	> 1.50	1.75	1.72
Debt service cover ratio	> 2.00	4.24	5.61
Cash Expense Cover ratio, excluding external restrictions	> 1 month	2.62	2.38

Capital Expenditure and Infrastructure ratios comparison Scenario 1 and Scenario 2

As at the end of financial year 2024-2025, Council’s asset renewals backlog to bring assets to Condition 3 (desired level) is estimated at \$157 million. Where investment in asset renewals is below the level of annual depreciation, the backlog continues to grow year on year. This position is further exacerbated by increases in construction costs and asset indexation, which raise the cost of restoring assets to the required standard.

The table below presents capital expenditure under both scenarios for 2026-2027, including the level of investment in infrastructure renewals, and the corresponding impact on the Asset Renewals Ratio and the asset renewals backlog. Scenario 2 provides for significantly higher renewal expenditure, with \$29.978 million allocated to capital renewals compared with \$20.662 million under Scenario 1, representing an increase of \$9.316 million. This additional investment would strengthen Council’s ability to reduce the renewals backlog and improve long-term asset sustainability.

Capital Expenditure	Scenario 1 - no SV, '000	Scenario 2 - full SV, '000	Variation
Capital New	5,637	8,635	2,998
Capital Renew	20,662	29,978	9,316
Renew non IPPE assets	3,289	3,289	-
TOTAL	26,298	38,613	12,314

The projected infrastructure ratios demonstrate that Scenario 2 – full SV would provide a significantly stronger asset sustainability outcome than Scenario 1 – no SV. Under Scenario 1, the Buildings and Infrastructure Renewals Ratio is 71%, indicating renewal expenditure is below the level required to match annual depreciation. This would result in continued underinvestment in asset renewals and contribute to further growth in the infrastructure backlog over time. By contrast, under Scenario 2 the ratio increases to 102%, indicating that renewal expenditure is broadly sufficient to sustain the asset base at the current service level.

The Infrastructure Backlog Ratio – Condition 3 desired level) also improves under Scenario 2, reducing from 15.4% to 14.6% and is represented by an improvement of approximately \$9.5 million. This demonstrates that the additional renewal funding available under Scenario 2 would strengthen Council’s ability to address backlog renewal requirements and improve the overall condition of its asset base.

Infrastructure ratios	Scenario 1 - no SV	Scenario 2 - full SV
Infrastructure - Buildings and infrastructure renewals ratio	71%	102%
Infrastructure - Infrastructure backlog ratio - condition 3	15.4%	14.6%
Infrastructure - Asset maintenance ratio	100%	100%
Infrastructure - Cost to bring assets to agreed service level - condition 3, in'000	187,023	177,512

Draft Budget Preparation Considerations

The *LTFP* sets Council’s financial direction and forms the basis of the annual budget. Both budget scenarios were prepared from the adopted *LTFP*, with adjustments for updated assumptions and new information.

The adjustments made to the *LTFP* are identical for both scenarios. To avoid duplication, this section of the report refers to the Scenario 2 figures.

Overall, the net operating results remain broadly consistent with the projections in the *LTFP* and is not materially different. The budget reflects a favourable variance of \$278K in Net Operating results before capital grants and contributions (\$6,444K surplus in *LTFP* comparing to \$6,722K in draft budget for scenario 2).

There is an improvement of \$425K in General Fund Net Operating Results (excluding capital grants, Domestic Waste Management results, and restricted interest income).

The main amendments incorporated in the budget include updated CPI assumptions, the operational decision to manage the pool café internally together with the associated increase in income and expenditure, and additional expenditure required to meet Council’s operational commitments.

Productivity Savings

The current budget incorporates the productivity and efficiency savings provided for in the revised *LTFP*, as identified through Council’s productivity review.

The improvement included in the budget totals to \$4,583k, comprising \$2,625k from increased fees and charges and other revenue, and \$1,958k from reduced expenditure. These savings are consistent with the projections adopted in the revised *LTFP*.

Financial Assumptions

In developing the draft budget, revised assumptions and a number of budget variations were incorporated to reflect the most current information available.

While CPI forecasts have changed since the assumptions used in the *LTFP*, Council has adopted a prudent and balanced approach in the preparation of the draft budget. Revenue assumptions have been updated by applying increases, where appropriate, to income items and to fees and charges recovered from users of Council services.

In relation to expenditure, Council has generally applied a cost containment approach by limiting indexation to 2.7%, with higher escalation rates of 3.7% and 5.0% applied only in specific cases. These higher increases have been applied to areas such as Public Presentation and Domestic Waste Management, where expenditure is inherently more sensitive to changes in fuel prices, contractor charges and construction cost indexes.

The table below provides a comparison of assumptions used in *LTFP* comparing to the updated assumptions used in draft budget:

Assumptions table	LTFP – 2026-27	Budget 2026-27	Increase/ (decrease) %
Income			
User charges and Fees	2.50%	3.70%	1.20%
Domestic Waste Annual Changes - income	3.00%	3.70%	0.70%
Investment Income	3.00%	4.1%	1.10%
Expenditure			
Employee costs	3.75%	3.75%	0%
Materials and Services, excluding Public Presentation	2.50%	2.70%	0.2%

Assumptions table	LTFP – 2026-27	Budget 2026-27	Increase/ (decrease) %
Materials and Services, Public Presentation	2.50%	3.70%	1.2%
Domestic Waste Expenditures	2.50%	5.00%	2.5%

Risk Considerations

The draft budget has been developed with consideration of both long-standing and emerging risks. Where feasible, mitigation strategies that maintained Council service levels were embedded in the budget. Key risks are detailed below.

Renewal projects delivery risk

Renewal projects for 2026-2027 have been included in the current Operational Plan. However, project prioritisation may change in response to emerging infrastructure risks, as was the case in 2025-2026.

Despite a potential approval of a Special Variation to permissible rating income, several factors may create delivery risks for projects scheduled in 2026–2027. These include multiple years of financial constraints, reduced project management capacity, and the timing of the IPART decision, which is not expected until May 2026. As a result, there is a risk that some projects may need to be deferred while Council mobilises the resources required to deliver an expanded capital program. Where this occurs, funding will be quarantined in an internal reserve in accordance with Council’s Restricted Reserves Policy until the project can be delivered.

All changes will be publicly reported through the Council meeting process.

Special Variation (SV) Application (Risk if Not Approved)

Without additional revenue capacity:

- asset maintenance and renewal will continue to be deferred due to insufficient funding;
- asset condition risks will increase, particularly for ageing infrastructure;
- public safety risks associated with asset failure will require heightened monitoring and management; and
- Council’s ability to meet statutory service and asset stewardship obligations will be progressively constrained.

Over time, this elevates Council’s exposure to service disruption, regulatory non-compliance, reputational damage, and unplanned emergency expenditure.

Mitigation/ financial strategy:

- Alternative budget was prepared if SV does not get approved, it clearly identifies and removes budgets of activities/ projects that will not proceed if SV is not approved to ensure financial sustainability of Council

- Some reactive maintenance budget remains in budget to ensure that assets that create risk of public safety and cannot be renewed/repaired due to lack of funds, can be secured to avoid public safety risk.

If the current Special Variation application is not approved by IPART, it is recommended that Council not pursue any further SV applications until a new framework is adopted by the Office of Local Government. In the interim, consideration will need to be given to potential service level reductions and continued under-investment in infrastructure renewal.

High Level of Uncertainty Due to Inflation (Cost Escalation)

Given the recent RBA decision to increase cash rates in March 2026 and updated expert forecasts indicating further rises in inflation, the risk of cost escalation is now considered high. These developments suggest that operating and capital expenses may be subject to even greater uncertainty and upward pressure, making budget management more challenging in the coming financial year.

Cost escalation presents a material and increasing risk to Council's financial sustainability, asset integrity, and service delivery capacity.

The following actions were incorporated in the draft budget to mitigate the risk to some extent:

- Budget meets minimum benchmark for unrestricted cash, in line with Reserves policy
- additional 1% increase in fees and charges and additional 1% increase in material and services was incorporated in budget.
- a clear priority list for capital projects has been established for the upcoming year. This enables Council to make informed decisions regarding the exclusion or deferral of lower priority projects should cost escalation materially impact capital expenditure.

Return on Investments Risk

Rising inflation has resulted in increases to the cash rate set by the Reserve Bank of Australia (RBA), creating opportunities for Council to generate higher returns on its investment portfolio. However, it is important to note that approximately 42% of Council's investment income is restricted, representing interest earned on development contributions. This income must be retained within reserves to ensure the future value of development contributions is maintained.

There remains a risk that actual investment returns may differ from forecasts, either falling below or exceeding expectations. Variations in investment returns should therefore be considered primarily as a fair value adjustment, reflecting changes in the time value of money rather than a discretionary funding source for operational expenditure.

This risk was considered, and in light of recent rate increases, the budget was adjusted to reflect the potential for higher returns on investments. Council has taken a conservative

approach to ensure that any uplift in investment income is appropriately recognised and managed within overall financial planning.

Uncertainty around Award Increases

During budget preparation, it was acknowledged that the quantum of award increases for the forward years remains uncertain as the current Local Government (State) Award expires 30 June 2026 and the new one has not been finalised.

An assumption of a 3% award increase for 2026-2027, together with an additional 0.75 % increase for superannuation, was considered the most appropriate estimate at the time the budget was prepared.

The Award is reviewed by local government every three years. If the actual award increase exceeds the forecasted rate, there could be a cumulative effect on Council's ability to achieve LTFP sustainability targets.

Supply Chain Interruption

Ongoing military conflict in the Middle East has heightened the risk of supply chain disruption, particularly in relation to fuel availability and pricing.

At the time of preparing this report, the conflict remains unresolved, with fuel prices having increased by approximately 40% since the commencement of hostilities and continuing to escalate.

On 30 March 2026, Council received advice from Local Government Procurement (LGP), the panel through which Council sources significant portion of its materials and services. LGP has advised that ongoing global events are placing upward pressure on supply chains, freight, energy, and other input costs across multiple industries. As a result, where an LGP-approved contractor is experiencing a material cost pressure affecting pricing under an LGP panel arrangement, the contractor may apply to Local Government Procurement (LGP) for approval of a temporary surcharge. If approved, the surcharge will apply for a maximum period of six months from the date of approval.

This volatility presents a material cost risk for Council operations that are reliant on fuel-intensive services, including waste collection.

Following adjustments were incorporated into the budget to assist with risk mitigation:

- An additional \$150,000 was allocated to Public Presentation budget to address the anticipated direct impact of rising fuel prices on Council operations.
- A further 0.7% increase was applied to Domestic Waste Management (DWM) charges, alongside a 2.3% increase to DWM expenses to buffer against ongoing cost pressures.

Beyond risks incorporated in the 2026-2027 budget listed above, management has undertaken a comprehensive forward assessment of Council's key risk exposures, including

sensitivity analysis of the 2026-2027 budget and the LTFP for 2027-2028 and 2028-2029. Potential mitigation strategies were also considered. The forward assessment is included as a separate attachment titled “Financial Risk Outlook”

Summary of adjustments to LTFP

A table below provides a high-level comparison between 2026-2027 forecast as per the *LTFP* and updated draft budget:

Income Statement - Net Operating Result	LTFP 2026/27	Budget 2026/27	Increase/ (decrease)	Explanation
Rates	80,095	80,022	(73)	Minor adjustments
Annual Charges	19,142	19,249	107	Change in DWM revenue assumptions
User Charges & Fees	41,287	42,313	1,026	Note 1 below
Other Revenue	12,708	13,868	1,160	Inclusion of NSOP café inhouse operations
Grants & Contributions	5,177	5,420	243	Minor adjustments
Grants & Contributions Provided for Capital Purpose	12,651	8,520	(4,131)	More accurate forecast based on grants reconciliation
Interest	3,718	5,236	1,518	Change in interest assumptions
Other Income	7,116	6,277	(839)	Reduction in commercial lease revenue based on current year trend.
Revenue From Ordinary Activities	181,894	180,906	988	
Expenses From Continuing Operations				
Employee Costs	61,920	62,275	355	NSOP café operation additional expenses partially offset by productivity savings of \$305K
Materials & Services	59,499	61,776	2,277	Note 2
Borrowing Costs	2,513	2,513	-	
Other Expenses	5,212	5,552	340	Note 3
Depreciation	33,378	33,264	(114)	Immaterial adjustments
Net Losses from the Disposal of Assets	277	284	7	
Total Expenses from Continuing Operations	162,799	165,664	2,865	

Income Statement - Net Operating Result	LTFP 2026/27	Budget 2026/27	Increase/ (decrease)	Explanation
Operating Result from Continuing Operations	19,095	15,242	3,853	
Net Operating results before capital grants and contributions	6,444	6,722	278	
General Fund Net Operating Results	2,181	2,606	465	

Note 1: User Charges and Fees - \$1,106K increase

Adjustment \$'000	Explanation
500	increase in NSOP revenue forecast (gym and aquatic user charges and fees)
331	Change in assumptions - additional CPI increase (1%)
514	Parking meters revenue increase. This reflects both the trend observed in the previous financial year and current year-to-date performance.
-500	Reduction in hoarding permits - development dependant, based on current pattern, difficult to predict.
-133	New Years Eve revenue - offset by increase in materials and contract
-48	other immaterial corrections

Note 2: Materials and services - \$2,277K increase

Adjustment \$'000	Explanation
431	DWM increase above CPI to accommodate contract escalations
525	NSOP café operations
305	productivity savings reclassified to employee costs
150	Soil investigation budget – as per Council resolution
250	Change in assumptions - cost escalation provision for public presentation and increase in CPI for others.
117	New Years Eve budget - offset by increase in revenue
499	Other individually immaterial cost increases mainly relate to IT, legal and insurance

Note 3: Other Expenses - \$340K

Other expenses have increased by \$340,000, mainly due to a \$296,000 increase in Parking Space Levy charges. This is driven by the expected increase in parking activity at Ward Street car park, which is the only car park subject to the levy and continues to have the highest demand. Despite the higher levy expense, total parking station income is not expected to increase, due to reduced parking income across other car parking.

Conclusion

The Draft Delivery Program, Operational Plan and Budget presented to Council for consideration incorporates detailed financial, asset and service planning aimed at addressing the identified funding gap affecting infrastructure condition, service sustainability and Council's long-term financial resilience.

The documents are underpinned by the adopted LTFP and incorporate updated assumptions and new information to ensure the financial forecasts reflect Council's current operating environment.

Recognising the financial risks facing Council, the Draft Delivery Program and Operational Plan include the preparation of a contingency scenario to ensure Council remains able to respond in a controlled and transparent manner should the Special Variation application to IPART not be successful.

Together, these documents provide a balanced and prudent framework for decision-making, enabling Council to manage financial risk, prioritise critical services and assets, and progress towards improved financial sustainability over the medium to long term.

Consultation requirements

As detailed in the attached Delivery Program 2025-2029 and Operational Plan 2026-27, extensive community engagement and research has already been undertaken over the past two years to inform the creation of this plan.

This report now seeks approval to exhibit the revised Delivery Program 2025-2029, and Draft Operational Plan and Budget 2026-2027 for a minimum of 28 days from 15 April to 14 May 2026 in accordance with the legislated IP&R Guidelines:

- 4.14 Where significant amendments are proposed, the Delivery Program must be re-exhibited as per Essential Element 4.10.
- 4.25 The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final Operational Plan is adopted by the council.

Financial/Resource Implications

This report outlines the financial and resourcing implications of the Draft delivery Program and Operational Plan.

Legislation

Sections 405 of the Local Government Act states:

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.

Essential elements 4.12, 4.13 and 4.14 of the legislated IP&R guidelines also state:

4.12 The council must review its Delivery Program each year when preparing the Operational Plan.

4.13 Where an amendment to the Delivery Program is proposed, it must be included in a council business paper which outlines the reasons for the amendment. The matter must be tabled and resolved to be noted at that meeting, must be and considered by the council at its next meeting (i.e. time must be set aside for the amendment to be considered).

4.14 Where significant amendments are proposed, the Delivery Program must be re-exhibited as per Essential Element 4.10.

The Draft Delivery Program 2025-2029 and Operational Plan 2026-2027 have been prepared in accordance with these legislative requirements.

Proposed changes to the Delivery Program (DP) are outlined in this report and the revised DP will be placed on public exhibition for a minimum of 28 days with the new 2026-27 Operational Plan and Budget 2026-27.



Delivery Program 2025–2029 and Operational Plan 2026–2027

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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 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



North Sydney is a place shaped by its community, by the way people use and value local parks, streets, facilities and services every day. This Operational Plan 2026–2027 sets out what Council proposes to deliver over the coming year, and what that means in practical terms for residents, businesses and visitors.

This year's Plan presents two financial scenarios to reflect the decision currently before the Independent Pricing and Regulatory Tribunal (IPART). Each scenario outlines a different path for how Council can deliver services, maintain infrastructure and respond to the needs of a growing community.

Under a rate peg only scenario, Council will continue to prioritise essential services and carefully manage financial risk. This will require a more constrained approach to delivery, with some infrastructure renewals delayed and difficult decisions about service levels. The focus will be on maintaining essential service continuity, while prioritising works that address safety, compliance and asset condition.

If the Special Variation to rates is approved, Council will be better positioned to plan and deliver works with greater certainty. This includes restoring a more sustainable level of investment in roads, footpaths and drainage, progressing building and facility renewals, and improving the ability to sequence and deliver capital works in a more consistent and forward planned way. It also supports a shift away from reactive responses as assets deteriorate.

In either scenario, Council remains focused on pursuing financial repair, strengthening decision making, improving how resources are managed and delivering better outcomes for the community. Over the past two years there has been a strong focus on improving

governance, lifting productivity and ensuring resources are aligned with community priorities. This work is ongoing and plays an important role in supporting long term financial sustainability and better service delivery outcomes.

This Plan also reflects a broader conversation with the community about service levels, infrastructure standards and how they are funded. These are not easy choices, but they are important ones. Open and informed engagement will continue to guide how Council balances competing priorities and plans for the future.

While the financial challenges facing Council are significant, so too is the opportunity to take a considered and responsible approach. By focusing on what matters most, making disciplined decisions and planning for the long term, Council can continue to support a North Sydney that people are proud to call home, where communities feel connected, and where the places we value are cared for now and into the future.

I encourage you to explore this Plan, consider what it means for your local area and stay involved as Council continues to work with the community through the year ahead.

Cr Zoë Baker
Mayor of North Sydney

CEO's message



Council delivers a broad range of regulatory, community and place-based services and infrastructure that support the daily functioning of North Sydney. These services are delivered across 74 service areas and more than 200 individual activities, supported by a workforce of approximately 400 staff. Council is also responsible for managing over \$1.5 billion in public infrastructure, including roads, footpaths, parks, buildings and essential systems that support the community each day.

These outcomes are enabled by a committed and capable workforce, supported by a strong organisational culture focused on continuous improvement, accountability and service excellence. This culture is central to Council's ability to respond to challenges while maintaining a clear focus on delivery.

The quality and extent of Council's services are directly linked to available resources. Many of North Sydney's assets are ageing and require sustained investment to meet current standards and expectations. At the same time, Council operates within a regulated revenue environment that does not automatically adjust to rising costs or the needs of a growing and more complex community. Council is actively managing these pressures through disciplined financial management, clear prioritisation and ongoing service and efficiency reviews.

The Plan has been prepared under two financial scenarios, reflecting Council's application to the Independent Pricing and Regulatory Tribunal (IPART) for a Special Variation (SV) to rating income. Each scenario outlines a transparent pathway based upon different levels of capacity to maintain infrastructure, deliver services and respond to future demand.

Under a rate peg only scenario, Council will continue to prioritise essential services within constrained financial settings. This will require a more targeted infrastructure renewal program and ongoing prioritisation to maintain safety, compliance and service continuity, with clear trade-offs over time.

If the SV application is approved, Council will be better positioned to stabilise infrastructure renewal and strengthen long-term planning. This includes restoring investment in core assets such as roads, footpaths and drainage, progressing building and facility renewals, and improving the efficiency, timing and coordination of capital delivery.

Over the past two years, Council has implemented a comprehensive program of reform to strengthen governance, financial management and organisational capability. This includes tighter financial controls, a Productivity and Improvement Plan, and stronger alignment between resources and community priorities—positioning Council to respond to current challenges while continuing to improve performance.

As outlined in Council's Long-Term Financial Plan, financial forecasts remain sensitive to external variables. Council actively monitors these risks and incorporates them into its planning. Global geopolitical events including the current conflict in the Middle East may impact supply chains and input costs such as fuel and materials; these cost pressures have not been accounted for in the SV application and associated forecasts.

Council is operating in a complex and evolving environment, but remains focused, disciplined and well positioned to deliver. This Plan reflects a clear commitment to financial sustainability, organisational performance and the long-term stewardship of community assets and services.

Therese Cole
Chief Executive Officer

Introduction

This plan combines our Delivery Program 2025–2029 and our Operational Plan and Budget 2026–2027.

On 2 February 2026, Council submitted an application for a Special Variation of permissible rating income to the Independent Pricing and Regulatory Tribunal (IPART) to address financial sustainability, service delivery and infrastructure management concerns.

Council anticipates that IPART will make a determination in May or June 2026. Accordingly, this Draft Plan presents two rating income scenarios: one based on the rate peg only (scenario 1) and the other based on the Special Variation request being approved (scenario 2).

Delivery Program

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

This term the Council has been firmly focused on improving governance and decision-making processes. This has included aligning strategies with community needs and expectations, implementing new policies to tighten financial controls, undertaking financial review and developing repair strategies, establishing a new Audit Risk and Improvement Charter and Committee, and increasing reporting to improve transparency.

Over the past two years, 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. In addition, research has been undertaken to determine expected service levels, willingness to pay and preferences for alternate funding sources.

In 2024–2025 a suite of eight Informing Strategies were developed. These strategies 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 alignment of Council resources with the outcomes wanted and needed by the community, commitments within this Delivery Program are from the Informing Strategies, and have been prioritised based on forecast resource availability.

Operational Plan

The Operational Plan details the projects, services and actions that will be undertaken in the 2026–2027 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 2026–2027.

Council currently provides 74 services supported by 206 service activities, each contributing to the outcomes outlined in the Community Strategic Plan.

The plan outlines the various strategic actions and capital works projects that would be undertaken under each of the two scenarios, along with the accompanying financial results.

Scenario 1 (Rate peg only) will result in a deficit operational result and require a reduction in infrastructure projects to manage liquidity in the short-term, while future years will require consideration of service reductions to mitigate infrastructure risks.

Scenario 2 (Special Variation) will ensure sufficient funding to maintain service levels and renew infrastructure, while also enabling important property planning to commence to address infrastructure and service delivery needs for the growing community.

Some of the capital works projects planned for 2026–2027 are detailed in the following capital works maps.

Ongoing volatility in global fuel supply presents a potential risk to project and service delivery capacity and operating costs, with impacts remaining uncertain and subject to monitoring.

2026–2027 capital works maps



Proposed Projects* – Map 1

- Open Space and Recreation**
 - 1 Ilbery Playground upgrade
 - 2 Berry Island Reserve playground upgrade
 - 3 Tunks Park playground upgrade
 - 4 Cammeray Skate Park upgrade (design)
 - 5 Green Park tennis courts and amenities upgrade (design)
 - 6 Primrose Park sportsfield upgrade (two fields)
 - 7 Bradfield Park basketball courts renewal
 - 8 St Leonard Park netball courts reconstruction
 - 9 Cammeray Park synthetic sportsfield renewal
 - 10 St Leonards Park seating renewals
 - 11 Badangi Reserve bushland walking track upgrade
 - 12 Tunks Park fitness equipment renewal
 - 13 Bon Andrews Oval stormwater harvesting system
 - 14 Balls Head Quarantine Depot accessible boardwalk
- Property**
 - 15 248 Miller Street internal building works
 - 16 43-51 Ridge Street roof and building repairs
 - 17 Bradfield Park public amenities replacement (design)
 - 18 Brennan Park public amenities upgrade (design)
 - 19 Brothers Memorial refurbishment
 - 20 Central Depot roof repairs
 - 21 Council Chambers electrical renewals
 - 22 Council Chambers HVAC renewal
 - 23 Council Chambers roof repairs
 - 24 Croquet Club roof and building repairs
 - 25 Crows Nest Community Centre roof repairs
 - 26 Don Bank Museum roof repairs
 - 27 Forsyth Park Community Centre deck repairs
 - 28 Forsyth Park Community Centre roof repairs
 - 29 Kirribilli Neighbourhood Centre roof repairs
 - 30 McMahons Point Community Centre repairs
 - 31 North Sydney Community Centre roof repairs
 - 32 North Sydney Indoor Sports Centre critical renewals
 - 33 North Sydney Indoor Sports Centre other renewals (design)
 - 34 North Sydney Oval renewal works
 - 35 Primrose Park Art & Craft Gallery accessible lift renewal
 - 36 St Leonards Park music shell roof and building repairs
 - 37 St Leonards Park public amenities (design)
 - 38 Stanton Library accessible bathroom upgrade
 - 39 Stanton Library HVAC renewal
 - 40 Stanton Library roof membrane patching
 - 41 Tunks Park amenities building replacement (design)
 - 42 Waverton Coal Loader roof repairs
 - 43 Waverton Park amenities building replacement (design)
 - 44 Woodleys Shed community facility fitout (design)

* If the SV is not approved, Council will not be able to deliver the full program of works. Items marked with **●** will be removed from the program until alternative funding sources become available.

2026–2027 capital works maps



Proposed Projects* – Map 2

- Public Domain**
 - 1 Cammeraygal Place (design)
 - 2 Cremorne Plaza and Langley Place
 - 3 Denison St upgrade
 - 4 Little Spring St upgrade
 - 5 North Sydney Post Office Plaza (design)
 - 6 Sydney Metro defect restorations
 - 7 Waverton Village (design)
- Stormwater Drainage**
 - 8 Ryries Parade stormwater GPT
 - 9 St Leonards Park drainage improvements (design)
 - 10 Wendy's Secret Garden drainage
- Stormwater Pipe Relining**
 - 11 21 Wonga Rd
 - 12 23A Bay View St
 - 13 24 Tryon Ave
 - 14 3 Powell St
 - 15 39 Young St
 - 16 43 Young St
 - 17 550 Miller St
 - 18 8 Cowdroy Ave
 - 19 Clark Rd
 - 20 Hospital Lane
 - 21 Kurraba Rd
 - 22 Miller St
- Stormwater Pipe Replacement**
 - 23 14 Balfour St
 - 24 54 McLaren St
 - 25 6 Powell St
 - 26 68A Kareela Rd
 - 27 Bay Rd from harriott St to Carr St
 - 28 Bennelong Rd at Brightmore St
 - 29 Christie St at Chandos St
 - 30 Clark Rd and Hipwood St
- Traffic Facilities**
 - 31 Grafton St at Cammeray Rd
 - 32 Hazelbank Rd from Pacific Highway to King St
 - 33 Miller St at Carlow St
 - 34 Pine St from Cairo St to Arkland St
 - 35 Wycombe Rd at Aubin St
 - 36 Blues Point Rd traffic management works
 - 37 Moodie St - footpath widening
 - 38 Nicholson St at Hume St - raised pedestrian crossing
 - 39 Nicholson St at Shirley Rd - raised pedestrian crossing
 - 40 Park Ave at Sutherland St - 2 x raised pedestrian crossings
 - 41 Parraween St at Winnie St - raised pedestrian crossing
 - 42 River Rd at Carlysle St - raised pedestrian crossing
 - 43 Yeo St - separated cycleway (design)
- Other Infrastructure**
 - 44 Blues Point Reserve seawall renewal
 - 45 Lavender Bay Jetty renewal
 - 46 St Thomas Rest Park retaining wall renewal
 - 47 Ted Mack Civic Park retaining wall renewal
 - 48 Olympic Drive pathway lighting renewal
 - 49 Tunks Park lighting renewal
 - 50 Ted Mack Civic Park lighting renewal

* If the SV is not approved, Council will not be able to deliver the full program of works. Items marked with will be removed from the program until alternative funding sources become available.

2026–2027 capital works maps



Proposed Projects – Map 3

● Bus Shelter Renewals

- 1 Anderson
- 2 Anzac
- 3 Cambridge
- 4 Centenary 86
- 5 Ixion
- 6 Sirius
- 7 Wallaringa

● Footpath Renewals

- 8 Alfred St South - Glen St to Dind St
- 9 Alfred St South - Lavender St to Glen St
- 10 Fitzroy St - paved section
- 11 Broughton St - McDougall St to Ennis Rd
- 12 Gerard St - Ada St to Langley St
- 13 Miller St - Palmer St to Pine St
- 14 Gerard St - Winnie St to Ada St
- 15 Prospect Ave
- 16 Miller St - Carlow St to Falcon St
- 17 Devonshire St - Alexander St to Huntington St
- 18 West St - Palmer St to Vale St
- 19 Hayberry St - West St to Alexander St
- 20 Ennis Rd
- 21 Glenferrie Ave
- 22 Miller St - Ridge St to Carlow St
- 23 Blues Point Rd - King George St to East Crescent St
- 24 Olympic Dr
- 25 Abbott St
- 26 Miller St - Amherst St to Palmer St

● Kerb & Gutter Renewals

- 27 Alfred St South
- 28 Blues Point Rd
- 29 Clark Rd
- 30 Ennis Rd
- 31 High St
- 32 Little Spring St
- 33 McLaren St
- 34 Ridge St
- 35 West St
- 36 Wycombe Rd

● Road Renewals

- 37 Bay Rd - Crows Nest Rd to Whatmore St
- 38 Albany St - Pacific Hwy to Willoughby Rd
- 39 Alfred St North - Kurraba Rd to Winter Ave
- 40 Euroka St - Union St to Carr St
- 41 Belgrave St - Ben Boyd Rd to Young St
- 42 Olympic Dr - Kirribilli Ave to Alfred St South
- 43 Ernest Pl - Alexander St to Willoughby Rd
- 44 Oxley St - Atchison St to Chandos St
- 45 Lavender St - Alfred St South to Harbourview Cres
- 46 Bay Rd - Whatmore St to Woolcott St

LEGEND

● Bus Shelter Renewals	● Road Renewals
● Footpath Renewals	--- Ward Boundary
● Kerb & Gutter Renewals	

Budget summary

Council generates income (revenue) through rates on property, government grants, developer contributions, interest on investments, user charges and Council's own business activities.

These funds are used to maintain assets, fund services and deliver projects for the community.

On 19 January 2026, Council resolved to submit an application to the Independent Pricing and Regulatory Tribunal (IPART) for a permanent Special Variation (SV) to rates income under section 508A of the Local Government Act 1993, to commence from 1 July 2026.

The SV would permanently increase total ordinary rates over three years and remain in perpetuity, as follows:

- a) 23% increase for the 2026–2027 financial year (inclusive of the 4.0% rate peg determined by IPART for the year)
- b) 14.58% increase for the 2027–2028 financial year (inclusive of the forecast rate peg of 3.0% for that year)
- c) 8.32% increase for the 2028–2029 financial year (inclusive of the forecast rate peg of 3.0% for that year)

The draft 2026–2029 financial estimates and 2026–2027 budget have been prepared under two scenarios:

- Scenario 1 – the SV is rejected in full
- Scenario 2 – the SV is approved in full

It is expected that IPART's decision will be made in May or June 2026. The determination will reflect one of the scenarios outlined above or may result in the application being approved in part.

Following IPART's decision, **Scenario 2** will apply if the SV is approved in full, and **Scenario 1** will apply if the application is rejected. If the SV is approved in part, the revenue policy and budget will be adjusted to reflect the level of approval, with operating and capital expenditure and the program of works revised to align with the approved funding capacity.

Council acknowledges the ongoing uncertainty in both global and local markets, which may affect the cost of service delivery. These cost pressures will be closely monitored throughout the year and reflected in future budget reviews where necessary.

Scenario comparison

Operating performance excluding Domestic Waste Management charges and restricted interest

Income generated from Domestic Waste Management charges and restricted interest cannot be used for Council's ordinary operations. These funds are legally restricted for their intended purposes and therefore should be excluded when assessing Council's underlying operating performance. The table below shows the adjusted net operating result under both scenarios.

Under Scenario 1 - the \$7.8 million deficit together with principle loan repayment commitments will be funded through continued underinvestment in infrastructure renewals. Funding will not be available for new systems, which will result in lost efficiency opportunities.

Under Scenario 2 - the adjusted surplus of \$2.6 million will support infrastructure renewals.

Description	2026–2027 Scenario 1 – no SV '000	2026–2027 Scenario 2 – full SV '000
Total Income from Continuing Operations	168,624	180,906
Total Expenses from Continuing Operations	163,819	165,664
Net Operating results	4,805	15,242
Grants and contributions provided for capital purposes	8,520	8,520
Domestic Waste Management net results	1,059	1,059
Restricted Interest Income	3,056	3,056
Net results excluding capital income, DWM results and restricted interest	-7,831	2,606

Capital renewal expenditures

As at the end of financial year 2024–2025, Council's asset renewals backlog to bring assets to Condition 3 (desired level) was estimated at \$157 million. Where investment in asset renewals is below the level of annual depreciation, the backlog continues to grow year on year. This position is further exacerbated by increases in construction costs and asset indexation, which raise the cost of restoring assets to the required standard.

The following table presents capital expenditure under both scenarios, including the level of investment in infrastructure renewals. Scenario 2 provides for significantly higher renewal expenditure, with \$29.978 million allocated to capital renewals compared with \$20.662 million under Scenario 1, representing an increase of \$9.316 million. This additional investment would strengthen Council's ability to reduce the renewals backlog and improve long-term asset sustainability.

Capital Expenditure	2026–2027 Scenario 1 – no SV '000	2026–2027 Scenario 2 – full SV '000	Variation
Capital New	5,637	8,635	2,998
Capital Renew	20,662	29,978	9,316
Renew non IPPE assets	3,289	3,289	-
TOTAL	26,298	38,613	12,314

Impact on key infrastructure ratios

The projected infrastructure ratios demonstrate the impact of differing levels of renewal expenditure. Scenario 2 (full SV) would provide a significantly stronger asset sustainability outcome than Scenario 1 (no SV). Under Scenario 1, the Buildings and Infrastructure Renewals Ratio is 71%, indicating renewal expenditure is below the level required to match annual depreciation. This would result in continued underinvestment in asset renewals and contribute to further growth in the infrastructure backlog over time. By contrast, under

Scenario 2 the ratio increases to 102%, indicating that renewal expenditure is broadly sufficient to sustain the asset base at the current service level.

The Infrastructure Backlog Ratio – Condition 3 is also forecast to improve under scenario 2, reducing from 15.4% to 14.6%. This represents an estimated improvement of approximately \$9.5 million.

Infrastructure ratios	2026–2027 Scenario 1 – no SV '000	2026–2027 Scenario 2 – full SV '000	OLG Benchmark
Infrastructure - Buildings and infrastructure renewals ratio	71%	102%	>100%
Infrastructure - Infrastructure backlog - condition 3	15.4%	14.6%	<2%

Restricted reserves and unrestricted funds

Council has set its unrestricted funds target at a level equivalent to one month of cash outflows from operating and financing activities. This target is maintained under both scenarios to ensure sufficient liquidity to manage uncertainty associated with CPI movements, cost escalation and other unforeseen risks.

Although Scenario 1 maintains unrestricted funds at the target level, this outcome is achieved largely by underinvesting in infrastructure renewals. Accordingly, this scenario is not considered financially sustainable in the longer term.

Reserves	2026–2027 Scenario 1 – no SV '000	2026–2027 Scenario 2 – with SV '000
Cash and cash equivalents	129,438	127,561
Externally Restricted	91,456	90,311
Internally Restricted	17,103	27,103
Unrestricted cash	10,880	10,147

2026–2029 Financial Estimates – Scenario 1 (Rate peg only)

The following table provides our 2026–2029 financial estimates if the SV is not approved. Please refer to section 4A.1 for more information.

	General fund (excluding Domestic Waste) 2026–27 Budget (\$'000)	Consolidated 2026–27 Budget (\$'000)	Consolidated 2027–28 (\$'000)	Consolidated 2028–29 (\$'000)
Income Statement - Net Operating Result				
Income from Continuing Operations				
Rates	67,740	67,740	70,043	72,424
Annual Charges	659	19,249	19,716	23,162
Users fees and charges	40,860	42,313	43,453	45,448
Other revenue	13,868	13,868	13,026	13,352
Grants and contributions provided for operating purposes	5,420	5,420	5,356	5,509
Grants and contributions provided for capital purposes	8,520	8,520	9,523	9,224
Interest and investment income	5,236	5,236	3,860	3,796
Other income	6,277	6,277	7,294	7,476
Total Income from Continuing Operations	148,580	168,624	172,270	180,391
Expenses from Continuing Operations				
Employee benefits and on-costs	60,050	62,195	64,681	67,294
Materials and services	43,171	60,011	58,909	65,897
Borrowing costs	2,513	2,513	2,281	2,054
Depreciation and amortisation	5,552	5,552	34,201	35,056
Other expenses	33,264	33,264	5,342	5,476
Net losses from the disposal of assets	284	284	277	277
Total Expenses from Continuing Operations	144,834	163,819	165,691	176,054
Operating Result from Continuing Operations	3,745	4,805	6,579	4,337
Net operating results before capital grants and contributions	-4,775	-3,715	-2,944	-4,887

2026–2029 Financial Estimates – Scenario 2 (Special Variation)

The following table provides our 2026–2029 financial estimates if the SV is approved in full. Please refer to section 4A.2 for more information.

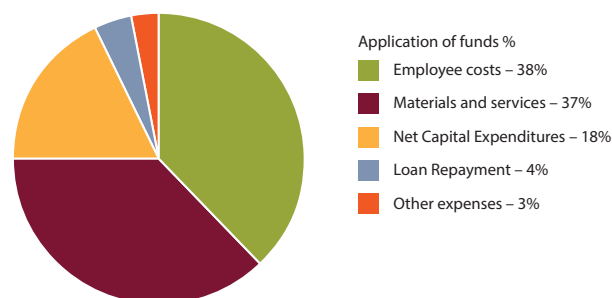
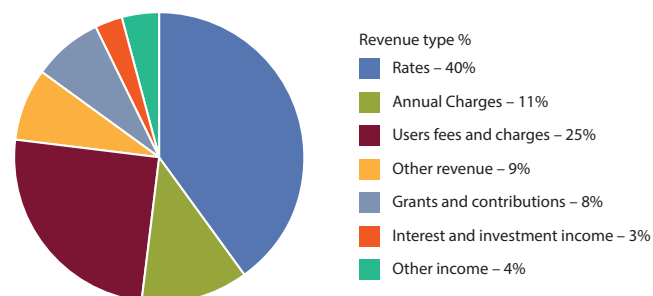
	General fund (excluding Domestic Waste) 2026–27 Budget (\$'000)	Consolidated 2026–27 Budget (\$'000)	Consolidated 2027–28 (\$'000)	Consolidated 2028–29 (\$'000)
Income Statement - Net Operating Result				
Income from Continuing Operations				
Rates	80,022	80,022	92,075	100,068
Annual Charges	659	19,249	19,716	23,162
Users fees and charges	40,860	42,313	43,453	45,448
Other revenue	13,868	13,868	13,026	13,352
Grants and contributions provided for operating purposes	5,420	5,420	5,356	5,509
Grants and contributions provided for capital purposes	8,520	8,520	11,423	11,124
Interest and investment income	5,236	5,236	3,839	3,748
Other income	6,277	6,277	7,294	7,476
Total Income from Continuing Operations	160,862	180,906	196,181	209,887
Expenses from Continuing Operations				
Employee benefits and on-costs	60,130	62,275	65,191	67,844
Materials and services	44,936	61,776	63,579	71,505
Borrowing costs	2,513	2,513	2,281	2,054
Depreciation and amortisation	5,552	5,552	34,201	35,056
Other expenses	33,264	33,264	5,342	5,476
Net losses from the disposal of assets	284	284	277	277
Total Expenses from Continuing Operations	146,679	165,664	170,872	182,212
Operating Result from Continuing Operations	14,182	15,242	25,309	27,675
Net operating results before capital grants and contributions	5,662	6,722	13,886	16,551

2026–2027 Budget – Scenario 1 (Rate peg only)

The following tables and figures provide an overview of our 2026–2027 budget if the SV is not approved. Please refer to Part 4A.2 for the complete scenario 1 budget.

Revenue type	Amount	
Rates	67,740	40%
Annual charges	19,249	11%
User fees and charges	42,313	25%
Other revenue	13,868	9%
Grants and contributions	13,940	8%
Interest and investment income	5,236	3%
Other income	6,277	4%
TOTAL	168,624	100%
Reserve and other movements		
External	-5,792	
Internal	1,501	
TOTAL revenue and reserves movements	164,333	

Application of funds	Amount	
Employee Costs	62,195	38%
Materials and services	60,011	37%
Net capital expenditures	29,587	18%
Loan repayments	6,988	4%
Other expenses	5,552	3%
TOTAL	164,333	100%



For every \$100 in our 2026–2027 budget, we're investing the following amounts under Scenario 1:

\$19

Renewals and upgrade of local infrastructure

\$14

Waste management

\$8

Parks, sportsfields and streetscapes

\$5

Planning and development

\$7

Leisure and aquatics

\$4

Street cleaning

\$6

Community services

\$5

Ranger and parking services

\$4

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

\$6

Building maintenance

\$1

Bushcare

\$1

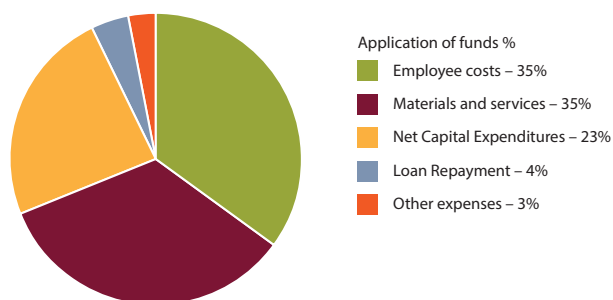
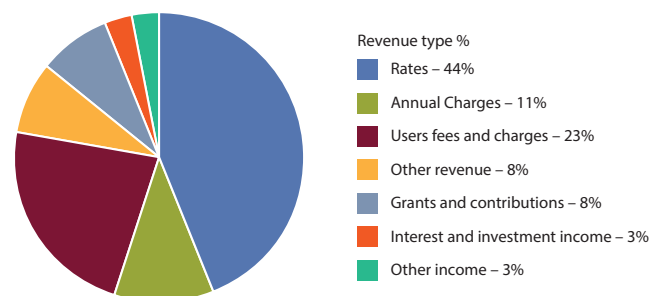
Street lighting

2026–2027 Budget – Scenario 2 (Special Variation)

The following tables and figures provide an overview of our 2026–2027 budget if the SV is approved in full. Please refer to Part 4B.2 for the complete scenario 2 budget.

Revenue type	Amount	
Rates	80,022	44%
Annual charges	19,249	11%
User fees and charges	42,313	23%
Other revenue	13,868	8%
Grants and contributions	13,940	8%
Interest and investment income	5,236	3%
Other income	6,277	3%
TOTAL	180,906	100%
Reserve and other movements		
External	-3,988	
Internal	1,501	
TOTAL revenue and reserves movements	178,419	

Application of funds	Amount	
Employee Costs	62,275	35%
Materials and services	61,776	35%
Net capital expenditures	41,902	23%
Loan repayments	6,988	4%
Other expenses	5,478	3%
TOTAL	178,419	100%



For every \$100 in our 2026–2027 budget, we’re investing the following amounts under Scenario 2

\$24

Renewals and upgrade of local infrastructure

\$13

Waste management

\$8

Parks, sportsfields and streetscapes

\$5

Planning and development

\$7

Leisure and aquatics

\$3

Street cleaning

\$5

Community services

\$5

Ranger and parking services

\$4

Repayments of the external loans

\$4

Roads and transport

\$4

Maintenance of public infrastructure

\$3

Library and public services

\$2

Health and safety

\$3

Community events, engagement and customer service

\$2

Protecting environment

\$6

Building maintenance

\$1

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

11.8 km publicly accessible foreshore

16 schools

2 universities

1 public library

1 youth centre

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

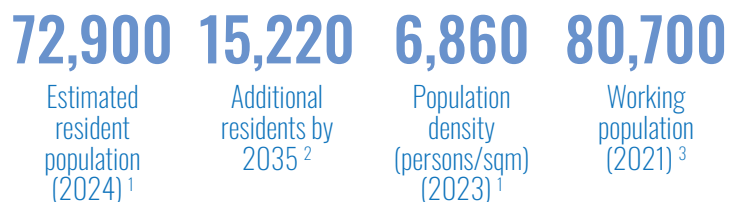
1.2 People

North Sydney is a diverse community with an estimated population of 72,900 residents and a population density of 6,860 people per square kilometre. The area is characterised by a highly educated population and a strong professional workforce, alongside families and individuals who contribute to its social and economic vitality.

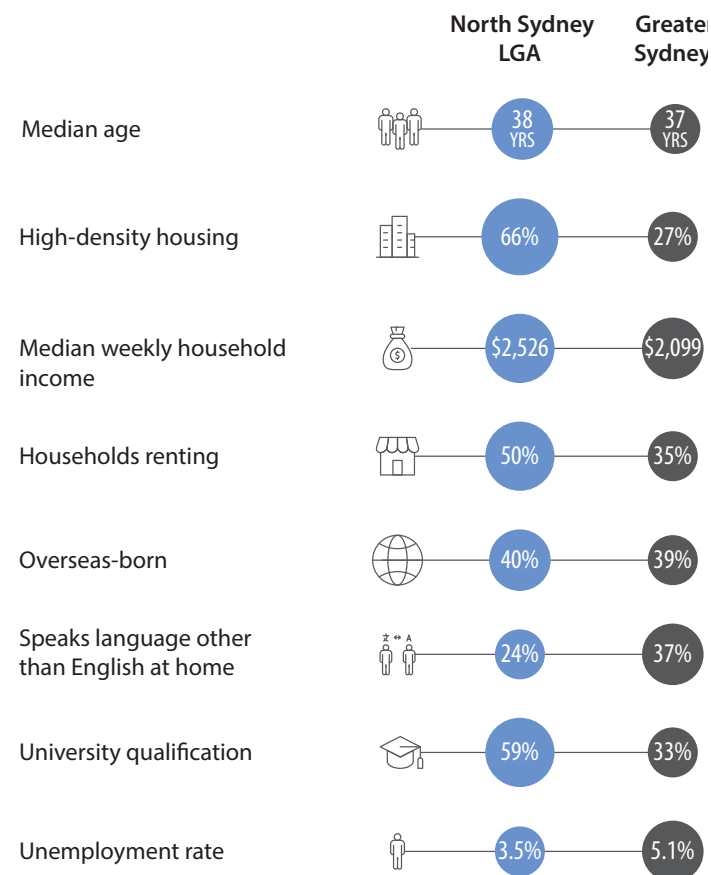
While many residents experience relative advantage, some face barriers, including people living in social housing, those with disability and carers. Housing is predominantly medium- and high-density, with nearly half of households renting.

As a significant employment centre, North Sydney hosts one of the fastest growing CBDs in the country and contributes substantially to Sydney's economy. The area also offers access to quality education through public and private schools and tertiary institutions, supporting lifelong learning and skills development.

With its cultural heritage, well-connected transport network, including the Sydney Metro, and proximity to the harbour, North Sydney continues to evolve as a place for business, learning and community life, while fostering inclusion and connection.



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)





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



Cr Godfrey
Santer



Cr James
Spenceley

CAMMERAYGAL WARD



Deputy Mayor
Cr MaryAnn
Beregi



Cr Efi Carr



Cr Angus
Hoy



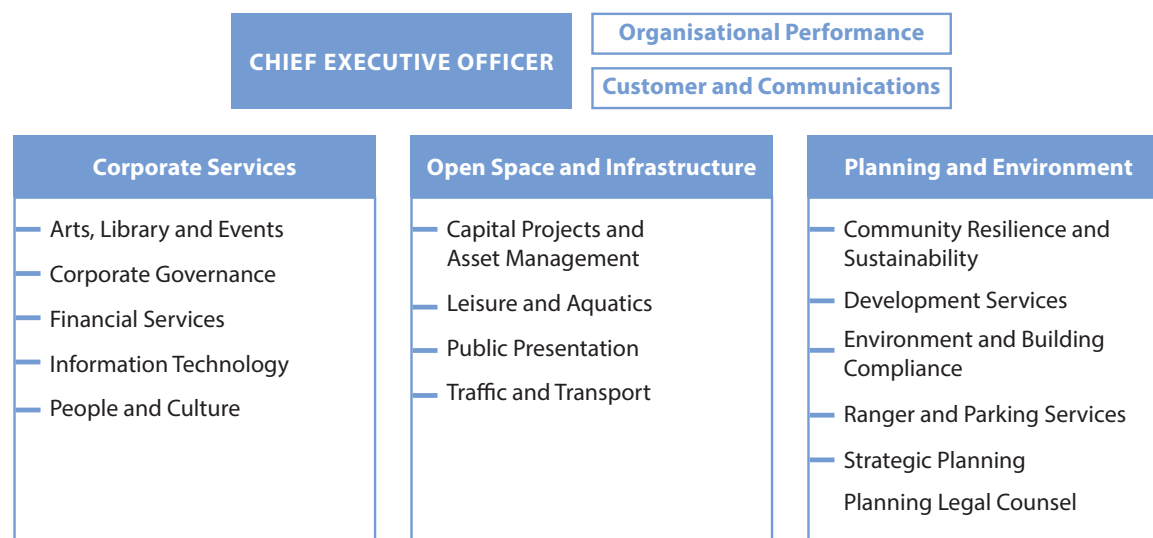
Cr Jessica
Keen



Cr Shannon
Welch

1.5 Our organisation

North Sydney Council is managed by its Chief Executive Officer and the Directors of three divisions: Corporate Services, Open Space and Infrastructure and Planning and Environment.



Corporate values

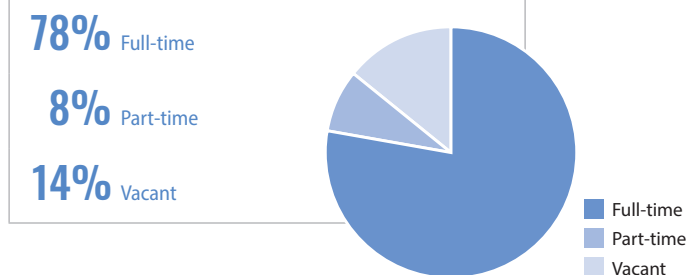
North Sydney Council is committed to upholding the following values.

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

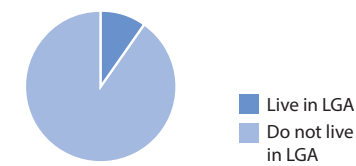
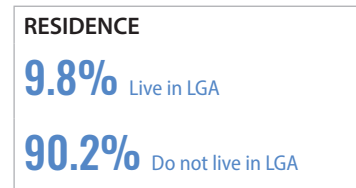
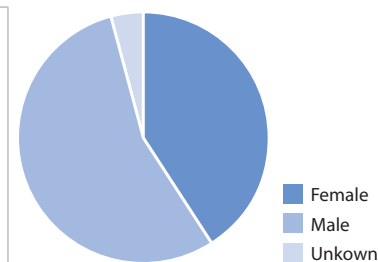
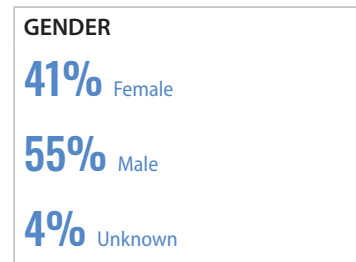
Our workforce

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.

FULL-TIME EQUIVALENT (FTE) EMPLOYEES – 409¹



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
Percentage	5%	60%	29%	6%

Source:

1. Based on staff establishment at January 2025. This figure is subject to change as recruitment is finalised in line with the opening of North Sydney Olympic Pool.

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.

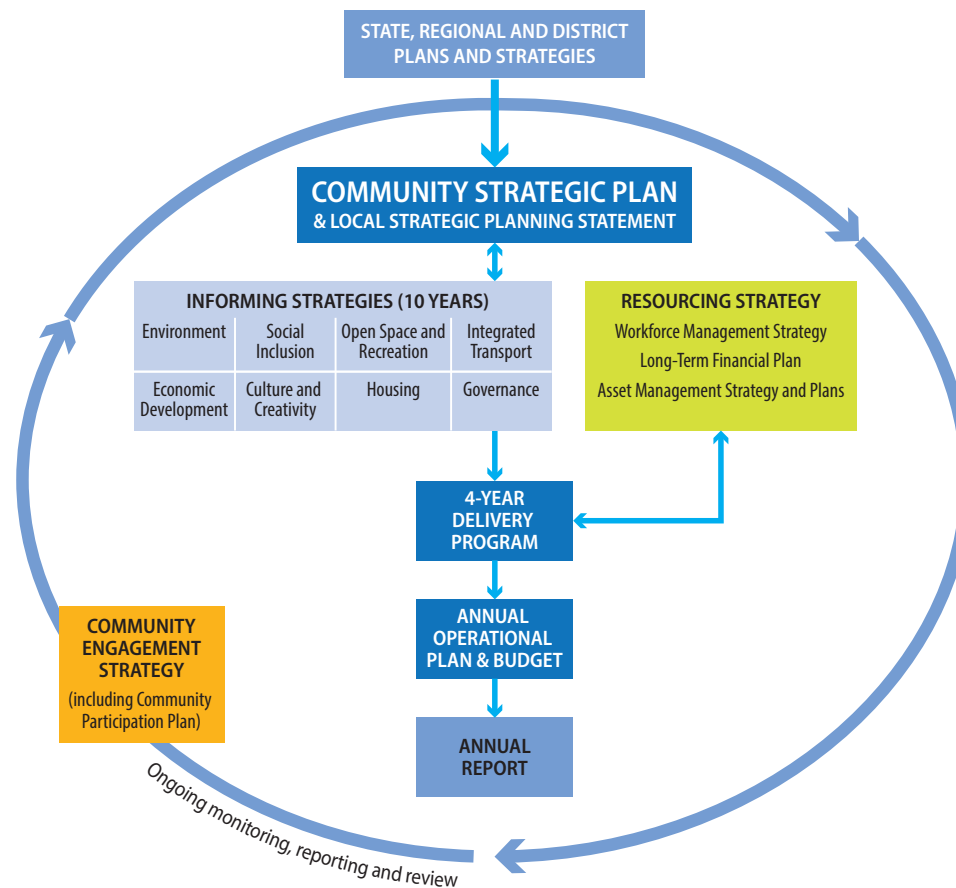


Figure 1: Integrated planning and reporting at North Sydney

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:

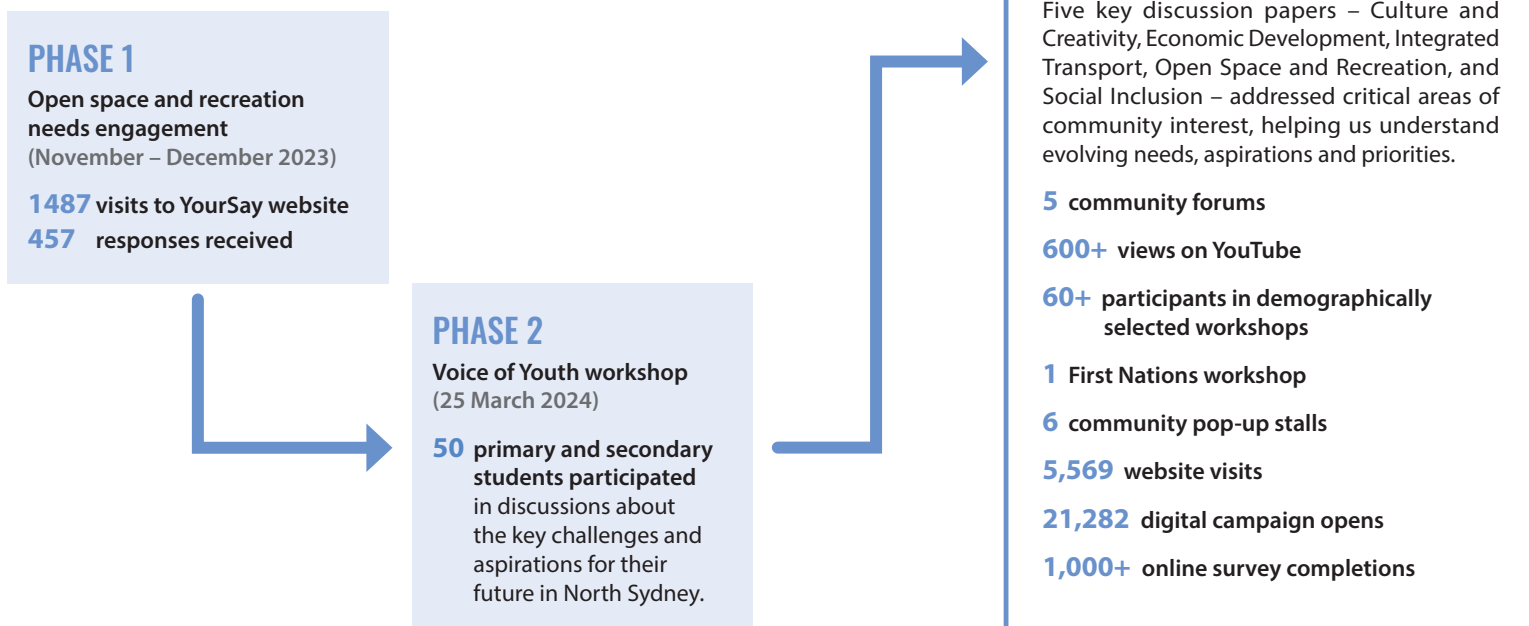
About this plan

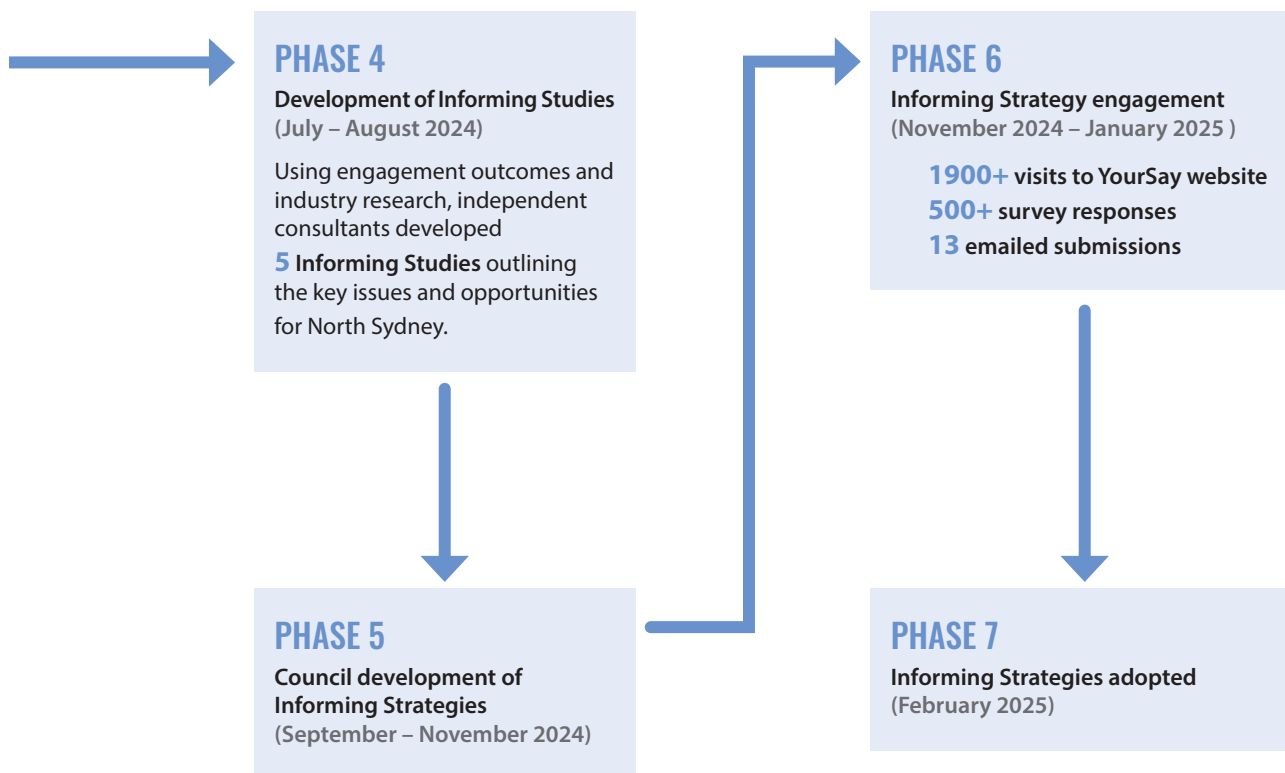


2.1 Community Engagement and Research

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 2026–2027 were prepared

Our Delivery Program 2025–2029 and Operational Plan 2026–2027 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.



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 2023–2024 and a pilot service review subsequently undertaken with the Street Cleaning team in 2024–2025 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 to be completed in 2025–2029:

Year	Service Reviews
2025–2026	<ul style="list-style-type: none"> • Corporate Governance (Completed) • Tree Management (Completed) • Traffic and Transport (Completed)
2026–2027	<ul style="list-style-type: none"> • Trades and Fleet • Capital Projects
2027–2028	<ul style="list-style-type: none"> • Parks and Gardens • Residential Waste and Recycling
2028–2029	<ul style="list-style-type: none"> • Events • Sustainability Services

2.4 Income generation and revenue opportunities

In recent years, Council has seen a reduction in own source revenue. This has included a loss in parking revenue due to the COVID-19 pandemic and opening of the metro.

To help address current financial challenges, Council has been 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 has been assessed on its financial viability, administrative burden and community impact.

Council's Productivity and Improvement Plan (available on Council's website) outlines some revenue generating initiatives that have delivered or are planned for delivery in 2026–2027. Together these initiatives are forecast to provide an estimated \$29* million in increased revenue over the next ten years (2026–2036).

Some of the key revenue generating activities are detailed below.

1. Increased enforcement of parking regulations

Council has historically prioritised equitable parking access over revenue generation in its compliance activities. To support Council's financial recovery, a more proactive enforcement approach has been implemented to improve compliance and increase infringement revenue.

2. Ticketed entry to New Year's Eve events

In 2025–2026 Council introduced ticketed entry to managed vantage points on New Year's Eve. This initiative improved public safety, allowed for improved accessible vantage points and generated \$439,900 from ticket sales. This income was partially offset by the cost of managing the ticketed sites but still contributed a net amount of approximately \$100,000 to help cover the cost of managing this popular event.

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

In March 2026 Council endorsed a policy to introduce fees and charges 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

These fees will help recover some of the costs associated with maintaining our public spaces.

4. Increased advertising revenue

Council has traditionally maintained public spaces with minimal commercial advertising, reflecting community preferences. Council is currently investigating additional opportunities to responsibly increase advertising revenue through:

- public spaces
- Council-owned infrastructure and facilities

5. Sponsorship and naming rights – major facilities

Council is currently investigating opportunities for sponsorship and naming rights arrangements at key facilities, such as the 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 such as Monford Place in Cremorne and part of Edward St in North

Sydney. 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.

**the estimated \$29* million in increased revenue over the next ten years does not include additional revenue from the sale of naming rights of the North Sydney Olympic Pool or one-off sale of roads/assets. These are subject to commercial negotiations.*

2.5 Productivity improvements and risk management

In 2023, Council commenced an ambitious and ongoing improvement program focused on lifting productivity and organisational capability through targeted projects and reforms. This program has already delivered significant savings and efficiency gains, with further benefits projected over the coming years. These initiatives demonstrate Council's commitment to maximising internal efficiency.

Council's Productivity and Improvement Plan (available on Council's website) outlines the key productivity achievements delivered to date and identifies further initiatives planned for delivery in 2026–2027. The Plan forms a core component of Council's strategic approach to improving productivity and cost containment and is embedded within Council's Long-Term Financial Plan (LTFP).

Every service unit has contributed to creating the plan, reflecting an organisation-wide commitment to continuous improvement rather than isolated or short-term cost-cutting measures.

Actions and initiatives to improve productivity have been grouped into the following categories:

Workforce management: an organisational realignment in 2023–2024 streamlined leadership, improved resource allocation and delivered enduring productivity and financial benefits. In 2024–2025, vacancy holds and active leave management provided a one-off saving in employee costs to support short-term liquidity and budget pressures.

Service review program: in 2024–2025 Council introduced a Service Review Framework to guide the systematic assessment of services against community needs, strategic priorities and value for money. The framework embeds continuous improvement and delivers benefits in staff capability, efficiency, customer experience, financial sustainability and environmental performance.

Reviews of Customer Service, Development Services and Street Cleaning were completed in 2024–2025. In 2025–2026, service reviews of Corporate Governance, Tree Services and Traffic and Transport were completed.

Continuous improvement initiatives (including process mapping):

In 2024–2025 Council advanced its continuous improvement program, which embeds a culture of innovation, efficiency and accountability across the organisation. The program included process mapping of more than 270 workflows alongside initiatives that delivered productivity gains through:

- internal capability building
- service delivery redesign
- cost avoidance
- enhanced procurement and contract management
- technology improvements
- workforce optimisation
- quality assurance
- online customer service improvements
- process improvement
- digitisation and automation
- rostering/scheduling adjustments

Council's Productivity Improvement Plan provides a detailed breakdown of past and future productivity gains. In summary, over the coming 10-year period (2026–2036) productivity savings of approximately \$66 million are anticipated. This includes:

- \$23 million in reduced expenditure, including employee benefits and on-costs, materials and services, and other expenses; and
- \$43 million in cost containment, this is expenditure that Council has avoided through proactive initiatives, such as the workforce management review that reduced the number of senior management positions and redirected savings to address critical service gaps

In addition to financial savings, estimated efficiency gains of more than 35,000 hours per year have been identified through past and current productivity improvements. This number is forecast to increase to over 50,000 hours each year (or approximately 2.3 hours per week per employee) from 2026–2027 onwards.

Time savings gained through continuous improvement initiatives have been and will continue to be reinvested to meet the needs of a growing population and enable higher-value activities to be undertaken that strengthen risk management, improve customer experience, and enhance data and reporting to support better decision-making. Collectively, these efforts underpin the long-term sustainability of Council.

The efficiency gains will also assist Council to absorb the additional overheads (financial, human resources, technology and governance) associated with onboarding a new service unit to operate the North Sydney Olympic Pool. This expansion includes the integration of approximately 40 new staff and the associated increase in transactions and governance requirements.

2.6 Infrastructure renewals

Over the past three years, Council has reduced and deferred asset renewal budgets and postponed new and upgrade projects in order to maintain liquidity. This constrained renewal program will continue into 2026–2027 if the special variation application to increase rating income is not approved.

Asset renewal benchmarking

The Office of Local Government benchmark renewal ratio of 100% implies that annual spending on renewals should match the annual depreciation of assets as a minimum. 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 and mitigate increasing infrastructure backlogs.

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 2025, \$157 million of infrastructure is recorded as being in poor condition (Grade 4) and very poor condition (Grade 5). Despite accumulated depreciation now reaching \$492 million, 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 risks, 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.

Forward forecasts

Scenario 1 (Rate peg only) within this plan will result in a reduction of infrastructure renewal by \$11.3 million in 2026–2027. This follows three years of infrastructure renewal reduction. Under this scenario, the forecast infrastructure renewal ratio for year 1 would be 63.44%. It is expected that this will lead to increased infrastructure backlogs.

Scenario 2 (Special Variation) within this plan will result in infrastructure renewals being restored to a level equivalent to annual depreciation. This funding will increase in the final year of the Delivery Program to assist in mitigating the continued risks associated with rising infrastructure renewal backlog costs.

2026–2027 Renewal projects and risk management

Renewal projects for 2026–2027 have been included in the current Operational Plan. However project prioritisation may change in response to emerging infrastructure risks, as was the case in 2025–2026.

Despite a potential approval of a Special Variation to permissible rating income, several factors may create delivery risks for projects scheduled in 2026–2027. These include multiple years of financial constraints, reduced project management capacity, and the timing of the IPART decision, which is not expected until May or June 2026. As a result, there is a risk that some projects may need to be deferred while Council mobilises the resources required to deliver an expanded capital program. Where this occurs, funding will be quarantined in an internal reserve in accordance with Council's Restricted Reserves Policy until the project can be delivered.

All changes will be publicly reported through the Council meeting process.

Continuous Improvement

If the Special Variation to rates is approved, Council will be able to accelerate improvements in infrastructure asset management through the implementation of its Draft Strategic Asset Management Plan. The Plan will enable Council to progressively reduce its exposure to asset failure risk by stabilising renewal funding, improving forward capital planning and reducing reliance on reactive interventions.

If the Special Variation is not approved, the Draft Strategic Asset Management Plan will remain critical in guiding transparent, evidence-based decisions about Council's infrastructure. The Plan will support prioritisation of limited resources and inform decisions on service levels, potential asset rationalisation and the acceptance of higher risk. This will help ensure that any reductions in service or asset investment are deliberate, documented and aligned with Council's risk appetite.

2.7 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 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 2026-2027	SV	Responsible
E1.2	Deliver upgraded bushland walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve and Primrose Park.		●	●	●	Deliver bushland walking track upgrades in Badangi Reserve.	⊖	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
Service SP	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

Community Strategic Plan
2025–2035

Informing Strategies

1 Outcomes

There is one outcome for each strategy that articulates the community's long-term (10-year) priorities and aspirations for North Sydney.

2 Strategic Directions

The strategic directions outline how Council, the community and other stakeholders will work towards achieving each outcome.

3 Objectives

The objectives are measurable goals that will help track progress in delivery of each strategic direction.

4 Delivery Program 2025–2029

This column details the activities (projects and initiatives) from the Informing Strategies that Council will undertake in the four-year term (2025–2029).

Each activity has a unique reference. The starting letter identifies the strategy that the activity comes from (E = Environment, S = Social, T = Integrated Transport, O = Open Space and Recreation, ED = Economic Development, C = Culture and Creativity, H = Housing, G = Governance) and the number is the specific activity number from the strategy.

Note: Not all projects and initiatives detailed in the strategies will be delivered in the first four years, therefore some projects do not appear in this Delivery Program.

5 Year

These columns show when the Delivery Program commitments will be delivered.

6 Operational Plan 2026–2027

The specific actions that Council will complete this financial year (2026–2027).

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 2026–2027 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: The Delivery Program commitments and Operational Plan 2026–2027 activities are based on the assumption that the special variation (SV) application for a cumulative rate increase of 52.66% over three years will be approved by IPART.

If the SV is not approved, Council will not be able to deliver the full program of works detailed in this plan. Items marked with 🚫 will be removed from the plan until alternative funding sources become available. Additional cuts to existing services may also be required.



Part 3:

**Delivery Program 2025–2029 and
Operational Plan 2026–2027**



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 2026-2027	SV	Responsible
E1.2	Deliver upgraded bushland walking tracks in Badangi Reserve, Balls Head Reserve, Brightmore Reserve and Primrose Park.		●	●	●	Deliver bushland walking track upgrades in Badangi Reserve.	●	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.		●	●	●	Collaborate with universities and marine science institutes to enhance seawall biodiversity by installing habitat tiles along North Sydney's coastal area.	●	Community Resilience and Sustainability
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.		●			Develop a Brush Turkey Management Plan in conjunction with relevant stakeholders including NSW National Parks and Wildlife Service.	●	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 2026-2027	SV	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 2027–2028.		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 2026-2027	SV	Responsible
E3.1	Review and implement new planning controls in the DCP 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 2027–2028.		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 2027–2028.		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 10 electric vehicle charging bays on Council-owned land and in Council-owned car parks.		Community Resilience and Sustainability
						Facilitate the installation of third party charging infrastructure in the LGA.		Community Resilience and Sustainability
E3.5	Collaborate with industry stakeholders to facilitate the implementation of community batteries and virtual power plants on Council-owned land.		●	●	●	Collaborate with industry stakeholders to facilitate the implementation of community batteries and virtual power plants on Council-owned land.	●	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 2026-2027	SV	Responsible	
E3.6	Increase Council's renewable energy capacity (panels and batteries) on new and existing council infrastructure.	●	●	●	●	Commence delivery of priority projects identified in the Renewable Energy Roadmap to help achieve 100% real time renewable energy for all Council operations.	●	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.	●	●	●	●	Complete the audit of Council's operations and equipment to identify reliance on non-renewable energy sources and develop program for electrification.	●	Community Resilience and Sustainability	
						Commence planning for replacement of the gas boiler at Stanton Library.		Capital Projects and Asset Management	
E3.8	Complete a feasibility report for transitioning Council's plant to electric by 2035.	●	●			Adjust Council's vehicle policies and infrastructure to facilitate transition of passenger vehicles to hybrid or electric by 2028.		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 2027–2028.		Public Presentation	
E3.10	Progressively upgrade the lighting network owned by North Sydney Council to LED with smart controls.	●	●	●	●	Commence implementation of the 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 2027–2028.		Community Resilience and Sustainability	
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 2027–2028.		Financial Services	
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

Source: 1. Resilient Sydney

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 2026-2027	SV	Responsible
E4.1	Implement a food waste recycling program by 2030.	●	●	●	●	Complete development of a roadmap for implementing the food waste recycling program in 2029–2030.		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%.		Public Presentation
E4.3	Collaborate with neighbouring councils to identify and implement additional opportunities for resource recovery and alternative waste treatment.	●	●	●	●	Collaborate with neighbouring Councils to identify and progress regional opportunities that improve 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.		●			Review and update the Council's DCP with the aim of incorporating changes that facilitate the storage and on-site collection of source-separated organic material in multi-unit developments.		Strategic Planning
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 2027–2028.		Strategic Planning
E4.6	Expand existing stormwater harvesting and water reuse systems at Bon Andrews Oval/North Sydney Oval, Primrose Park and Tunks Park.		●	●	●	Install a new stormwater storage tank at Bon Andrews Oval.		Capital Projects and Asset Management
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.		●	●	●	Prepare a strategic plan for The Coal Loader Centre for Sustainability site to inform opportunities and priorities to increase community use and enjoyment.		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

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 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 2026-2027	SV	Responsible
E5.1	Deliver a water catchment community awareness campaign.		●		●	Deliver a water catchment community awareness campaign.	●	Community Resilience and Sustainability
E5.3	Reduce the amount pollution/debris entering the harbour by expanding the gross pollutant trap (GPT) network.	●	●	●	●	Continue to seek grant funding for delivery of new/ upgraded Gross Pollutant Traps		Capital Projects and Asset Management
						Investigate the presence of acid sulfate soils at Tunks Park and develop a scope of works for any required remediation.		Capital Projects and Asset Management
E5.4	Maintain and renew existing GPTs to ensure ongoing effectiveness in capturing stormwater pollution.		●	●	●	Renew Ryries Parade GPT.	●	Capital Projects and Asset Management
Service S41	Manage waste and recycling services for Council-owned facilities and public places.							Public Presentation

Source: 1. Resilient Sydney

Monitoring performance

PERFORMANCE INDICATORS: Environment services

Indicator		Target trend	2026–2027 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 one-year of maturity	↑	≥	80 %	-		Public Presentation
KPI -E4	CO2e emissions from Council operations	↓	<	870 tonnes CO2e	914 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 residential general waste collections as a percentage of total collections (includes red lid bins and general household bulky waste)	↓	≤	0.04 %	0.00 %	Feb 24-Feb 25	Public Presentation
KPI -E8	Missed residential recycling collections as a percentage of total collections (includes yellow lid bins and green waste)	↓	≤	0.00 %	0.00 %	Feb 24-Feb 25	Public Presentation

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 2026–2027	SV	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 2027–2028.	●	Community Resilience and Sustainability
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.		●	●	●	Develop a catalogue of opportunities and resources to help older people stay connected and avoid social isolation.		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.		●	●	●	Review and refresh Council's program of events and activations to ensure they are responsive to community needs and leverage key assets.		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.	●	●	●	●	Partner with cultural and creative organisations to host at least one joint event.	●	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).	●	●			Develop and implement a communications plan informed by community insights that outlines preferred mediums, accessibility considerations and promotion standards for Council communications and engagement.		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 2027–2028.	●	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 2027–2028.		Customer and Communications
S1.10	Develop a 'Welcome Pack' for new residents to the area with detailed information about the LGA, including resources, services and spaces.		●	●	●	Develop a 'Welcome Pack' for new residents to the area with detailed information about the LGA, including resources, services and spaces.	●	Customer and Communications
S1.11	Create a resource tool/list of accessibility options available in the LGA, eg vision resources at Stanton Library.		●			Enhance Council's website to provide a central, accessible location that consolidates clear, up-to-date accessibility information about Council services, events and facilities.		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 2026–2027	SV	Responsible
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 2026–2027	SV	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.	●	●	●		Continue to advocate to the NSW state government to fund planning and delivery of inclusive community facilities and open space within the Crows Nest community centre/ Holtermann Street carpark precinct.		Strategic Planning
						Undertake a best use analysis to ensure maximum community value is delivered from the site which currently accommodates the Holtermann Street car park, Crows Nest Community Centre and Ernest Place.	●	Strategic Planning
S2.3	Undertake research and prepare a masterplan for the civic precinct in North Sydney (bound 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 2028–2029.	●	Strategic Planning
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.	●	●	●		Continue to engage with TfNSW on final design for Woodleys Shed, and undertake consultation with the North Sydney community on proposed facility usage, fit out design and broader operation of the Berrys Bay and Woodleys Shed site.		Capital Projects and Asset Management

Source: 1. Customer Satisfaction Survey, Micromex Research

Strategic Direction 2: Provide new and improved public and community spaces for people to meet and connectObjectives: 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 2026–2027	SV	Responsible
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 accessible Neutral Bay Community Centre.		Strategic Planning
S2.10	Collaborate with the PCYC and government agencies to retain PCYC presence in North Sydney.	●	●			Continue to work with PCYC to understand resourcing needs for establishing a PCYC presence in the LGA.		Office of the CEO
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 hire 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.		●	●		Undertake research to inform a scope for expansion of library services across the LGA.	⊖	Arts, Library and Events
S2.15	Explore opportunities to partner with Australian Catholic University for additional library facilities.	●	●			Continue to explore opportunities to partner with Australian Catholic University for additional library facilities.		Arts, Library and Events
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.		●			Explore new opportunities in the North Sydney LGA for free, safe and accessible study spaces for students in primary school, high school and university.		Arts, Library and Events
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 2026–2027	SV	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.					Identify opportunities and develop a prioritised list of projects to improve accessibility of Council programs, services, facilities and events.	⊖	Community Resilience and Sustainability
		●	●	●	●	Renew and upgrade the accessible bathroom on the ground floor of the Stanton Library to improve accessibility.	⊖	Capital Projects and Asset Management
						Develop and implement processes to ensure accessibility is embedded in Council decision making.		Community Resilience and Sustainability
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 2028–2029.		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.	●	●	●	●	Establish a youth advisory group.	⊖	Community Resilience and Sustainability
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 2027–2028.		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
S3.11	Develop and implement a gender equity plan.			●		Delivery to commence 2027–2028.		People and Culture

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 2026–2027	SV	Responsible
S3.12	Develop and Implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.		●	●	●	Develop and Implement a recognition program for businesses, community organisations and individuals who have significantly contributed to improving access and inclusion.		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 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	2026–2027 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	↑	≥ 1.175 million visits	1.169 million visits 2024	Customer and Communications
KPI - S4	Number of followers on Council social media channels	↑	≥ 40,000 followers	24,000 followers Mar-25	Customer and Communications
KPI - S5	Number of subscribers to Council eNewsletters	↑	≥ 14,500 subscribers	11,500 subscribers Mar-25	Customer and Communications
KPI - S6	Average open rate across Council 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 unique visits to YourSay portal	↑	≥ 78,000 visitors	-	Customer and Communications
KPI - S12	Number of active Precinct Committees supported	↑	≥ 18 committees	19 committees Mar-25	Customer and Communications
KPI - S14	Number of volunteers (Streets Alive, HarbourCare & Community gardens)	↑	≥ 375 volunteers	375 volunteers 2024	Community Resilience and Sustainability
KPI - S15	Average engagement time per website user visit	↑	≥ 59 seconds	-	Customer and Communications
KPI - S16	Number of views of content shared on Council social media channels	↑	≥ 2 million	-	Customer and Communications
KPI - S17	Number of interactions with YourSay portal (including survey submissions, downloads, video plays, feedback emails etc)	↑	≥ 10,000 interactions	-	Customer and Communications

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 2026–2027	SV	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.	●	●	●	●	Continue to explore opportunities to relocate Kelly's Place childcare centre.		Community Resilience and Sustainability
						Partner with the Department of Planning, Housing and Infrastructure to progress the 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.	●	●	●		Continue to advocate for ownership of the lower section of the Balls Head Quarantine Depot site.		Office of the CEO
						Continue to explore grant funding opportunities to support project completion.		Capital Projects and Asset Management
						Construct an accessible boardwalk to the south cottage and install an accessible bathroom.		Capital Projects and Asset Management
						Undertake a zoning review of the Berrys Bay precinct, including the Quarantine Depot and former Woodleys Shed sites, to inform potential uses that best meet the community's needs.		Strategic Planning
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.	●				Completed 2025–2026.		Office of the CEO
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
O1.16	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.		Strategic Planning
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.	●				Completed 2025–2026.		Community Resilience and Sustainability

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 2026–2027	SV	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.	●	●			Continue to advocate for consolidation, and transfer of care and control to Council, of all Crown land within Cammeray Park.		Office of the CEO
						Consult with the community and prepare a masterplan for Cammeray Park	⊖	Strategic Planning
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.	●	●			Review the business plan for North Sydney Oval, based on outcomes from 2025–2026 stakeholder engagement workshops.		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.	●	●			Complete critical renewal works at North Sydney Indoor Sports Centre.		Capital Projects and Asset Management
						Undertake feasibility study, design development and stakeholder consultation for proposed works at the North Sydney Indoor Sports Centre.	⊖	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.		●			Formalise a Council policy of retaining control of sportsfields and courts and associated infrastructure to ensure flexibility of use.		Strategic Planning
O2.5	Upgrade the tennis courts and associated amenities in Green Park to create a multi-use facility.		●	●		Prepare a concept design and undertake community consultation on proposed upgrade of the tennis courts and associated amenities.	⊖	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.		●	●	●	Investigate opportunities for multi-purpose sport sites.		Public Presentation
O2.7	Explore opportunities to accommodate AFL, with a focus on junior AFL and women's AFL, in the North Sydney area.	●	●			Assess the feasibility of opportunities to expand junior AFL in North Sydney, identified through engagement with AFL (in 2025/26) and work with AFL to explore next steps for progressing the most feasible, higher priority items.		Public Presentation

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 2026–2027	SV	Responsible
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.					Investigate opportunities for increasing the capacity and utilisation of sportsfields and courts through infrastructure improvements.	⊖	Public Presentation
			●	●	●	Undertake concept design, planning and stakeholder consultation for the proposed reconstruction and lighting of the St Leonards Park netball courts, and seek statutory approvals.		Capital Projects and Asset Management
						Commence reconstruction of the St Leonards Park netball courts.		Capital Projects and Asset Management
						Commence works to improve the drainage, irrigation and playing surfaces at Primrose Park sportsfields to reduce lost playtime due to weather.	⊖	Capital Projects and Asset Management

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 2026–2027	SV	Responsible
O3.1	Identify opportunities and implement projects to improve accessibility of parks and playgrounds across the LGA.		●	●	●	Undertake an accessibility audit of Council parks, sporting fields and facilities to inform development of a prioritised program of works in consultation with the Access and Inclusion Committee.	⊖	Community Resilience and Sustainability
						Deliver at least one project to improve the accessibility of Council playgrounds, parks, sporting fields and facilities based on the prioritised program of works.	⊖	Capital Projects and Asset Management
O3.2	Deliver gender-neutral player facilities at North Sydney Oval (subject to grant funding) and Tunks Park to encourage and cater for the growth in female participation.		●	●	●	Undertake preliminary investigations and planning to inform development of concept designs for demolition of the existing public amenities building in Tunks Park and construction of a new facility that incorporates gender neutral facilities.	⊖	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 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 2026–2027	SV	Responsible
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 - Ted Mack Civic Park Playground					Renew and upgrade Ilbery Playground as a best practice inclusive facility by embedding universal design principles into playground design and equipment selection.	⊖	Capital Projects and Asset Management
			●	●	●	Renew and upgrade Berry Island Playground.	⊖	Capital Projects and Asset Management
						Renew and upgrade Tunks Park Playground.	⊖	Capital Projects and Asset Management
O3.4	Upgrade Cammeray Skate Park.		●	●		Prepare concept designs and undertake community consultation on proposed Cammeray Skate Park upgrade.		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.		●	●	●	Engage with the community to identify priority infrastructure improvements that enhance park amenity.	⊖	Customer and Communications
						Deliver at least one park enhancement project.	⊖	Public Presentation
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		●	●	●	Engage with the community to identify opportunities for small scale recreational facilities in open space and recreational areas.	⊖	Customer and Communications
						Develop a program for delivery of minor recreation facilities in selected larger parks.	⊖	Public Presentation
O3.7	Design and construct new public amenities in St Leonards Park.		●	●	●	Commence concept design, consultation and planning for new accessible public amenities in St Leonards Park. This shall include consideration of an adult changing facility.		Capital Projects and Asset Management
O3.8	Renew and upgrade public amenities at Brennan Park and Bradfield Park, and undertake the design of upgrades for Forsyth Park and Kesterton Park.					Commence concept design, consultation and planning for public amenity upgrades in Brennan Park, Forsyth Park and Kesterton Park.	⊖	Capital Projects and Asset Management
			●	●	●	Undertake consultation and design work for new public facilities to replace the existing toilet near Fitzroy Street in Bradfield Park. This project will be funded primarily through state government contributions.		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 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 2026–2027	SV	Responsible
O3.9	Explore opportunities to enhance outdoor fitness equipment across the LGA.	●	●			Renew outdoor fitness equipment at Tunks Park.	⊘	Capital Projects and Asset Management
O3.10	Review the provision and supply of small watercraft storage across the LGA.	●				Completed 2025–2026.		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

Strategic Direction 4: Manage our open space and recreational facilities to ensure that they are well maintained and shared

Objectives: 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 2026–2027	SV	Responsible
O4.1	Develop and implement a program for reviewing Council's plans of management and develop a prioritised list of projects for implementation.	●	●	●	●	Complete the 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.	●				Completed 2025–2026.		Ranger and Parking Services
O4.3	Prepare a policy for use of public open space in North Sydney by personal trainers.	●				Completed 2025–2026.		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.	●				Completed 2025–2026.		Ranger and Parking Services
O4.5	Implement initiatives to increase community awareness of available sport and recreation spaces and facilities.	●	●			Finalise and implement a communications strategy to raise community awareness about sport and recreation facilities in North Sydney.		Customer and Communications

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 shared

 Objectives: 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 2026–2027	SV	Responsible
O4.6	Deliver a simplified system for sport facility bookings, so groups can book and use these spaces easily.		●			Deliver a simplified system for sport and community facility bookings, so groups can book and use these spaces easily.		Customer and Communications
O4.7	Deliver improved drainage in St Leonards Park to increase the resilience of this highly used park.		●	●		Design improved drainage in St Leonards Park to increase the resilience of this highly used park.		Capital Projects and Asset Management
O4.8	Replace the synthetic turf at Cammeray Park.		●			Replace the synthetic turf at Cammeray Park.		Public Presentation
O4.9	Reconstruct the Tunks Park turf cricket wicket table.				●	Delivery to commence 2028–2029.	⊖	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.	●	●	●	●	Develop a prioritised list of facility asset renewals for North Sydney Oval.		Capital Projects and Asset Management
						Apply for grant funding for works at the North Sydney Oval.		Capital Projects and Asset Management
						Commence works on identified high-priority renewals at North Sydney Oval.	⊖	Capital Projects and Asset Management
O4.12	Prepare a masterplan for Blues Point Reserve and Henry Lawson Reserve.				●	Delivery to commence 2028–2029.	⊖	Strategic Planning
O4.13	Complete the Cremorne Reserve Pathway improvements project.			●	●	Delivery to commence 2027–2028.	⊖	Capital Projects and Asset Management
O4.14	Review and progressively implement an updated masterplan for Tunks Park.		●			Review and update the masterplan for Tunks Park.	⊖	Strategic Planning
O4.15	Undertake site stabilisation works in Wendy's Secret Garden below Harbourview Crescent and undertake drainage improvements.		●			Design and construct drainage line extension and complete site stabilisation in Wendy's Secret Garden.	⊖	Capital Projects and Asset Management
O4.16	Renew the public address system at North Sydney Oval.	●				Completed 2025–2026.		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 2026–2027	SV	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	2026–2027 Target value*	Baseline	Responsible	
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
KP1 - OS3	Percentage of scheduled mowing and maintenance activities for grass verges, parks and sports fields completed	↑	≥ 90 %	-	Public Presentation
KP1 - OS4	Number of facility memberships at North Sydney Olympic Pool at end of first year of operations	↑	≥ 1,200 memberships	-	Leisure and Aquatics
KP1 - OS5	Number of swim school enrolments at end of first year of operations	↑	≥ 1,700 enrolments	-	Leisure and Aquatics
KP1 - OS6	Number of visitations to North Sydney Olympic Pool at end of first year of operations	↑	≥ 500,000 visits	-	Leisure and Aquatics
KP1 - OS21	Occupancy rate of bookable days at North Sydney Oval	↑	≥ 75 %	-	Leisure and Aquatics

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 2026–2027	SV	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 accessibility, safety and amenity.		●	●		Undertake research and prepare Request for Quotation (RFQ) documentation for development of a North Sydney Walking Plan. The RFQ shall consider accessibility, safety and amenity.	⊘	Traffic and Transport
T1.5	Review and implement Local Area Transport Management (LATM) projects to widen footpaths, enhance place experience, and install new pedestrian crossings.	●	●	●	●	Deliver four Local Area Transport Management (LATM) projects including: - Moodie St - Footpath widening - Park Ave at Sutherland St - 2x raised pedestrian crossings - Parraween St at Winnie St - raised pedestrian crossing - Abbot St at Miller St - raised pedestrian crossing		Traffic and Transport
						Undertake consultation and implement components of the Blues Point Road Precinct Masterplan to improve amenity, pedestrian safety and driver behaviour.	⊘	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.		●	●	●	Deliver detailed design of the Yeo Street separated cycleway.		Traffic and Transport
T1.8	Apply for grant funding and progressively deliver cycling infrastructure identified in the North Sydney Bike Plan.		●	●	●	Complete detailed design and seek grant funding for construction of West Street stage 2 cycleway.		Traffic and Transport
T1.9	Advocate to Transport for NSW for a delivery of a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge.	●	●			Advocate to Transport for NSW for a delivery of a safe cycling connection between St Leonards Park and the Sydney Harbour Bridge.		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 2026–2027	SV	Responsible
T1.10	Advocate to Transport for NSW for delivery of the following two 'Cycling Super Highways': - Sydney Harbour Bridge to Crows Nest along Pacific Highway - Crows Nest to Mosman and the Northern Beaches along Falcon Street and Military Road	●	●	●	●	Advocate to Transport for NSW for delivery of the following two State Strategic Cycleway Corridors: - Sydney Harbour Bridge to Crows Nest along Pacific Highway - Crows Nest to Mosman and the Northern Beaches along Falcon Street and Military Road		Traffic and Transport
						Work with TfNSW to prepare concept designs for a separated cycleway from the Sydney Harbour Bridge to Crows Nest along Pacific Highway.	●	Traffic and Transport
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.		●	●	●	Continue providing community bike maintenance classes and bike check workshops, including: - 5 Bike Maintenance Classes - 10 Tune in and Check Up Bike Servicing at the Northside Produce Markets.	●	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 2026–2027	SV	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.	●	●	●	●	Liaise with schools in the LGA to promote coordination of school bus services and a mode shift towards sustainable transport.		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 2027–2028.		Strategic Planning

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 2026–2027	SV	Responsible
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.		●	●	●	Review existing car share space allocations within each resident parking zone and use market analysis provided by carshare providers (see T2.6) to identify priority areas for expansion of the car share network.		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.	●	●	●	●	Continue to 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.		Traffic and Transport
T2.6	Work with car share companies to identify and address the obstacles that hinder car share use in the LGA.		●	●	●	Provide a map on Council's website showing the location of car share spaces across the LGA.		Traffic and Transport
						Encourage car share businesses to provide Council with their market demand analysis, to identify areas with high propensity for car share demand that have not met the maximum allocation of spaces.		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.	●	●			Continue to 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.	●	●			Continue to 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.	●				Completed 2025–2026.		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.	●	●	●		Continue to 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

Sources: 1. Household Travel Survey, Transport for NSW
 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 2026–2027	SV	Responsible	
T2.11	Rebuild and renew heritage style bus shelters across the LGA.	●	●	●	●	Undertake critical renewal of existing heritage style bus shelters and prepare for future works including design, documentation and approvals.		Capital Projects and Asset Management	
Service S72	Research, plan and implement initiatives to promote sustainable transport.								Traffic and Transport

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 2026–2027	SV	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 2027–2028 subject to external funding being secured.		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.	●	●			Continue to work with TfNSW and bike share operators to improve amenity on local streets and promote higher usage rates.		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.		●	●		Commence a holistic review of parking in the LGA.	●	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.		●	●		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. This activity will be completed in conjunction with the holistic parking review (objective T3.6).	●	Traffic and Transport

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 2026–2027	SV	Responsible
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.		●	●		Undertake a study to assess freight network needs, address delivery access challenges and explore opportunities to support vibrant centres while reducing impacts on residents. This activity will be completed in conjunction with the holistic parking review (objective T3.6).	●	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 2027–2028.		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 2026–2027	SV	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).		●	●	●	Identify streets as priority candidates for infrastructure upgrades and lower speed limits, and submit a proposal to Transport for NSW (TfNSW) for funding to support delivery.		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 Northern Beaches Link.	●	●			Continue to advocate and work with TfNSW 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

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

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 2026–2027	SV	Responsible
T4.4	Advocate for lower speed limits and improved pedestrian and cyclist priority on state roads through the LGA.		●	●	●	Advocate for lower speed limits and improved pedestrian and cyclist priority on state roads through the LGA.		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

Monitoring performance

SERVICE INDICATORS: Integrated Transport

Indicator	Target trend	2026–2027 Target value	Baseline	Responsible
KPI - T1 Percentage of roads/footpath permits processed within five days (timeframe excludes time taken for applicant to provide any requested information and/or pay fees)	↑	≥ 80 %	65 % Mar–26	Traffic and Transport
KPI - T2 Average weekday peak occupancy rate for Council-owned parking stations	↑	≥ 65 %	60 % Mar–25	Traffic and Transport
KPI - T3 Progress in implementing the annual road renewal program	Maintain	100 %	100 % 2023–24	Public Presentation
KPI - T4 Percentage of work zone permits processed within 20 days (timeframe excludes time taken for applicant to provide any requested information and/or pay fees)	↑	≥ 80 %	-	Traffic and Transport

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 2026–2027	SV	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 State Government to exempt commercial land from build-to-rent provisions.	●	●	●	●	Update controls, as required, to reflect the direction of the new Sydney Plan.		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.		Office of the CEO
ED1.3	Design and deliver a new 1,675 sqm plaza outside the iconic North Sydney Post Office.		●	●	●	Commence the design of a new 1,675 sqm plaza outside the iconic North Sydney Post Office. Undertake community consultation and ensure access and inclusion principles are embedded into the design.		Capital Projects and Asset Management
ED1.5	Deliver North Sydney CBD laneway upgrades to improve walkability, accessibility and safety in Little Spring, Spring and Denison Streets.	●	●	●	●	Undertake tendering process and commence delivery of North Sydney CBD laneway upgrades. Upgrades shall consider accessibility, safety and amenity.		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 the outcomes from the new Sydney Plan, and review options for development of the Ward Street precinct.		Strategic Planning
ED1.8	Explore opportunities to promote and incentivise street and commercial tower podium activation through retail, food and beverage, collaborative workspaces, basement bars, entertainment venues and other attractors for the CBD.		●			Research and develop opportunities to promote and incentivise street and commercial tower podium activation through retail, food and beverage, collaborative workspaces, basement bars, entertainment venues and other attractors for the CBD.		Strategic Planning
ED1.10	Collaborate with major stakeholders within the CBD on projects that create positive outcomes for the local economy.			●	●	Delivery to commence 2027–2028.	●	Office of the CEO

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 2026–2027	SV	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 2027–2028.	●	Strategic Planning
ED2.2	Continue to protect the employment capacity of St Leonards through appropriate planning controls as well as through advocacy to the State Government.	●	●	●	●	Respond to draft Sydney Plan and seek clarification of employment function of St Leonards Centre.		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 2027–2028.		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 2027–2028.	●	Arts, Library and Events
ED2.5	Develop a program to support small business-led initiatives that enhance local trade.			●	●	Delivery to commence 2027–2028.	●	Customer and Communications
ED2.6	Promote and increase awareness of existing facilities that are available for business networking and conferences.			●		Delivery to commence 2027–2028.	●	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 2027–2028.	●	Office of the CEO
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 2027–2028.	●	Customer and Communications
ED2.9	Collaborate with local businesses to develop and deliver a program that encourages increased local spend.			●	●	Delivery to commence 2027–2028.	●	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 2027–2028.	●	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 2026–2027	SV	Responsible
ED3.4	Deliver a program of public domain improvement projects across town centres, including undergrounding of power lines.		●	●	●	Commence preparation of concept masterplans and community engagement for public domain improvements at Cammeraygal Place and Waverton Village.	●	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.		●	●		Undertake tendering process and commence construction works for Cremorne Plaza and Langley Place upgrade project.	●	Capital Projects and Asset Management
ED3.6	Replant and maintain the Mitchell Street green wall in St Leonards.		●			Renew the Mitchell Street green wall in St Leonards.	●	Public Presentation
ED3.7	Continue to explore options for a plaza and other green space opportunities in Neutral Bay.	●	●	●	●	Progress delivery of a plaza in Neutral Bay.		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

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 2026–2027	SV	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 2027–2028.	●	Customer and Communications
ED4.4	Provide a visible entrance to the LGA through clear signage.			●	●	Delivery to commence 2027–2028.	●	Capital Projects and Asset Management
ED4.5	Explore opportunities to increase visitation at the North Sydney Olympic Pool and North Sydney Oval.	●	●	●	●	Complete a review of the North Sydney Olympic Pool Business Plan to identify opportunities to increase visitation.		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

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 2026–2027	SV	Responsible
ED4.12	Explore opportunities to encourage more live music, comedy and drama in the LGA.	●	●	●	●	Continue to develop a program for live music, comedy and drama		Arts, Library and Events
ED4.13	Explore opportunities to activate the North Sydney CBD and town centres at night, including through twilight markets and events.		●	●	●	Explore opportunities to activate the North Sydney CBD and town centres at night, including through twilight markets and events.		Arts, Library and Events
ED4.14	Consider opportunities for Special Entertainment Precincts in the North Sydney LGA.			●	●	Delivery to commence 2027–2028.		Strategic Planning

Monitoring performance

SERVICE INDICATORS: Economic Development

Indicator	Target trend	2026–2027 Target value	Baseline	Responsible
KPI - ED2 Percentage of offensive graffiti removed within 2 business days of notification	↑	≥ 95 %	-	Public Presentation
KPI - ED3 Total area (m ²) of footpaths and plazas cleaned under the annual high-pressure cleaning program.	↑	≥ 158,682 m ²	158,682 m ² 2025	Public Presentation
KPI - ED4 Number of illegally dumped rubbish incidents	↓	≤ 450 dumps	441 dumps 2024-25	Public Presentation

Source: 4. CommBank iQ analytics

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 2026-2027	SV	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 2028-2029.	●	Arts, Library and Events
C1.2	Work with First Nations community members to develop a First Nations advisory committee.		●			Work with First Nations community members to develop a First Nations advisory committee.	●	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

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 2026-2027	SV	Responsible	
C2.1	Develop innovative and interactive methods to engage the community with history at key local sites.		●	●	●	Develop content to engage the community with history at key local sites.		Arts, Library and Events	
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.		●	●	●	Progress digitisation to support future story telling projects.		Arts, Library and Events	
C2.4	Deliver infrastructure to remember significant events in North Sydney's history including: - Refurbishment of the Brothers Memorial in Cremorne		●			Refurbish the Brothers Memorial in Brothers Park, Cremorne.	●	Capital Projects and Asset Management	
C2.6	Prepare and secure approvals to undertake roof replacement at Don Bank Museum		●	●	●	Repair/replace the roof at Don Bank Museum.		Capital Projects and Asset Management	
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 2026–2027	SV	Responsible
C3.4	Investigate opportunities to partner with major events and festivals to bring people to North Sydney, with implementation subject to funding availability.		●	●	●	Investigate opportunities to partner with major events and festivals to bring people to North Sydney.		Arts, Library and Events
C3.5	Deliver a variety of public installations across the LGA to promote art, history and culture, with scale of installations subject to funding availability.		●	●	●	Deliver public installations across the LGA to promote art, history and/or culture.		Arts, Library and Events
C3.7	Develop and implement a creative hoardings program.		●	●	●	Develop a creative hoardings program.	●	Arts, Library and Events
						Implement a creative hoardings program.	●	Arts, Library and Events
C3.13	Create and advocate for partnerships between local creatives, Council, businesses, educational establishments and State Government to explore shared cultural and creative goals.	●	●	●	●	Investigate opportunities to connect creatives in North Sydney to Council, each other and the community.	●	Arts, Library and Events
						Partner with local educational establishments for delivery of local events and activations.		Arts, Library and Events
						Explore a partnership with Bradfield College and other education institutions to support emerging young artists.	●	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

Monitoring performance

SERVICE INDICATORS: Culture and Creativity

Indicator	Target trend	2026–2027 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

Source: 1. Customer Satisfaction Survey, Micromex Research

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 2026–2027	SV	Responsible
H1.1	Prepare an Affordable Housing Contributions Scheme.		●	●	●	Complete feasibility work and commence preparation of an LGA wide Affordable Housing Contributions Scheme.		Strategic Planning
H1.2	Continue to work with Community Housing Providers for the delivery of affordable housing.	●	●	●	●	Continue to 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.	●				Completed 2025–2026.		Strategic Planning
H1.4	Explore funding and delivery models to achieve the delivery of affordable housing, an early childhood health centre and public carpark through the Parraween Street development project.		●	●	●	Explore delivery options supported by feasibility modelling, in partnership with Homes NSW, affordable housing providers and/or other stakeholders.	⊖	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.		●			Undertake a review of Council landholdings to determine if any sites could be used for affordable housing in collaboration with a community housing provider.	⊖	Financial Services
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 State Governments to establish effective policies and programs for the delivery of more affordable housing.	●	●	●	●	Attend Resilient Sydney forums and support initiatives and advocacy efforts to deliver more affordable housing.		Community Resilience and Sustainability

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 2026–2027	SV	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.	●	●			Complete the review of the North Sydney Local Housing Strategy to inform housing related actions that Council should prioritise.		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 State 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 State Government's 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 State 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.	●	●			Maintain and monitor implemented improvements and refine to respond to legislation changes and ministerial directions.		Development Services
Service S66	Assess and determine development applications, modification applications and review applications under the <i>Environmental Planning and Assessment Act 1979</i> .							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 2026–2027	SV	Responsible
H3.2	Continue to advocate to the State Government for the maintenance of amenity considerations in medium and high-density housing.	●	●	●	●	Advocate to the State Government for the maintenance of amenity considerations in medium and high-density housing broadly and through individual State Significant Developments.		Strategic Planning
H3.4	Prepare amendments to the North Sydney Development Control Plan (DCP) to address potential amenity impacts arising from the State Government's low and mid-rise housing reforms.		●	●		Review amenity impacts arising from the State Government's low and mid-rise housing reforms following receipt of first tranche of mid rise housing applications and consider necessary DCP amendments.		Strategic Planning
H3.5	Review the Local Infrastructure Contribution Plans to support delivery of local infrastructure to meet the needs of a growing population.		●			Review the Local Infrastructure Contribution Plans to support delivery of local infrastructure to meet the needs of a growing population.		Strategic Planning
H3.8	Participate in the State Government's Urban Development Program to advocate for infrastructure funding to support North Sydney's growth areas.	●	●			Continue to participate in the State 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 masterplans.							Strategic Planning

Source: 1. Customer Satisfaction Survey, Micromex Research

Monitoring performance

SERVICE INDICATORS: Housing

Indicator		Target trend	2026–2027 Target value	Baseline		Responsible
KPI-H1	Gross average assessment time for development applications	↓	≤ 95 days	81 days	Feb-26	Development Services
KPI-H2	Average lodgement days for development applications	↓	≤ 7 days	6 days	Feb-26	Development Services
KPI-H3	Percentage of pre-DA applications with meeting minutes issued within 28 days from lodgement	↓	≤ 28 days	-		Development Services
KPI-H4	Percentage of planning enquiries completed within 28 days from lodgement	↓	≤ 21 days	-		Development Services

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 2026–2027	SV	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.	●	●	●	●	Continue 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.		Organisational Performance	
G1.4	Update Council's Local Strategic Planning Statement to reflect changing needs and priorities.		●			Update Council's Local Strategic Planning Statement to reflect changing needs and priorities.		Strategic Planning	
G1.6	Develop an advocacy framework that details how Council will proactively and reactively advocate to support delivery of strategic priorities.	●				Completed 2025–2026.		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 2026–2027	SV	Responsible
G2.1	Develop and implement a Customer Experience Strategy.			●		Delivery to commence 2027–2028.		Customer and Communications
G2.2	Deliver a Customer Relationship Management system(s).			●	●	Delivery to commence 2027–2028.	●	Information Technology
G2.3	Undertake the biennial community satisfaction survey.			●		Delivery to commence 2027–2028.		Customer and Communications
G2.4	Deliver Council's four-year Service Review Program.	●	●	●	●	Undertake a service review of Trades and Fleet.		Organisational Performance
						Undertake a service review of Capital Projects.		Organisational Performance

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 2026-2027	SV	Responsible	
G2.5	Review the framework and system for Council's grants and subsidies program to ensure alignment with Council's strategic outcomes.	●	●			Complete the review and develop a framework for Council's Community grants and subsidies.		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

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 2026-2027	SV	Responsible
G3.1	Review the Community Engagement Strategy every four years in accordance with the Integrated Planning and Reporting Guidelines.				●	Delivery to commence 2028-2029.		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.	●	●			Establish Council's new Strategic Advisory (STAR) Committees.		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.		●			Update Council's submission management procedures to make all submissions that inform decision-making publicly available, unless specifically excluded under legislation.		Corporate Governance
G3.6	Undertake a review of Council's Access to Information Policy every four years.	●				Completed 2025-2026.		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 2026–2027	SV	Responsible
G4.1	Review current Council meeting and briefing procedures to ensure alignment with industry best practice.	●				Completed 2025–2026.		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.	●	●			Finalise and implement the revised enterprise risk management framework.		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.		●			Investigate the feasibility of implementing a risk and audit management system to enable the recording and tracking of risk and audit actions.	⊖	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
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.	●	●	●	●	Finalise the Project Management Framework, with Public Expenditure Guideline requirements incorporated.		Capital Projects and Asset Management
G4.8	Undertake a review of Council's Code of Conduct every four years.				●	Delivery to commence 2028–2029.		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 2028–2029.		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.		●			Work the Local Emergency Management Committee on collective emergency preparedness resources and responses.		Capital Projects and Asset Management
G4.12	Investigate solutions to reduce flooding around St Leonards Park.	●	●			Seek grant funding to implement flood mitigation measures around St Leonards Park and commence implementation if funding received.		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 2026–2027	SV	Responsible
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
Service S29	Ensure effective identification and management of hazards and risks to stakeholder health and safety.							People and Culture
Service S3	Facilitate legal advice on matters related to Council's duties and responsibilities.							Corporate Governance
Service S58	Manage the planning, response and recovery for emergency situations within the LGA.							Capital Projects and Asset Management

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 2026–2027	SV	Responsible	
G5.1	Implement a system for monitoring legislative compliance.	●				Completed 2025–2026		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 2028–2029.		Corporate Governance	
G5.4	Implement a development application management platform to streamline the submission, assessment and approval process for development applications.	●	●			Complete implementation of the development application management platform.		Information Technology	
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
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

Source: 1. Customer Satisfaction Survey, Micromex Research

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 2026–2027	SV	Responsible
G6.2	Develop a framework for measuring the value of system and process improvements.		●			Develop a framework for measuring the value of system and process improvements.		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.		●	●	●	Commence implementation activities for a modern enterprise resource planning (ERP) platform.	●	Information Technology
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.	●	●			Identify opportunities for a new depot location or redevelopment of the existing sites.		Public Presentation
G6.6	Develop and implement a program evaluation framework to assess whether programs are delivering value and determine whether they should be continued.		●			Develop and implement a program evaluation framework to assess whether programs are delivering value and determine whether they should be continued.		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 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 2026–2027	SV	Responsible
G7.1	Implement a 'personal best' performance and development system to enhance workforce capacity and performance.	●				Completed 2025–2026.		People and Culture
G7.2	Develop and implement a leadership development program.	●	●	●	●	Implement Council's 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
						Deliver programs and training to improve disability awareness and inclusive practice.		People and Culture
G7.4	Develop and implement a staff engagement framework to integrate all engagement activities.		●	●	●	Develop a staff engagement framework to integrate all engagement activities.		People and Culture
G7.5	Deliver a modern HR information system to streamline HR processes and improve the employee experience.		●	●	●	Commence implementation activities for HR functionality as part of a modern enterprise resource planning (ERP) system.	●	Information Technology
G7.6	Explore opportunities to replace Council's intranet with an alternative platform for information sharing.	●				Completed 2025–2026.		Information Technology
G7.7	Develop an employee value proposition to attract and retain high calibre employees.	●	●			Continue to refine and develop Council's 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.		●			Deliver a culture survey to measure progress towards the preferred constructive culture.		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

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 2026–2027	SV	Responsible	
G8.1	Prepare a financial strategy to repair Council's financial situation and deliver an operating surplus each year.	●				Completed 2025–2026.		Financial Services	
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.		Financial Services	
G8.3	Review building assets and commercial property to ensure best value utilisation that aligns with Council's strategic direction.	●	●			Complete the review of Council's property portfolio and identify opportunities for divestment.		Corporate Governance	
G8.4	Review the procurement framework to ensure it is in line with best practice.	●				Completed 2025–2026.		Financial Services	
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.		●	●	●	Continue the comprehensive review and assessment of the condition of Council's building assets to inform prioritisation of future capital works.		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.		●	●	●	Invest a minimum of 100% of asset depreciation into the capital renewal program or renewal reserve.	●	Financial Services	
G8.9	Reduce the infrastructure backlog.		●	●	●	Deliver asset renewal projects identified in the capital works program.	●	Capital Projects and Asset Management	
G8.10	Implement an asset management system to provide robust asset management and maintenance capabilities.		●	●	●	Commence delivery of priority actions detailed in Council's Strategic Asset Management Plan.		Capital Projects and Asset Management	
G8.11	Develop a governance and operating model for Berrys Bay Parkland Precinct.		●	●	●	Develop a governance and operating model for Berrys Bay Parkland Precinct.		Office of the CEO	
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.								Financial Services
Service S21	Prepare, review and maintain Council's long-term financial plan and annual budget to ensure financial sustainability.								Financial Services

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 2026–2027	SV	Responsible
Service S22	Manage Council's procurement processes to ensure legislative compliance and best value.							Financial Services
Service S23	Manage Council's commercial property portfolio.							Corporate Governance
Service S75	Execute and manage tenancy contracts, including leases and licenses, for Council-owned land and assets.							Corporate Governance
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	2026–2027 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	↑	≥	80 %	-		Customer and Communications
KPI-G3	Percentage of in person customer enquiries resolved on first contact	↑	≥	80 %	-		Customer and Communications
KPI-G31	Percentage of customerservice@northsydney.nsw.gov.au emails processed within 48 hours of receipt	↑	≥	70 %	-		Customer and Communications
KPI-G4	Percentage of audits completed from the annual internal audit plan	Maintain		100 %	100 %	2024-25	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 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-G32	Percentage of unattended vehicle/item reports actioned in accordance with the Public Spaces (Unattended Property) Act 2021	Maintain		100 %	-		Ranger and Parking Services
KPI-G33	Percentage of serious dog attack reports (involving injury to people or animals) responded to within one hour of ranger notification	Maintain		100 %	100 %	Jun-25	Ranger and Parking Services
KPI-G34	Percentage of parks and reserves (excluding bushland areas) that are patrolled at least once every two weeks	Maintain		100 %	-		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

Indicator		Target trend	2026–2027 Target value*		Baseline		Responsible
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 five business days	↑	≥	95 %	-		Environment and Building Compliance
KPI-G13	Percentage of IT service requests resolved within agreed service levels	↑	≥	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-G35	Staff turnover rate within 3 months of hire	↓	≤	10 %	-		People and Culture
KPI-G22	Vacancy rate for Council-owned property portfolio	↓	<	5.8 %	5.8 %	31-Dec-24	Financial Services
KPI-G23	Operating performance ratio	↑	≥	0.00 %	-0.02 %	2023-24	Financial Services
KPI-G24	Own source revenue ratio	↑	≥	60.00 %	85.36 %	2023-24	Financial Services
KPI-G25	Unrestricted current ratio	↑	≥	1.5	2.42	30-Jun-24	Financial Services
KPI-G26	Debt service cover ratio	↑	≥	2.00	7.90	30-Jun-24	Financial Services
KPI-G27	Cash expense cover ratio	↑	≥	3.00 months	11.84 months	30-Jun-24	Financial Services
KPI-G28	Outstanding rates and annual charges	↓	<	5.00 %	3.74 %	30-Jun-24	Financial Services
KPI-G30	Ratio of year end operating result to adopted operating budget	↑	>	1.00	-		Financial Services

* Some target values may not be achieved in 2026–2027 if the SV application is not approved.



Part 4A:

**Financial information
Scenario 1 (Rate peg only)**



4A.1 2026–2029 Financial Estimates – Scenario 1 (Rate peg only)

The following table provides our 2026–2029 financial estimates if the SV is not approved.

Forecast Income Statement

Income Statement - Net Operating Result	General fund (excluding Domestic Waste) 2026–2027 Budget (\$'000)	Consolidated 2026–2027 Budget (\$'000)	Consolidated 2027–2028 Budget (\$'000)	Consolidated 2028–2029 Budget (\$'000)
Income from Continuing Operations				
Rates	67,740	67,740	70,043	72,424
Annual Charges	659	19,249	19,716	23,162
User fees and charges	40,860	42,313	43,453	45,448
Other revenue	13,868	13,868	13,026	13,352
Grants and contributions provided for operating purposes	5,420	5,420	5,356	5,509
Grants and contributions provided for capital purposes	8,520	8,520	9,523	9,224
Interest and investment income	5,236	5,236	3,860	3,796
Other income	6,277	6,277	7,294	7,476
Total Income from Continuing Operations	148,580	168,624	172,270	180,391
Expenses from Continuing Operations				
Employee benefits and on-costs	60,050	62,195	64,681	67,294
Materials and services	43,171	60,011	58,909	65,897
Borrowing costs	2,513	2,513	2,281	2,054
Depreciation and amortisation	5,552	5,552	34,201	35,056
Other expenses	33,264	33,264	5,342	5,476
Net losses from the disposal of assets	284	284	277	277
Total Expenses from Continuing Operations	144,834	163,819	165,691	176,054
Operating Result from Continuing Operations	3,745	4,805	6,579	4,337
Net operating results before capital grants and contributions	-4,775	-3,715	-2,944	-4,887

Forecast Balance Sheet

ASSETS	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Current Assets			
Cash & Cash Equivalents	21,000	21,000	21,000
Investments	108,438	107,498	104,529
Receivables	9,846	9,846	9,846
Inventories	33	33	33
Other	974	974	974
Total Current Assets	140,291	139,351	136,382
Non-Current Assets			
Receivables	987	987	987
Investments	-	-	-
Infrastructure, Property, Plant & Equipment	1,723,107	1,725,599	1,728,583
Investment Property	58,161	57,884	57,607
Right of Use Assets	1,051	1,051	1,051
Investments Accounted for Using the Equity Method	43	43	43
Total Non-Current Assets	1,783,349	1,785,564	1,788,271
TOTAL ASSETS	1,923,640	1,924,915	1,924,654

LIABILITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Current Liabilities			
Payables	27,996	27,996	27,996
Contract Liabilities	4,799	4,799	4,799
Lease Liabilities	303	237	-
Borrowings	5,001	4,361	4,276
Employee Benefit Provisions	13,147	13,147	13,147
Total Current Liabilities	51,247	50,540	50,218
Non-Current Liabilities			
Lease Liabilities	237	-	-
Borrowings	46,627	42,266	37,990
Employee Benefit Provisions	1,329	1,329	1,329
Total Non-Current Liabilities	48,193	43,595	39,319
TOTAL LIABILITIES	99,439	94,135	89,537
Net Assets	1,824,201	1,830,780	1,835,117
EQUITY			
Accumulated Surplus	1,004,102	1,010,681	1,015,018
IPPE Revaluation Reserve	820,099	820,099	820,099
TOTAL EQUITY	1,824,201	1,830,780	1,835,117

Forecast Cash Flow

CASH FLOW FROM OPERATING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Rates	67,740	70,043	72,424
Annual Charges	19,249	19,716	23,162
User fees and charges	42,313	43,453	45,448
Investment & Interest Revenue Received	5,236	3,860	3,796
Grants & Contributions	13,940	14,879	14,733
Bonds & Deposits Received	3,951	3,951	3,951
Other	20,145	20,320	20,828
Payments			
Employee Benefits & On-Costs	(62,195)	(64,681)	(67,294)
Materials & Contracts	(60,011)	(58,909)	(65,897)
Borrowing Costs	(2,513)	(2,281)	(2,054)
Bonds & Deposits Refunded	(3,951)	(3,951)	(3,951)
Other	(5,552)	(5,342)	(5,476)
Net Cash provided (or used in) Operating Activities	38,353	41,057	39,670

CASH FLOWS FROM INVESTING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Sale of Investment Securities	-	-	711
Redemption of term deposits	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Payments			
Purchase of Investment Securities	(5,000)	(610)	-
Purchase of Investment Property	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(29,587)	(36,693)	(38,041)
Contributions paid to joint ventures and associates	-	-	-
Net Cash provided (or used in) Investing Activities	(34,587)	(37,303)	(37,329)

CASH FLOWS FROM FINANCING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Proceeds from Borrowings & Advances	-	-	-
Payments			
Repayment of Borrowings & Advances	(4,774)	(5,001)	(4,361)
Repayment of lease liabilities (principal repayments)	(303)	(303)	(237)
Net Cash Flow provided (used in) Financing Activities	(5,077)	(5,304)	(4,598)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,312)	(1,550)	(2,258)
Plus: Cash & Cash Equivalents - beginning of year	21,000	21,000	21,000
Cash & Cash Equivalents - end of the year	21,000	21,000	21,000
Investments - end of the year	108,438	107,498	104,529
Cash, Cash Equivalents & Investments - end of the year	129,438	128,498	125,529
Externally restricted funds	91,456	91,356	86,272
Cash, Cash Equivalents & Investments - excluding externally restricted funds	37,983	37,142	39,257
Internal restricted funds	27,103	27,017	27,017
Unrestricted funds	10,880	10,125	12,240

Capital Works Program 2026–2029

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Culture and Creativity						
Don Bank Museum roof repairs	491,000	-	-	75%	0%	25%
Property/building renewals	800,000	-	-	100%	0%	0%
Heritage collection renewals	-	114,539	119,120	100%	0%	0%
Economic Development						
Miller Place project delivery	-	4,500,000	4,500,000	0%	100%	0%
North Sydney CBD laneway upgrades	2,125,000	2,125,000	2,125,000	0%	100%	0%
North Sydney Post Office plaza	100,000	250,000	4,650,000	0%	100%	0%
Environment						
Bon Andrews Oval stormwater harvesting system expansion	145,000	-	-	0%	100%	0%
Council fleet EV charging infrastructure installation	100,000	-	-	100%	0%	0%
Gross pollutant trap upgrades	-	150,000	150,000	0%	0%	100%
Property/building renewals	50,000	-	-	100%	0%	0%
Stormwater drainage renewals	3,490,774	2,747,249	3,477,139	100%	0%	0%
Governance						
Property/building renewals	2,412,000	7,078,836	6,292,539	100%	0%	0%
Plant and equipment renewals	1,900,000	1,947,500	1,996,188	100%	0%	0%
Furniture and fittings renewals	300,000	307,500	315,188	100%	0%	0%
Office equipment renewals	820,000	840,500	861,513	100%	0%	0%
248 Miller Street internal building works	300,000	200,000	-	100%	0%	0%
Integrated Transport						
Bus shelter renewals	450,000	350,000	300,000	100%	0%	0%
Footpath renewals	2,472,080	2,761,116	2,871,560	100%	0%	0%
Local Area Traffic Management (LATM) projects	615,000	630,375	646,134	50%	0%	50%
Sydney Metro defect restorations	261,437	-	-	0%	0%	100%

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Yeo Street separated cycleway design	356,000	-	-	8%	0%	92%
Kerb and gutter renewals	1,289,059	-	-	100%	0%	0%
Other infrastructure renewals	40,000	-	-	100%	0%	0%
Road pavement renewals	1,789,697	-	-	32%	0%	68%
Road renewals (no SV)	-	2,862,170	2,976,657	58%	0%	42%
Open Space and Recreation						
Balls Head Quarantine Depot site development	725,000	2,275,000	-	0%	100%	0%
Bradfield Park public amenities replacement	230,000	400,000	-	0%	11%	89%
Cammeray Park synthetic sportsfield renewal	1,800,000	-	-	100%	0%	0%
Cammeray Skate Park upgrade	100,000	250,000	-	0%	100%	0%
Open Space and Recreation facility renewals	120,000	1,347,294	1,401,186	100%	0%	0%
Primrose Park sportsfield upgrade	700,000	1,200,000	-	84%	16%	0%
Property/building renewals	571,000	100,000	-	100%	0%	0%
St Leonards Park drainage improvements	100,000	1,000,000	-	0%	100%	0%
St Leonards Park netball courts reconstruction	330,000	170,000	-	0%	100%	0%
St Leonards Park public amenities	100,000	100,000	3,000,000	0%	100%	0%
Other infrastructure renewals	-	1,577,852	1,860,966	100%	0%	0%
Swimming pools renewals	-	150,000	156,000	100%	0%	0%
Other infrastructure renewals	1,063,165	-	-	100%	0%	0%
Social Inclusion						
Property/building renewals	3,041,000	-	-	100%	0%	0%
Woodleys Shed community facility fitout	75,000	925,000	-	0%	100%	0%
Purchase of library books	325,000	333,125	341,453	83%	0%	17%
TOTAL	29,587,212	36,693,056	38,040,643			

Key Performance Indicators

Ratio	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)	OLG Benchmark
Operation Performance ratio	-2.32%	-1.64%	-2.69%	>0%
Own Source Operating revenue ratio	92%	91%	92%	>60%
Unrestricted current ratio	1.75	1.76	1.86	>1.5
Debt service cover ratio	4.24	4.42	4.84	>2
Cash expense cover ratio, excluding external restrictions	2.62	2.51	2.51	>3month
Infrastructure - Buildings and infrastructure renewals ratio	71%	67%	63%	>100%
Infrastructure - Infrastructure backlog ratio - condition 3	15%	16%	17%	<2%
Infrastructure - Asset maintenance ratio	100%	100%	100%	>100%
Infrastructure - Forecast cost to bring assets to agreed service level - condition 3, in '000	187,023	204,831	224,722	

4A.2 2026–2027 Budget - Scenario 1 (Rate peg only)

Income Statement

Income Statement	Consolidated 2026–2027 Budget (\$'000)
Income from Continuing Operations	
Rates	67,740
Annual Charges	19,249
User fees and charges	42,313
Other revenue	13,868
Grants and contributions provided for operating purposes	5,420
Grants and contributions provided for capital purposes	8,520
Interest and investment income	5,236
Other income	6,277
Total Income from Continuing Operations	168,624
Expenses from Continuing Operations	
Employee benefits and on-costs	62,195
Materials and services	60,011
Borrowing costs	2,513
Depreciation and amortisation	33,264
Other expenses	5,552
Net losses from the disposal of assets	284
Total Expenses from Continuing Operations	163,819
Operating Result from Continuing Operations	4,805
Net Operating results before capital grants and contributions	-3,715

Application of funds

Revenue Type	Amount	%
Rates	67,740	40%
Annual charges	19,249	11%
User fees and charges	42,313	25%
Other revenue	13,868	9%
Grants and contributions	13,940	8%
Interest and investment income	5,236	3%
Other income	6,277	4%
Total	168,624	100%
Reserve and other movements		
External	-5,792	
Internal	1,501	
TOTAL revenue and reserves movements	164,333	

Application of funds	Amount	%
Employee Costs	62,195	38%
Materials and services	60,011	37%
Net capital expenditures	29,587	18%
Loan repayments	6,988	4%
Other expenses	5,552	3%
TOTAL	164,333	100%

Income Statement by Service Unit

Income Statement - Net Operating Result	General Fund Income	Arts Library & Events	Corporate Governance	Leisure & Aquatics	Projects & Asset Management	Public Presentation	Traffic & Transport	Community Resilience & Sustainability	Development Services	Environmental & Building Compliance	Legal Counsel	Ranger & Parking Services	Strategic Planning	Consolidated
Income from Continuing Operations														
Rates	67,740	-	-	-	-	-	-	-	-	-	-	-	-	67,740
Annual Charges	62	-	-	-	596	18,591	-	-	-	-	-	-	-	19,249
User fees and charges	1,606	512	-	8,222	-	3,545	23,595	122	3,488	792	-	2	428	42,313
Other revenue	1,952	90	-	1,045	-	26	38	60	-	108	113	10,434	-	13,868
Grants and contributions provided for operating purposes	2,050	295	-	-	1,584	628	88	775	-	-	-	-	-	5,420
Grants and contributions provided for capital purposes	-	56	-	-	386	-	634	-	-	-	-	-	7,444	8,520
Interest and investment income	2,180	-	-	-	-	-	-	-	-	-	-	-	3,056	5,236
Other income	5,487	5	-	544	-	241	-	-	-	-	-	-	-	6,277
Revenue From Ordinary Activities	81,078	958	-	9,812	2,567	23,030	24,356	957	3,488	900	113	10,437	10,929	168,624
Expenses from Continuing Operations														
Employee benefits and on-costs	-	4,996	1,374	6,033	1,141	12,191	2,315	3,110	4,011	3,157	-	4,684	1,791	44,804
Materials and services	-	3,017	2,175	2,881	1,514	31,465	2,973	2,604	581	62	1,333	1,666	411	50,681
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	-	364	-	2,369	25,412	2,365	1,822	-	-	-	-	-	-	32,331
Other expenses	-	53	-	-	38	-	1,000	1,403	-	-	-	-	-	2,495
Net losses from the disposal of assets	-	-	-	-	-	284	-	-	-	-	-	-	-	284
Total Expenses	-	8,431	3,549	11,283	28,105	46,305	8,110	7,118	4,592	3,219	1,333	6,349	2,202	130,596
Overhead allocation	-	2,573	808	2,631	3,546	8,664	3,878	2,073	2,110	1,427	229	3,506	1,777	33,223
Total expenses from Continuing Operations	-	11,004	4,356	13,914	31,651	54,970	11,989	9,191	6,701	4,647	1,562	9,856	3,979	163,819
Operating result from Continuing Operations	81,078	-10,045	-4,356	-4,103	-29,085	-31,939	12,367	-8,234	-3,213	-3,746	-1,449	581	6,950	4,805
Net Operating results before capital grants and contributions	81,078	-10,102	-4,356	-4,103	-29,471	-31,939	11,733	-8,234	-3,213	-3,746	-1,449	581	-494	-3,715

Balance Sheet

	2026–2027 (\$'000)
ASSETS	
Current Assets	
Cash & Cash Equivalents	21,000
Investments	108,438
Receivables	9,846
Inventories	33
Other	974
Total Current Assets	140,291
Non-Current Assets	
Receivables	987
Infrastructure, Property, Plant & Equipment	1,723,107
Investment Property	58,161
Right of Use Assets	1,051
Investments Accounted for Using the Equity Method	43
Total Non-Current Assets	1,783,349
TOTAL ASSETS	1,923,640

	2026–2027 (\$'000)
LIABILITIES	
Current Liabilities	
Payables	27,996
Contract Liabilities	4,799
Lease Liabilities	303
Borrowings	5,001
Employee Benefit Provisions	13,147
Total Current Liabilities	51,247
Non-Current Liabilities	
Lease Liabilities	237
Borrowings	46,627
Employee Benefit Provisions	1,329
Total Non-Current Liabilities	48,193
TOTAL LIABILITIES	99,439
Net Assets	1,824,201
Equity	
Accumulated Surplus	1,004,102
IPPE Revaluation Reserve	820,099
Total Equity	1,824,201

Statement of Cash Flows

Cash flow from Operating Activities	2026–2027 (\$'000)
Receipts	
Rates	67,740
Annual Charges	19,249
User Charges & Fees	42,313
Investment & Interest Revenue Received	5,236
Grants & Contributions	13,940
Bonds & Deposits Received	3,951
Other	20,145
Payments	
Employee Benefits & On-Costs	(62,195)
Materials & Contracts	(60,011)
Borrowing Costs	(2,513)
Bonds & Deposits Refunded	(3,951)
Other	(5,552)
Net Cash provided (or used in) Operating Activities	38,353
Cash flows from Investing Activities	
Receipts	
Sale of Investment Securities	-
Redemption of Term Deposits	-
Sale of Infrastructure, Property, Plant & Equipment	-
Payments	
Purchase of Investment Securities	(5,000)
Purchase of Investment Property	
Purchase of Infrastructure, Property, Plant & Equipment	(29,587)
Contributions paid to joint ventures and associates	
Net Cash provided (or used in) Investing Activities	(34,587)

Cash flows from Financing Activities	
Receipts	
Proceeds from Borrowings & Advances	-
Payments	
Repayment of Borrowings & Advances	(4,774)
Repayment of lease liabilities (principal repayments)	(303)
Net Cash Flow provided (used in) Financing Activities	(5,077)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,312)
Plus: Cash & Cash Equivalents - beginning of year	21,000
Cash & Cash Equivalents - end of the year	21,000
Investments - end of the year	108,438
Cash, Cash Equivalents & Investments - end of the year	129,438
Externally restricted funds	91,456
Cash, Cash Equivalents & Investments excluding externally restricted funds	37,983
Internal restricted funds	27,103
Unrestricted funds	10,880

Capital Works Program

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue \$	Developer Contributions \$	Grants \$
Culture and Creativity					
Don Bank Museum roof repairs	Delivery (works)	491,000	366,000	-	125,000
Primrose Park Art & Craft Gallery accessible lift renewal	Design and delivery	800,000	800,000	-	-
Economic Development					
North Sydney CBD laneway upgrades	Commence delivery (works)	2,125,000	-	2,125,000	-
North Sydney Post Office plaza	Commence design	100,000	-	100,000	-
Environment					
Bon Andrews Oval stormwater harvesting system expansion	Delivery (works)	145,000	-	145,000	-
Council fleet EV charging infrastructure installation	Delivery (works)	100,000	100,000	-	-
Stormwater pipe replacement program	Delivery (works)	2,977,774	2,977,774	-	-
Stormwater relining / rehabilitation program	Delivery (works)	513,000	513,000	-	-
Waverton Coal Loader roof repairs	Delivery (works)	50,000	50,000	-	-
Governance					
Central Depot ceiling renewal	Delivery (works)	20,000	20,000	-	-
Central Depot roof repairs	Delivery (works)	60,000	60,000	-	-
Council Chambers electrical renewals	Delivery (works)	60,000	60,000	-	-
Council Chambers roof repairs	Delivery (works)	1,200,000	1,200,000	-	-
Plant and equipment renewals	Purchase	1,900,000	1,900,000	-	-
Furniture and fittings renewals	Purchase	300,000	300,000	-	-
Office equipment renewals	Purchase	820,000	820,000	-	-
43–51 Ridge Street roof and building repairs	Delivery (works)	272,000	272,000	-	-
248 Miller Street internal building works	Design and commence delivery	300,000	300,000	-	-

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue \$	Developer Contributions \$	Grants \$
Integrated Transport					
Glenferrie Avenue staircase renewal	Design and delivery	300,000	300,000	-	-
Kerb and gutter renewal program	Delivery (works)	1,289,059	1,289,059	-	-
McMahons Point (Blues Point Rd) lighting renewal	Delivery (works)	20,000	20,000	-	-
Road pavement renewal program	Delivery (works)	1,789,697	572,266	-	1,217,431
Sydney Metro defect restorations	Delivery (works)	261,437	-	-	261,437
Bus shelter renewal program [Shelters: Anzac, Anderson, Cambridge, Centenary 86, Ixion, Sirius, Wallaringa]	Delivery (works)	450,000	450,000	-	-
Local Area Traffic Management (LATM) projects	Design and delivery	615,000	307,500	-	307,500
Yeo Street separated cycleway design	Design	356,000	30,000	-	326,000
Footpath renewal program	Delivery (works)	2,172,080	2,172,080	-	-
Cammeray (Cammeray Rd) lighting renewal	Delivery (works)	20,000	20,000	-	-
Open Space and Recreation					
Bradfield Park basketball courts renewal	Delivery (works)	50,000	50,000	-	-
Croquet Club roof and building repairs	Design and delivery	100,000	100,000	-	-
Lavender Bay Jetty renewal	Design and delivery	320,000	320,000	-	-
North Sydney Indoor Sports Centre critical renewal works	Delivery (works)	451,000	451,000	-	-
Ordinance fencing renewal program	Delivery (works)	229,780	229,780	-	-
St Leonards Park seating renewals	Delivery (works)	70,000	70,000	-	-
Ted Mack Civic Park retaining wall renewal	Delivery (works)	40,000	40,000	-	-
Cammeray Park synthetic sportsfield renewal	Design and delivery	1,800,000	1,800,000	-	-
St Leonards Park netball courts reconstruction	Design and delivery	330,000	-	330,000	-
Cammeray Skate Park upgrade	Design	100,000	-	100,000	-
St Leonards Park drainage improvements	Design	100,000	-	100,000	-
St Leonards Park public amenities	Commence design	100,000	-	100,000	-

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue \$	Developer Contributions \$	Grants \$
Bradfield Park public amenities replacement	Design and commence delivery	230,000	-	25,190	204,810
Balls Head Quarantine Depot accessible boardwalk and bathroom, and zoning review	Design and delivery	725,000	-	725,000	-
Ted Mack Civic Park lighting renewals	Design and delivery	473,385	473,385	-	-
Primrose Park sportsfield upgrade (one field)	Delivery (works)	700,000	589,474	110,526	-
North Sydney Olympic Pool brick ties	Investigation	20,000	20,000	-	-
Social Inclusion					
Crows Nest Community Centre roof repairs	Delivery (works)	1,050,000	1,050,000	-	-
Forsyth Park Community Centre deck repairs	Delivery (works)	120,000	120,000	-	-
Forsyth Park Community Centre roof repairs	Delivery (works)	80,000	80,000	-	-
Kirribilli Neighbourhood Centre roof repairs	Design and delivery	750,000	750,000	-	-
McMahons Point Community Centre repairs	Design and delivery	591,000	591,000	-	-
North Sydney Community Centre roof repairs	Delivery (works)	20,000	20,000	-	-
St Leonards Park music shell roof and building repairs	Design and delivery	150,000	150,000	-	-
Stanton Library accessible bathroom upgrade	Design and delivery	60,000	60,000	-	-
Stanton Library HVAC renewal	Delivery (works)	100,000	100,000	-	-
Stanton Library roof membrane patching	Delivery (works)	120,000	120,000	-	-
Woodleys Shed community facility fitout	Design	75,000	-	75,000	-
Purchase of library books	Purchase	325,000	268,931	-	56,069
TOTAL		29,587,212	23,153,249	3,935,717	2,498,247

Notes:

*Infrastructure budgets will be confirmed following completion of detailed designs

^Of the proposed \$23.6 million general revenue expenditure in the above capital works program, approximately \$22.3 million is allocated to renewal projects

Financial and Asset Management Indicators

Description	2026–2027 (\$'000)	OLG Benchmark
Operation Performance ratio	-2.32%	>0%
Own Source Operating revenue ratio	92%	>60%
Unrestricted current ratio	1.75	>1.5
Debt service cover ratio	4.24	>2
Cash expense cover ratio, excluding external restrictions	2.62	>3month
Infrastructure - Buildings and infrastructure renewals ratio	71%	>100%
Infrastructure - Infrastructure backlog ratio - condition 3	15%	<2%
Infrastructure - Asset maintenance ratio	100%	>100%





4B.1 2026–2029 Financial Estimates – Scenario 2 (Special variation)

The following table provides our 2026–2029 financial estimates if the SV is approved in full.

Forecast Income Statement

Income Statement - Net Operating Result	General fund (excluding Domestic Waste) 2026–2027 Budget (\$'000)	Consolidated 2026–2027 Budget (\$'000)	Consolidated 2027–2028 Budget (\$'000)	Consolidated 2028–2029 Budget (\$'000)
Income from Continuing Operations				
Rates	80,022	80,022	92,075	100,068
Annual Charges	659	19,249	19,716	23,162
User fees and charges	40,860	42,313	43,453	45,448
Other revenue	13,868	13,868	13,026	13,352
Grants and contributions provided for operating purposes	5,420	5,420	5,356	5,509
Grants and contributions provided for capital purposes	8,520	8,520	11,423	11,124
Interest and investment income	5,236	5,236	3,839	3,748
Other income	6,277	6,277	7,294	7,476
Total Income from Continuing Operations	160,862	180,906	196,181	209,887
Expenses from Continuing Operations				
Employee benefits and on-costs	60,130	62,275	65,191	67,844
Materials and services	44,936	61,776	63,579	71,505
Borrowing costs	2,513	2,513	2,281	2,054
Depreciation and amortisation	5,552	5,552	34,201	35,056
Other expenses	33,264	33,264	5,342	5,476
Net losses from the disposal of assets	284	284	277	277
Total Expenses from Continuing Operations	146,679	165,664	170,872	182,212
Operating Result from Continuing Operations	14,182	15,242	25,309	27,675
Net operating results before capital grants and contributions	5,662	6,722	13,886	16,551

Forecast Balance Sheet

ASSETS	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Current Assets			
Cash & Cash Equivalents	21,000	21,000	21,000
Investments	106,561	104,876	101,451
Receivables	9,846	9,846	9,846
Inventories	33	33	33
Other	974	974	974
Total Current Assets	138,414	136,729	133,304
Non-Current Assets			
Receivables	987	987	987
Investments	-	-	-
Infrastructure, Property, Plant & Equipment	1,735,421	1,757,387	1,784,167
Investment Property	58,161	57,884	57,607
Right of Use Assets	1,051	1,051	1,051
Investments Accounted for Using the Equity Method	43	43	43
Total Non-Current Assets	1,795,663	1,817,352	1,843,855
TOTAL ASSETS	1,934,077	1,954,082	1,977,159

LIABILITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Current Liabilities			
Payables	27,996	27,996	27,996
Contract Liabilities	4,799	4,799	4,799
Lease Liabilities	303	237	-
Borrowings	5,001	4,361	4,276
Employee Benefit Provisions	13,147	13,147	13,147
Total Current Liabilities	51,247	50,540	50,218
Non-Current Liabilities			
Lease Liabilities	237	-	-
Borrowings	46,627	42,266	37,990
Employee Benefit Provisions	1,329	1,329	1,329
Total Non-Current Liabilities	48,193	43,595	39,319
TOTAL LIABILITIES	99,439	94,135	89,537
Net Assets	1,834,638	1,859,947	1,887,622
Equity			
Accumulated Surplus	1,014,539	1,039,848	1,067,523
IPPE Revaluation Reserve	820,099	820,099	820,099
TOTAL EQUITY	1,834,638	1,859,947	1,887,622

Forecast Cash Flow

CASH FLOW FROM OPERATING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Rates	80,022	92,075	100,068
Annual charges	19,249	19,716	23,162
User fees and charges	42,313	43,453	45,448
Investment & Interest Revenue Received	5,236	3,839	3,748
Grants & Contributions	13,940	16,779	16,633
Bonds & Deposits Received	3,951	3,951	3,951
Other	20,145	20,320	20,828
Payments			
Employee Benefits & On-Costs	(62,275)	(65,191)	(67,844)
Materials & Contracts	(61,776)	(63,579)	(71,505)
Borrowing Costs	(2,513)	(2,281)	(2,054)
Bonds & Deposits Refunded	(3,951)	(3,951)	(3,951)
Other	(5,552)	(5,342)	(5,476)
Net Cash provided (or used in) Operating Activities	48,790	59,787	63,008

CASH FLOWS FROM INVESTING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Sale of Investment Securities	-	-	711
Redemption of term deposits	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	-	-	-
Payments			
Purchase of Investment Securities	(5,000)	(610)	-
Purchase of Investment Property			
Purchase of Infrastructure, Property, Plant & Equipment	(41,902)	(56,168)	(61,835)
Contributions paid to joint ventures and associates			
Net Cash provided (or used in) Investing Activities	(46,902)	(56,778)	(61,124)

CASH FLOWS FROM FINANCING ACTIVITIES	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)
Receipts			
Proceeds from Borrowings & Advances	-	-	-
Payments			
Repayment of Borrowings & Advances	(4,774)	(5,001)	(4,361)
Repayment of lease liabilities (principal repayments)	(303)	(303)	(237)
Net Cash Flow provided (used in) Financing Activities	(5,077)	(5,304)	(4,598)
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,189)	(2,295)	(2,714)
Plus: Cash & Cash Equivalents - beginning of year	21,000	21,000	21,000
Cash & Cash Equivalents - end of the year	21,000	21,000	21,000
Investments - end of the year	106,561	104,876	101,451
Cash, Cash Equivalents & Investments - end of the year	127,561	125,876	122,451
Externally restricted funds	90,311	88,866	83,042
Cash, Cash Equivalents & Investments - excluding externally restricted funds	37,250	37,011	39,409
Internal restricted funds	27,103	27,017	27,017
Unrestricted funds	10,147	9,994	12,392

Capital Works Program 2026–2029

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Culture and Creativity						
Brothers Memorial refurbishment	30,000	-	-	100%	0%	0%
Don Bank Museum roof repairs	491,000	-	-	75%	0%	25%
Property/building renewals	800,000	-	-	100%	0%	0%
Heritage collection renewals	-	164,539	339,823	100%	0%	0%
Economic Development						
Cremorne Plaza and Langley Place upgrade	2,600,000	2,600,000	-	85%	15%	0%
LGA entrance signage installation	-	200,000	100,000	100%	0%	0%
Miller Place project delivery	-	4,500,000	4,500,000	0%	100%	0%
North Sydney CBD laneway upgrades	2,125,000	2,125,000	2,125,000	0%	100%	0%
North Sydney Post Office plaza	100,000	250,000	4,650,000	0%	100%	0%
Cammeraygal Place public domain improvements	75,000	50,000	1,000,000	85%	15%	0%
Waverton Village public domain improvements	75,000	50,000	1,000,000	85%	15%	0%
Other infrastructure renewals	50,000	-	-	100%	0%	0%
Environment						
Badangi Reserve bushland walking track upgrade	200,000	-	-	86%	14%	0%
Balls Head Reserve, Brightmore Reserve and Primrose Park bushland walking track upgrades	-	376,000	222,630	86%	14%	0%
Bon Andrews Oval stormwater harvesting system expansion	145,000	-	-	0%	100%	0%
Council fleet EV charging infrastructure installation	100,000	-	-	100%	0%	0%
Council renewable energy capacity expansion	80,000	80,000	80,000	100%	0%	0%
Gross pollutant trap upgrades	-	150,000	150,000	0%	0%	100%
Property/building renewals	50,000	-	-	100%	0%	0%
Ryries Parade stormwater GPT replacement	679,945	-	-	100%	0%	0%
Stanton Library heat pump replacement	20,000	80,000	100,000	100%	0%	0%
Stormwater drainage renewals	3,490,774	3,147,249	4,415,841	100%	0%	0%

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Stormwater harvesting system expansion at key parks	-	120,000	-	100%	0%	0%
Other infrastructure renewals	1,000,000	-	-	100%	0%	0%
Governance						
Property/building renewals	2,412,000	9,778,836	9,622,864	100%	0%	0%
Plant and equipment renewals	1,900,000	1,947,500	1,996,188	100%	0%	0%
Furniture and fittings renewals	300,000	307,500	315,188	100%	0%	0%
Office equipment renewals	820,000	840,500	861,513	100%	0%	0%
248 Miller Street internal building works	300,000	200,000	-	100%	0%	0%
Integrated Transport						
Blues Point Road traffic management works	600,000	-	-	100%	0%	0%
Bus shelter renewals	450,000	350,000	300,000	100%	0%	0%
Footpath renewals	2,472,080	2,761,116	4,284,574	100%	0%	0%
Local Area Traffic Management (LATM) projects	615,000	630,375	646,134	50%	0%	50%
North Sydney Bike Plan cycling infrastructure delivery	-	2,000,000	2,000,000	5%	0%	95%
North Sydney Bike Plan cycling infrastructure design	-	145,644	145,644	100%	0%	0%
Sydney Metro defect restorations	261,437	-	-	0%	0%	100%
Yeo Street separated cycleway design	356,000	-	-	8%	0%	92%
Road renewals		3,862,170	4,016,657	69%	0%	31%
Kerb and gutter renewals	1,289,059	-	-	100%	0%	0%
Road pavement renewals	1,789,697	-	-	32%	0%	68%
Traffic facility renewals	230,000	-	-	100%	0%	0%
Other infrastructure renewals	464,351	-	-	100%	0%	0%
Open Space and Recreation						
Accessibility improvements program	120,000	200,000	200,000	100%	0%	0%
Additional recreational facilities program	-	100,000	10,000	100%	0%	0%

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Balls Head Quarantine Depot site development	725,000	2,275,000	-	0%	100%	0%
Bradfield Park public amenities replacement	230,000	400,000	-	0%	11%	89%
Brennan, Forsyth and Kesterton Parks amenity renewals (design)	50,000	50,000	-	100%	0%	0%
Brennan Park public amenities renewal and upgrade	-	-	500,000	89%	11%	0%
Cammeray Park synthetic sportsfield renewal	1,800,000	-	-	100%	0%	0%
Cammeray Skate Park upgrade	100,000	250,000	-	0%	100%	0%
Cremorne Reserve Pathway improvements project completion	-	600,000	600,000	100%	0%	0%
Green Park tennis courts and amenities upgrade	150,000	350,000	-	100%	0%	0%
North Sydney Indoor Sports Centre renewal works	250,000	2,250,000	-	100%	0%	0%
North Sydney Oval renewal works	2,240,000	2,480,000	2,000,000	100%	0%	0%
Open Space and Recreation facility renewals	360,000	1,597,294	2,952,768	100%	0%	0%
Park enhancement projects	90,000	100,000	100,000	100%	0%	0%
Primrose Park sportsfield upgrade	1,330,000	570,000	-	84%	16%	0%
Property/building renewals	671,000	100,000	-	100%	0%	0%
St Leonards Park drainage improvements	100,000	1,000,000	-	0%	100%	0%
St Leonards Park netball courts reconstruction	330,000	170,000	-	0%	100%	0%
St Leonards Park public amenities	100,000	100,000	3,000,000	0%	100%	0%
Tunks Park amenities building replacement	200,000	470,815	2,479,185	98%	2%	0%
Depreciable land improvements		582,000	597,000	100%	0%	0%
Swimming pools renewals		200,000	250,000	100%	0%	0%
Ilbery playground upgrade	600,000	-	-	67%	33%	0%
Berry Island Reserve playground upgrade	450,000	-	-	56%	44%	0%
Tunks Park playground upgrade	470,000	-	-	57%	43%	0%
Victoria Street playground upgrade	-	470,000	-	57%	43%	0%
Phillips Street playground upgrade	-	300,000	-	17%	83%	0%

Project Description	2026–2027 \$	2027–2028 \$	2028–2029 \$	Funding Source		
				General Revenue \$	Developer Contributions \$	Grants \$
Ted Mack Civic Park playground upgrade	-	-	800,000	75%	25%	0%
Wendy's Secret Garden drainage works	500,000	-	-	100%	0%	0%
Other infrastructure renewals	1,183,165	3,477,852	5,132,798	100%	0%	0%
Social Inclusion						
Civic Park digital information screen	-	100,000	-	100%	0%	0%
Property/building renewals	3,081,000	-	-	100%	0%	0%
Woodleys Shed community facility fitout	75,000	925,000	-	0%	100%	0%
Purchase of library books	325,000	333,125	341,453	83%	0%	17%
TOTAL	41,901,508	56,167,515	61,835,259			

Key Performance Indicators

Ratio	2026–2027 (\$'000)	2027–2028 (\$'000)	2028–2029 (\$'000)	OLG Benchmark
Operation Performance ratio	3.90%	7.67%	8.47%	>0%
Own Source Operating revenue ratio	92%	91%	92%	>60%
Unrestricted current ratio	1.72	1.76	1.87	>1.5
Debt service cover ratio	5.61	6.64	8.07	>2
Cash Expense Cover ratio, excluding external restrictions	2.38	2.19	2.18	>3month
Infrastructure - Buildings and infrastructure renewals ratio	102%	117%	128%	>100%
Infrastructure - Infrastructure backlog ratio - condition 3	15%	14%	13%	<2%
Infrastructure - Asset maintenance ratio	100%	100%	100%	>100%
Infrastructure - Forecast cost to bring assets to agreed service level - condition 3, in '000	177,512	179,321	177,676	

4B.2 2026–2027 Budget - Scenario 2 (Special variation)

Income Statement

Income Statement	Consolidated 2026–2027 Budget (\$'000)
Income from Continuing Operations	
Rates	80,022
Annual charges	19,249
User fees and charges	42,313
Other revenue	13,868
Grants and contributions provided for operating purposes	5,420
Grants and contributions provided for capital purposes	8,520
Interest and investment income	5,236
Other income	6,277
Total Income from Continuing Operations	180,906
Expenses from Continuing Operations	
Employee benefits and on-costs	62,275
Materials and services	61,776
Borrowing costs	2,513
Depreciation and amortisation	5,552
Other expenses	33,264
Net losses from the disposal of assets	284
Total Expenses from Continuing Operations	165,664
Operating Result from Continuing Operations	15,242
Net Operating results before capital grants and contributions	6,722

Application of Funds

Revenue Type	Amount	%
Rates	80,022	44%
Annual charges	19,249	11%
User fees and charges	42,313	23%
Other revenue	13,868	8%
Grants and contributions	13,940	8%
Interest and investment income	5,236	3%
Other income	6,277	3%
Total	180,906	100%
Reserve and other movements		
External	-3,988	
Internal	1,501	
TOTAL revenue and reserves movements	178,419	
Application of funds		
Employee Costs	62,275	35%
Materials and services	61,776	35%
Net capital expenditures	41,902	23%
Loan repayments	6,988	4%
Other expenses	5,478	3%
TOTAL	178,419	100%

Income Statement by Service Unit

Income Statement - Net Operating Result	General Fund Income	Arts Library & Events	Corporate Governance	Leisure & Aquatics	Projects & Asset Management	Public Presentation	Traffic & Transport	Community Resilience & Sustainability	Development Services	Environmental & Building Compliance	Legal Counsel	Ranger & Parking Services	Strategic Planning	Consolidated
Income from Continuing Operations														
Rates	80,022	-	-	-	-	-	-	-	-	-	-	-	-	80,022
Annual Charges	62	-	-	-	596	18,591	-	-	-	-	-	-	-	19,249
Users fees and charges	1,606	512	-	8,222	-	3,545	23,595	122	3,488	792	-	2	428	42,313
Other revenue	1,952	90	-	1,045	-	26	38	60	-	108	113	10,434	-	13,868
Grants and contributions provided for operating purposes	2,050	295	-	-	1,584	628	88	775	-	-	-	-	-	5,420
Grants and contributions provided for capital purposes	-	56	-	-	386	-	634	-	-	-	-	-	7,444	8,520
Interest and investment income	2,180	-	-	-	-	-	-	-	-	-	-	-	3,056	5,236
Other income	5,487	5	-	544	-	241	-	-	-	-	-	-	-	6,277
Revenue From Ordinary Activities	93,360	958	-	9,812	2,567	23,030	24,356	957	3,488	900	113	10,437	10,929	180,906
Expenses From Continuing Operations														
Employee benefits and on-costs	-	4,996	1,374	6,033	1,141	12,271	2,315	3,110	4,011	3,157	-	4,684	1,791	44,884
Materials and services	-	3,112	2,175	2,881	1,584	30,525	3,285	2,824	581	62	1,333	1,666	1,331	51,357
Borrowing costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation and amortisation	-	364	-	2,369	25,412	2,365	1,822	-	-	-	-	-	-	32,331
Other expenses	-	53	-	-	38	-	1,000	1,403	-	-	-	-	-	2,495
Net losses from the disposal of assets	-	-	-	-	-	284	-	-	-	-	-	-	-	284
Total Expenses	-	8,526	3,549	11,283	28,175	45,445	8,422	7,338	4,592	3,219	1,333	6,349	3,122	131,352
Overhead allocation	-	2,732	851	2,679	3,614	8,726	3,997	2,184	2,207	1,503	231	3,649	1,940	34,312
Total Expenses from Continuing Operations	-	11,258	4,399	13,962	31,789	54,171	12,418	9,521	6,798	4,722	1,564	9,999	5,062	165,664
Operating Result from Continuing Operations	93,360	-10,300	-4,399	-4,151	-29,222	-31,141	11,937	-8,564	-3,311	-3,821	-1,452	438	5,867	15,242
Net Operating results before capital grants and contributions	93,360	-10,356	-4,399	-4,151	-29,609	-31,141	11,304	-8,564	-3,311	-3,821	-1,452	438	-1,577	6,722

Balance Sheet

	2026–2027 (\$'000)
ASSETS	
Current Assets	
Cash & Cash Equivalents	21,000
Investments	106,561
Receivables	9,846
Inventories	33
Other	974
Total Current Assets	138,414
Non-Current Assets	
Receivables	987
Infrastructure, Property, Plant & Equipment	1,735,421
Investment Property	58,161
Right of Use Assets	1,051
Investments Accounted for Using the Equity Method	43
Total Non-Current Assets	1,795,663
TOTAL ASSETS	1,934,077

	2026–2027 (\$'000)
LIABILITIES	
Current Liabilities	
Payables	27,996
Contract Liabilities	4,799
Lease Liabilities	303
Borrowings	5,001
Employee Benefit Provisions	13,147
Total Current Liabilities	51,247
Non-Current Liabilities	
Lease Liabilities	237
Borrowings	46,627
Employee Benefit Provisions	1,329
Total Non-Current Liabilities	48,193
TOTAL LIABILITIES	99,439
Net Assets	1,834,638
Equity	
Accumulated Surplus	1,014,539
IPPE Revaluation Reserve	820,099
Total Equity	1,834,638

Statement of Cash Flows

Cash flow from Operating Activities	2026–2027 (\$'000)
Receipts	
Rates	80,022
Annual Charges	19,249
User Charges & Fees	42,313
Investment & Interest Revenue Received	5,236
Grants & Contributions	13,940
Bonds & Deposits Received	3,951
Other	20,145
Payments	
Employee Benefits & On-Costs	(62,275)
Materials & Contracts	(61,776)
Borrowing Costs	(2,513)
Bonds & Deposits Refunded	(3,951)
Other	(5,552)
Net Cash provided (or used in) Operating Activities	48,790
Cash flows from Investing Activities	
Receipts	
Sale of Investment Securities	-
Redemption of Term Deposits	-
Sale of Infrastructure, Property, Plant & Equipment	-
Payments	
Purchase of Investment Securities	(5,000)
Purchase of Investment Property	
Purchase of Infrastructure, Property, Plant & Equipment	(41,902)
Contributions paid to joint ventures and associates	
Net Cash provided (or used in) Investing Activities	(46,902)

Cash flow from Financing Activities	2026–2027 (\$'000)
Receipts	
Proceeds from Borrowings & Advances	-
Payments	
Repayment of Borrowings & Advances	(4,774)
Repayment of lease liabilities (principal repayments)	(303)
Net Cash Flow provided (used in) Financing Activities	(5,077)
Net Increase/(Decrease) in Cash & Cash Equivalents	(3,189)
Plus: Cash & Cash Equivalents - beginning of year	21,000
Cash & Cash Equivalents - end of the year	21,000
Investments - end of the year	106,561
Cash, Cash Equivalents & Investments - end of the year	127,561
Externally restricted funds	90,311
Cash, Cash Equivalents & Investments excluding externally restricted funds	37,250
Internal restricted funds	27,103
Unrestricted funds	10,147

Capital Works Program

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue^ \$	Developer Contributions \$	Grants \$
Culture and Creativity					
Brothers Memorial refurbishment	Delivery (works)	30,000	30,000	-	-
Don Bank Museum roof repairs	Delivery (works)	491,000	366,000	-	125,000
Primrose Park Art & Craft Gallery accessible lift renewal	Design and delivery	800,000	800,000	-	-
Economic Development					
Brett Whiteley Place water feature renewal	Delivery (works)	50,000	50,000	-	-
Cremorne Plaza and Langley Place upgrade	Commence delivery (works)	2,600,000	2,210,000	390,000	-
North Sydney Post Office plaza	Commence design	100,000	-	100,000	-
North Sydney CBD laneway upgrades	Commence delivery (works)	2,125,000	-	2,125,000	-
Cammeraygal Place public domain improvements	Commence design	75,000	63,750	11,250	-
Waverton Village public domain improvements	Commence design	75,000	63,750	11,250	-
Environment					
Badangi Reserve bushland walking track upgrade	Delivery (works)	200,000	172,000	28,000	-
Bon Andrews Oval stormwater harvesting system expansion	Delivery (works)	145,000	-	145,000	-
Council fleet EV charging infrastructure installation	Delivery (works)	100,000	100,000	-	-
Council renewable energy capacity expansion	Design and delivery	80,000	80,000	-	-
Ryries Parade stormwater GPT replacement	Delivery (works)	679,945	679,945	-	-
Stormwater pipe replacement program	Delivery (works)	2,977,774	2,977,774	-	-
Stormwater relining / rehabilitation program	Delivery (works)	513,000	513,000	-	-
Waverton Coal Loader roof repairs	Delivery (works)	50,000	50,000	-	-
Stanton Library heat pump replacement	Design	20,000	20,000	-	-
Blues Point Reserve seawall renewal	Design and delivery	1,000,000	1,000,000	-	-

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue^ \$	Developer Contributions \$	Grants \$
Governance					
Central Depot ceiling renewal	Delivery (works)	20,000	20,000	-	-
Central Depot roof repairs	Delivery (works)	60,000	60,000	-	-
Council Chambers electrical renewals	Delivery (works)	60,000	60,000	-	-
Council Chambers HVAC renewal	Delivery (works)	800,000	800,000	-	-
Council Chambers roof repairs	Delivery (works)	1,200,000	1,200,000	-	-
Plant and equipment renewals	Purchase	1,900,000	1,900,000	-	-
Furniture and fittings renewals	Purchase	300,000	300,000	-	-
Office equipment renewals	Purchase	820,000	820,000	-	-
43–51 Ridge Street roof and building repairs	Delivery (works)	272,000	272,000	-	-
248 Miller Street internal building works	Design and commence delivery	300,000	300,000	-	-
Integrated Transport					
Bay Road kerb island renewal	Delivery (works)	20,000	20,000	-	-
Belgrave Street Armco guard rail replacement	Delivery (works)	8,000	8,000	-	-
Cammeray (Abbott St and Miller Lane) lighting renewal	Delivery (works)	20,000	20,000	-	-
Cammeray (Tunks Park, Abbott St) lighting renewal	Design and delivery	286,900	286,900	-	-
Crows Nest (Alexander St, Albany St, Falcon St) lighting renewal	Delivery (works)	20,000	20,000	-	-
Ennis Road speed hump renewal	Design and delivery	40,000	40,000	-	-
Glenferrie Avenue staircase renewal	Design and delivery	300,000	300,000	-	-
Grosvenor Street kerb island (south) renewal	Delivery (works)	5,000	5,000	-	-
High Street Armco guard rail replacement	Delivery (works)	13,000	13,000	-	-
Kerb and gutter renewal program	Delivery (works)	1,289,059	1,289,059	-	-
Kiribilli (Burton St, Broughton St, Fitzroy St) lighting renewal	Delivery (works)	20,000	20,000	-	-
McMahons Point (Blues Point Rd) lighting renewal	Delivery (works)	20,000	20,000	-	-
Road pavement renewal program	Delivery (works)	1,789,697	572,266	-	1,217,431
Sydney Metro defect restorations	Delivery (works)	261,437	-	-	261,437

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue^ \$	Developer Contributions \$	Grants \$
Bus shelter renewal program [Shelters: Anzac, Anderson, Cambridge, Centenary 86, Ixion, Sirius, Wallaringa]	Delivery (works)	450,000	450,000	-	-
Grosvenor Street kerb island renewal	Delivery (works)	20,000	20,000	-	-
Olympic Drive splitter island renewal	Delivery (works)	60,000	60,000	-	-
Wycombe Road kerb island renewal	Delivery (works)	20,000	20,000	-	-
Parraween Street kerb island renewal	Delivery (works)	10,000	10,000	-	-
Bay Road kerb island (landscape infill) repair and upgrade	Delivery (works)	50,000	50,000	-	-
Local Area Traffic Management (LATM) projects	Design and delivery	615,000	307,500	-	307,500
Blues Point Road traffic management works	Design and delivery	600,000	600,000	-	-
Yeo Street separated cycleway design	Design	356,000	30,000	-	326,000
Earle Street pedestrian refuge upgrade	Design	5,000	5,000	-	-
Footpath renewal program	Delivery (works)	2,172,080	2,172,080	-	-
Spring Street brick wall renewal	Delivery (works)	8,975	8,975	-	-
Olympic Drive to Luna Park pathway lighting renewal	Delivery (works)	47,476	47,476	-	-
Cammeray (Cammeray Rd) lighting renewal	Delivery (works)	20,000	20,000	-	-
Open Space and Recreation					
Bradfield Park basketball courts renewal	Delivery (works)	50,000	50,000	-	-
Brightmore Reserve fencing renewal	Delivery (works)	14,000	14,000	-	-
Carradah Park signage renewal	Delivery (works)	70,000	70,000	-	-
Croquet Club roof and building repairs	Design and delivery	100,000	100,000	-	-
Ilbery playground upgrade	Design and delivery	600,000	400,000	200,000	-
Lavender Bay Jetty renewal	Design and delivery	320,000	320,000	-	-
North Sydney Indoor Sports Centre Critical renewal works	Delivery (works)	451,000	451,000	-	-
Ordinance fencing renewal program	Delivery (works)	229,780	229,780	-	-
Park enhancement projects	Delivery (works)	90,000	90,000	-	-

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue^ \$	Developer Contributions \$	Grants \$
St Leonards Park seating renewals	Delivery (works)	70,000	70,000	-	-
Ted Mack Civic Park retaining wall renewal	Delivery (works)	40,000	40,000	-	-
Tunks Park fitness equipment renewal	Design and delivery	170,000	170,000	-	-
Primrose Park sportsfield upgrade (two fields)	Delivery (works)	1,330,000	1,120,000	210,000	-
Olympic Drive bollard renewals	Delivery (works)	6,000	6,000	-	-
Cammeray Park synthetic sportsfield renewal	Design and delivery	1,800,000	1,800,000	-	-
St Leonards Park netball courts reconstruction	Design and delivery	330,000	-	330,000	-
Green Park tennis courts and amenities upgrade	Design and commence delivery	150,000	150,000	-	-
Berry Island Reserve playground upgrade	Design and delivery	450,000	250,000	200,000	-
Cammeray Skate Park upgrade	Design	100,000	-	100,000	-
North Sydney Indoor Sports Centre renewal works	Design	250,000	250,000	-	-
St Leonards Park drainage improvements	Design	100,000	-	100,000	-
North Sydney Oval renewal works	Design and commence delivery	2,240,000	2,240,000	-	-
Wendy's Secret Garden drainage works	Design and delivery	500,000	500,000	-	-
St Leonards Park public amenities	Commence design	100,000	-	100,000	-
Tunks Park amenities building replacement	Design	200,000	195,619	4,381	-
Bradfield Park public amenities replacement	Design and commence delivery	230,000	-	25,190	204,810
Tunks Park playground upgrade	Design and delivery	470,000	270,000	200,000	-
St Thomas Rest Park retaining wall renewal	Design and delivery	100,000	100,000	-	-
Waverton Park amenities building replacement	Design	100,000	100,000	-	-
Open space accessibility improvements program	Delivery (works)	120,000	120,000	-	-
Balls Head Quarantine Depot accessible boardwalk and bathroom, and zoning review	Design and delivery	725,000	-	725,000	-
Ted Mack Civic Park lighting renewals	Design and delivery	473,385	473,385	-	-
North Sydney Olympic Pool brick ties	Investigation	20,000	20,000	-	-
Brennan, Forsyth and Kesterton Parks amenity renewals	Design	50,000	50,000	-	-

Project Description	2026–2027 Project Stage	2026–2027 Total* \$	Funding Source		
			General Revenue^ \$	Developer Contributions \$	Grants \$
Social Inclusion					
Crows Nest Community Centre roof repairs	Delivery (works)	1,050,000	1,050,000	-	-
Forsyth Park Community Centre deck repairs	Delivery (works)	120,000	120,000	-	-
Forsyth Park Community Centre roof repairs	Delivery (works)	80,000	80,000	-	-
Kirribilli Neighbourhood Centre roof repairs	Design and delivery	750,000	750,000	-	-
McMahons Point Community Centre repairs	Design and delivery	591,000	591,000	-	-
North Sydney Community Centre roof repairs	Delivery (works)	20,000	20,000	-	-
St Leonards Park music shell roof and building repairs	Design and delivery	150,000	150,000	-	-
Stanton Library accessible bathroom upgrade	Design and delivery	60,000	60,000	-	-
Stanton Library bathroom repairs	Delivery (works)	40,000	40,000	-	-
Stanton Library HVAC renewal	Delivery (works)	100,000	100,000	-	-
Stanton Library roof membrane patching	Delivery (works)	120,000	120,000	-	-
Woodleys Shed community facility fitout	Design	75,000	-	75,000	-
Purchase of library books	Purchase	325,000	268,931	-	56,069
TOTAL		41,901,508	34,323,190	5,080,071	2,498,247

Notes:

*Infrastructure budgets will be confirmed following completion of detailed designs

^Of the proposed \$41.9 million general revenue expenditure in the above capital works program, approximately \$31.7 million is allocated to renewal projects

Financial and Asset Management Indicators

Description	2026–2027 (\$'000)	OLG Benchmark
Operation Performance ratio	4%	>0%
Own Source Operating revenue ratio	92%	>60%
Unrestricted current ratio	1.72	>1.5
Debt service cover ratio	5.61	>2
Cash Expense Cover ratio, excluding external restrictions	2.38	>3month
Infrastructure - Buildings and infrastructure renewals ratio	102%	>100%
Infrastructure - Infrastructure backlog ratio - condition 3	15%	<2%
Infrastructure - Asset maintenance ratio	100%	>100%

4.3 Financial assistance

North Sydney Council will support community organisations, not-for-profits, individuals and businesses by providing a range of grants, donations and subsidies in the 2026–2027 financial year. Pursuant to Section 356 of the *Local Government Act 1993*, the following information details the maximum contributions and subsidies for 2026–2027. If Council's application for a Special Variation to rates is not approved, some contributions may need to be reduced or removed. Please note that these figures do not include in-kind contributions through reduced rental fees for community facilities or the provision of parking subsidies.

Organisation's Name - Council Support	Category	Annual Support Value (Estimated)
Community Connect Transport	Community Transport - Contract	\$50,000
Community Transport	Grant Program	\$50,000
Council's Sustainability Rebates	Rebates	\$100,000
Creative Grant - Creative Operational Budget	Grant Program	\$20,000
Creative Operational Budget - Events	Historical Annual Operational Support	\$18,540
Crows Nest Community Centre	Historical Annual Operational and Building Support	\$493,996
Crows Nest Community Centre	Pensioner Christmas Dinner	\$4,200
Crows Nest Fair	Historical Annual Operational Support	\$78,278
Ensemble Theatre	Historical Annual Operational Support	\$4,400
Green Schools Grants	Grant Program	\$13,000
Greenway	Historical Annual Operational Support - Insurance	\$1,250
Kelly's Place Child Care	Historical Annual Operational Support	\$12,694
Kirribilli Neighbourhood Community Centre	Historical Annual Operational and Building Support	\$79,336
Live Poets	Historical Annual Operational Support - Insurance	\$1,150
McMahons Point Community Pre-school	Historical Annual Operational Support	\$13,202
Men's Shed	Historical Annual Operational Support	\$2,740

Organisation's Name - Council Support	Category	Annual Support Value (Estimated)
Neutral Bay Community Centre	Historical Annual Operational Support	\$66,642
Neutral Bay Community Centre	Historical Annual Operational Support - Insurance	\$2,750
North Sydney Australia Day Celtic Festival - National Dancing Association	Historical Annual Operational Support	\$3,214
North Sydney Community Centre	Historical Annual Operational Support	\$174,539
North Sydney Community Centre	Historical Annual Operational Support - Choir lunch	\$5,000
North Sydney RSL	Historical Annual Operational Support	\$670
North Sydney Symphony Orchestra	Historical Annual Operational Support	\$4,760
Nutcote Museum	Historical Annual Operational Support	\$35,966
Nutcote Museum	Historical Annual Operational Support - Insurance	\$7,210
Royal Art Society	Historical Annual Operational Support	\$5,924
Small Grant	Grant Program	\$28,900
Taldumande	Historical Annual Operational Support	\$8,674
Volunteer Support & Recognition	Historical Annual Operational Support	\$8,462
Waverton Hub	Historical Annual Operational Support - Programing	\$3,399
Total		\$1,298,896



Part 5:

**Statement of
revenue policy
2026–2027**



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 2026–2027 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

Following an extraordinary meeting held on 21 January, Council resolved to apply to Independent Pricing and Regulatory Tribunal (IPART) for a Special Variation (SV) with the cumulative increase to rates over three years 52.66% (including the rate peg), together with an increase to the minimum residential and business rates of \$396.08 above the rate peg over the three-year period. If the SV is approved following IPART's assessment, council will adopt a 23% total rate increase in 2026–2027.

Council will undertake the following actions in 2026–2027 if IPART rejects the SV application:

- Increase total ordinary rates income by 4% rate peg set by IPART.
- Increase the minimum rates (residential and business) to \$773.60, reflecting the 4% rate peg.

Council will undertake the following actions in 2026–2027 if IPART partially approves the SV:

- Increase total ordinary rates income by 4% rate peg set by IPART plus the SV rate approved by IPART.
- Increase the minimum rates (residential and business) to the amount approved by IPART.

Domestic waste and stormwater charges will be 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 new or increased fees for use of public open space. Any new or changed 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 2026–2027 rating year, the valuation base date is 1 July 2025.

Rate pegging and SV

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 2026-27 financial year using the new rate peg methodology. This methodology incorporates the Base Cost Change (BCC) for council groups, which reflects projected increases in employee costs, asset costs and other operating expenses. It also includes adjustments for changes in the Emergency Service Levy, temporary election costs, a population factor and productivity factor.

The maximum rate pegging for North Sydney Council determined by the Independent Pricing and Regulatory Tribunal (IPART) for FY2026–2027 is 4.00%.

North Sydney Council applied to IPART for a SV for a 52.66% cumulative increase to rates over three years (including the rate peg) to fund improved infrastructure outcomes. The total increase for FY2026–2027 if the SV is approved is 23% (including the 4% rate peg), and the minimum rate will increase to \$970.72.

The Rating structure below is presented for both scenarios:

- Scenario 1 - The SV is rejected in full
- Scenario 2 - The SV is approved in full.

Rating structure – Scenario 1: SV rejected in full by IPART

Ordinary rates

The rating structure below incorporates 4.00% (rate peg only) increase in 2026–2027, with minimum rate increase to \$773.60.

2026–2027 Rating Structure					
Rate description	Rate (cents in \$) or minimum rate	Number of properties	Estimated rate revenue (\$)	TOTAL (\$)	%
Residential minimum	\$773.60	28,171	\$21,793,530.93	37,262,038.66	60%
Residential ad valorem	0.065251	9,210	\$15,468,507.73		
Business minimum	\$773.60	1,257	\$972,420.23	24,841,424.83	40%
Business ad valorem	0.382747	2,173	\$23,869,004.60		
Total				62,103,463.49	

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	37,382	\$32.84	0.002916	1,227,624.88	1,155,100.10	2,382,724.98
Business Infrastructure Special Levy	3,430	\$32.84	0.002916	112,641.20	185,209.18	297,850.38

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	37,382	\$36.86	0.003272	1,377,900.52	1,296,120.55	2,674,021.07
Business Environmental Special Levy	3,430	\$36.86	0.003272	126,429.80	207,820.46	334,250.26

Rating structure – Scenario 2: SV approved by IPART in full

Ordinary rates

The rating structure below has reflected Council's application for a 23.00% increase in 2026–2027, with minimum rate increase to \$970.72.

2026–2027 Rating Structure					
Rate description	Rate (cents in \$) or minimum rate	Number of properties	Estimated rate revenue (\$)	TOTAL (\$)	%
Residential minimum	\$970.72	29,145	\$28,291,612.66	44,693,254.53	60%
Residential ad valorem	0.072959	8,237	\$16,401,641.87		
Business minimum	\$970.72	1,297	\$1,259,029.35	29,795,518.43	40%
Business ad valorem	0.458196	2,133	\$28,536,489.08		
Total				74,488,772.96	

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	37,382	\$32.84	0.002916	1,227,624.88	1,155,100.10	2,382,724.98
Business Infrastructure Special Levy	3,430	\$32.84	0.002916	112,641.20	185,209.18	297,850.38

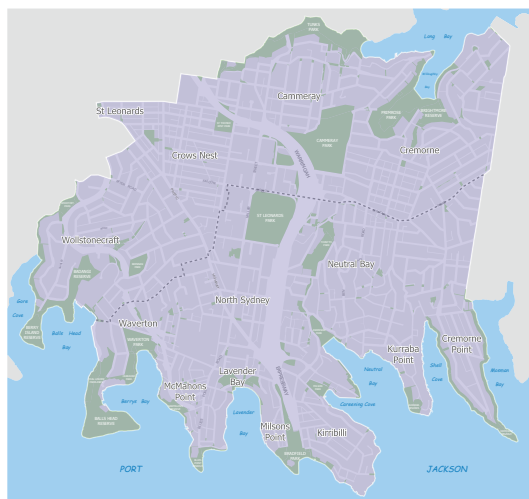
Environment Levy

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	37,382	\$36.86	0.003272	1,377,900.52	1,296,120.55	2,674,021.07
Business Environmental Special Levy	3,430	\$36.86	0.003272	126,429.80	207,820.46	334,250.26

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 *Local Government Act 1993*, eligible ratepayers who meet the essential criteria are entitled to receive a maximum reduction amount of \$250.00 for combined ordinary rates and domestic waste management charges for (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 State 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 \$255 for FY2026–2027, 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 was updated in October 2025, to include local ratepayers who have suffered genuine financial hardship and are unable to pay annual rates and charges on time. Council assistance may include the following:

- An extension to the payment due date;
- A payment plan or agreement under Section 564 of the *Local Government Act 1993*, allowing rates and charges (whether overdue or not) to be paid in instalments over an agreed period) eg weekly over six months)

Application must be made using the Financial Hardship Application form available online. For more information please refer to the Financial Hardship Policy on Council's website.

Rates adjustments and aggregation

Upon registration of a new strata plan or deposited plan, Council will re-assess 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 occupiers 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. North Sydney Council will adopt the maximum interest rate permitted by the Minister for Local Government for the 2026–2027 financial year.

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 3.7% for 2026–2027.

Charges for 2026–27 are show below:

Domestic waste	2026–2027 charge (\$)	Number of services	Total yield (\$)	Change from previous year (\$)
Domestic waste charge (60L bin) – Council approved ONLY	\$503.00	0	0	\$18
Domestic waste charge (80L bin)	\$503.00	35,852	18,033,556	\$18
Domestic waste charge (120L bin)	\$838.00	1,532	1,283,816	\$30
Domestic waste charge (240L bin)	\$1,472.00	482	709,504	\$53
Service availability charge	\$72.00	1,244	89,568	\$3

The total estimated yield from the Domestic Waste Management Charge in 2026–2027 is \$20,116,444.

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. Twenty-two kilometres of the network is in a condition that needs replacing. The replacement of these poor condition pipes will cost about \$52.2 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 *Local Government Act NSW 2021* 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 \$612,000 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 2026–2027' document.

The various methods for pricing are:

1. **Full cost recovery:** Fee charged aims to recover all the direct and indirect costs associated 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 notices.
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 Service 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 document.

5.4 Other funding sources

External borrowings

Council is not currently planning to undertake additional external borrowings in 2026-27. While external debt may be considered as part of broader long-term financial planning, it is not proposed at this stage. This approach avoids additional interest costs and reduces the risk of further pressure on rates.

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'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:

Revised:

Financial Risk Outlook

This document outlines an outcome of the comprehensive forward assessment of Council's key risk exposures, including sensitivity analysis of the 2026/27 budget and the LTFP for 2027/28 and 2028/29.

Key Indicators used in sensitivity analysis

Both the Office of Local Government (OLG) and the NSW Audit Office acknowledge that the current key performance indicators used to assess councils' financial sustainability may not be a true representation of long-term financial sustainability. It is important that each Council determine target indicators based on their unique financial circumstances.

An adjusted General Fund Net Operating Results has been used as a key indicator in sensitivity analysis to provide a clearer understanding of the impact on Council's underlying financial position.

It is calculated by taking net operating results (before capital items, excluding domestic waste operations and externally restricted interest) and dividing by total operating revenue (excluding capital grants and contributions, domestic waste charges and externally restricted interest)

This adjusted bottom line is intended to reflect the sustainability of Council's unrestricted General Fund operations by isolating recurrent and unrestricted income and expenditure from externally restricted revenues and expenses. In addition to excluding capital grants and contributions, the following items are also removed from this measure:

- Domestic Waste Management net results (income and expenditure) — these charges are levied for a specific statutory purpose and must be expended on domestic waste management services. They are not available to fund Council's general operations.
- Restricted interest income — this relates to interest earned on externally restricted developer contributions and can only be used for the purposes for which those funds were collected. It is not available to support general operations.

This adjusted bottom line is also further used to calculate General Fund Operational Performance Ratio, to demonstrate true performance of unrestricted revenue and corresponding general fund expenses.

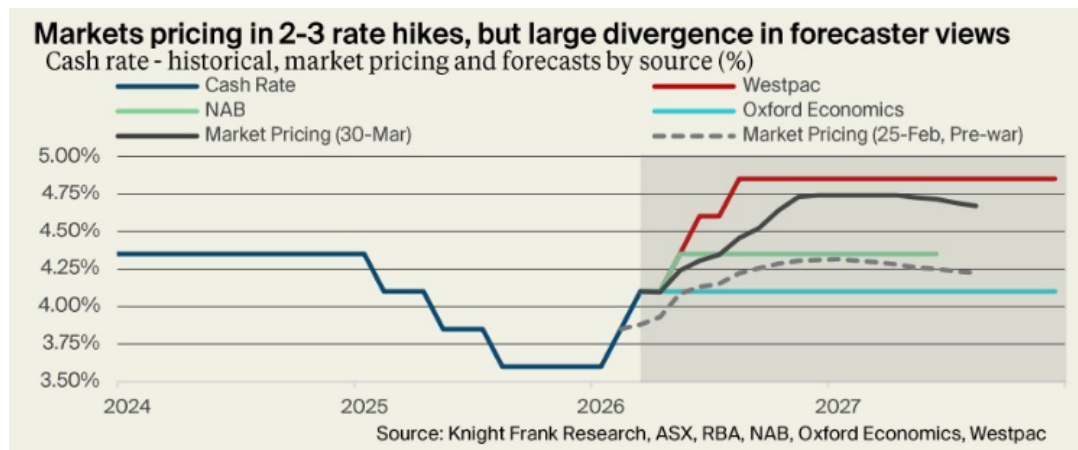
The other key indicator used in sensitivity analysis is the unrestricted cash balance (calculated as total investments and cash less internally and externally restricted funds). This is a critical financial indicator, as Council's day-to-day operations are

largely funded by unrestricted cash. Maintaining a healthy buffer is essential to manage short-term adverse factors that may impact Council's liquidity.

Council's Restricted Funds Policy establishes a target unrestricted cash balance, defined as a minimum balance equivalent to one month of operating expenses plus loan repayments, excluding operating expenses related to domestic waste management. This is referred to as the benchmark unrestricted cash balance in the sensitivity analysis tables in this document.

Cost escalation risk (inflation)

The draft 2026–2027 budget was prepared during unprecedented uncertainty surrounding future interest rates and inflation. The graph below demonstrates this uncertainty, highlighting how various financial institutions' forecasts are significantly misaligned and underscoring the unpredictability of the economic outlook.



Cost escalation presents a material and increasing risk to Council's financial sustainability, asset integrity and service delivery capacity. This risk affects both operating and capital expenditure and is no longer cyclical in nature.

Capital projects including those funded through developer contributions and external grants are increasingly exposed to cost escalation that cannot be absorbed within approved budgets. In some cases, projects may become unviable or materially delayed, resulting in scope reduction, deferral or cancellation, with flow on impacts to service delivery, community expectations and contractual obligations.

According to T-Corp monthly report form March 2026, there is a material risk that inflation remains above target for longer than previously anticipated. This risk is not driven by discretionary spending growth, but by a structural mismatch between legislated revenue controls and the cost, asset and risk profile of modern local government. Inflationary pressures are systemic and flow directly through transport, construction, materials, waste services and contracted activities - cost categories over which councils have limited control.

While private sector organisations can respond to sustained cost escalation through price increases, NSW councils are structurally constrained by the statutory rate setting framework. The NSW rate peg:

- is determined in advance (with the 2026–27 peg set in October 2025);
- is based on economic forecasts that cannot anticipate geopolitical events, fuel price shocks or supply chain disruptions; and
- is applied annually, despite cost pressures being continuous, cumulative and often volatile.

Once set, the rate peg requires councils to absorb actual inflation outcomes regardless of fuel price volatility, contractor price resets, labour market pressures or supply chain disruption. This creates a systemic misalignment between revenue growth and cost exposure.

This risk is structural, not short-term. Where actual cost escalation exceeds the rate peg:

- operating deficits widen;
- asset renewal and maintenance are deferred;
- service levels are incrementally reduced, often without a single decision point; and
- financial buffers, including unrestricted cash and working capital, are progressively eroded.

Critically, these impacts are not recovered in subsequent years. The revenue gap created in any one year is locked in and compounds over time, embedding under-funding into Council's financial base. This materially increases Council's exposure to:

- asset condition deterioration;
- service failure;
- safety and compliance risks; and
- long-term solvency pressure.

As a result, the rate peg now operates not merely as a revenue constraint, but as an active driver of financial sustainability risk, particularly during periods of economic volatility. The current revenue framework no longer reflects the risk environment councils are required to manage, particularly in relation to infrastructure stewardship, public safety and long-term service obligations.

The following table illustrates the effect of an additional 1% increase in CPI on Council's projected financial position and capital expenditures.

Cumulative impact of 1% CPI increase will bring unrestricted cash balance in some periods slightly below the benchmark and naturally worsen General Fund Operating Performance Ratios.

Cost to Bring Assets to Agreed Service Level	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Base (Budget / LTFP)	187,023	204,831	224,722	177,512	179,321	177,676
Sensitivity impact (cumulative)	(296)	(663)	(1,043)	(419)	(981)	(1,599)
Adjusted amount	186,727	204,168	223,679	177,093	178,340	176,077

Unrestricted Cash	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(432)	(1,021)	(1,680)	(449)	(1,085)	(1,800)
Adjusted amount	10,448	9,104	10,560	9,697	8,909	10,592
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund)	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%
Sensitivity impact	(0.32%)	(0.31%)	(0.31%)	(0.30%)	(0.29%)	(0.29%)
Adjusted amount	(6.03%)	(5.46%)	(4.87%)	1.44%	5.93%	8.32%

Risk Associated with Award Increase

During budget preparation, it was acknowledged that the quantum of award increases for the forward years remains uncertain as the current Local Government (State) Award expires 30 June 2025 and the new one has not been finalised.

An assumption of a 3% award increase for 2026/27 onwards, together with an additional 0.75 % increase for superannuation, was considered the most appropriate estimate at the time the budget was prepared.

The table below shows how a 1% per year Award increase affects the Council's financial forecast.

A 1% Award increase will bring unrestricted cash balance in most of the periods below the benchmark and naturally worsen General Fund Operating Performance Ratios.

Unrestricted Cash	Scenario 1 - No SRV	Scenario 2 - Full SRV
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	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(601)	(1,247)	(1,920)	(601)	(1,253)	(1,932)
Adjusted amount	10,279	8,877	10,320	9,545	8,741	10,461
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund)	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%
Sensitivity impact	(0.44%)	(0.45%)	(0.44%)	(0.40%)	(0.39%)	(0.38%)
Adjusted amount	(6.15%)	(5.60%)	(5.01%)	1.34%	5.83%	8.23%

Return on Investments Risk

Similar to uncertainty surrounding future inflation, interest rates and, consequently Council's return on investments, are expected to be volatile due to fluctuations in those rates. It is important to highlight that approximately 42% of Council's investment income is restricted, as it represents interest accrued from development contributions. This revenue must be preserved within reserves to maintain the future value of the development contributions.

The following table illustrates the effect of an additional 1% increase and decrease in interest rates.

1% reduction in interest rates will bring unrestricted cash balance in most of the periods below the benchmark and naturally worsen General Fund Operating Performance Ratios.

Unrestricted Cash - 1% increase in Return on Investments	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	777	1,548	2,301	510	1,013	1,503
Adjusted amount	11,657	11,673	14,541	10,657	11,007	13,895
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund) - 1% increase in Return on Investments	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%

Sensitivity impact	0.02%	0.01%	0.01%	0.01%	0.01%	0.01%
Adjusted amount	(5.70%)	(5.14%)	(4.55%)	1.76%	6.23%	8.62%

Unrestricted Cash - 1% decrease in Return on Investments	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(777)	(1,548)	(2,301)	(510)	(1,013)	(1,503)
Adjusted amount	10,103	8,577	9,939	9,637	8,981	10,889
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund) - 1% decrease in Return on Investments	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%
Sensitivity impact	(0.02%)	(0.01%)	(0.01%)	(0.01%)	(0.01%)	(0.01%)
Adjusted amount	(5.73%)	(5.17%)	(4.58%)	1.73%	6.21%	8.60%

North Sydney Olympic Pool Operational Risks

At the time of preparation of the Long-term- Financial Plan (LTFP) and Draft Budget, the North Sydney Olympic Pool had not yet opened. Business modelling has therefore been undertaken to support planning for the opening and ongoing operation of the Pool.

The target scenario included in Council's Long-term Financial Plan assumes attendance of 500,000 visits in Year 1, increasing to 520,000 by Year 3. The scenario also assumes 1,700 registered learn- to- swim participants and 1,200 gym users in Year 1, increasing to 2,250 learn- to- swim participants and 1,900 gym users by Year 3.

A key characteristic of pool operations is that the majority of costs are fixed rather than variable. As a result, a reduction in attendance would not result in a commensurate reduction in operating costs.

As no actual operating data is yet available to fully validate these assumptions, there is a higher level of uncertainty compared with budget forecasts for established operations. Accordingly, additional sensitivity analysis has been undertaken to assess the financial impact of a 5% reduction in attendance and a 5% increase in maintenance costs and presented in the table below.

5% reduction in occupancy or 5% increase in maintenance will bring unrestricted cash balance in some of the periods below the benchmark and naturally worsen General Fund Operating Performance Ratios.

Unrestricted Cash - 5% decrease in pool occupancy	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(440)	(878)	(1,372)	(440)	(878)	(1,372)
Adjusted amount	10,440	9,247	10,868	9,707	9,116	11,020
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund) - 5% decrease in pool occupancy	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%
Sensitivity impact	(0.34%)	(0.33%)	(0.36%)	(0.29%)	(0.25%)	(0.26%)
Adjusted amount	(6.06%)	(5.48%)	(4.92%)	1.46%	5.97%	8.35%

Unrestricted Cash - 5% increase in pool maintenance	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(315)	(638)	(969)	(315)	(638)	(969)
Adjusted amount	10,565	9,487	11,271	9,832	9,356	11,423
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general operations) - 5% increase in pool maintenance	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%
Sensitivity impact	(0.01%)	(0.01%)	(0.01%)	(0.01%)	(0.01%)	(0.01%)
Adjusted amount	(5.73%)	(5.16%)	(4.57%)	1.74%	6.21%	8.60%

Commercial revenue Risk

Council generates over \$6 million in general revenue from commercial rental activities; however, changes in the commercial property market and continued deterioration of property condition due to lack of renewal may expose Council to further financial risk. This reflects a broader risk inherent in business operations.

In considering Councils broader property strategy, and the importance of ensuring investment returns, it is noted that in addition to revenue generation and capital growth, a significant proportion of Council's commercial properties are held for strategic purposes to support infrastructure growth needs. In reviewing the property portfolio, any opportunities for divestment should ideally also support this need by funding new or upgraded infrastructure rather than infrastructure backlogs.

Divestment considerations made as a result of strategic review must also consider the associated risks to financial performance. For example, the sale of property may result in the temporary or permanent loss of associated rental revenue or car parking fees and charges. This reduction in income would impact Council's financial position and require the implementation of other financial strategies to offset the revenue shortfall.

As noted further in this report, using property sales to address operational deficits would be inconsistent with the principles of prudent financial management embedded in Council adopted policies and strategic documents.

The following table illustrates the effect of \$1 million reduction in commercial revenue on Council's projected financial position, which includes a reduction in unrestricted cash below the benchmark in all periods, under both scenarios.

	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Unrestricted Cash	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(1,000)	(2,025)	(3,076)	(1,000)	(2,025)	(3,076)
Adjusted amount	9,880	8,100	9,164	9,147	7,969	9,317
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund)	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%
Sensitivity impact	(0.78%)	(0.77%)	(0.76%)	(0.66%)	(0.59%)	(0.56%)
Adjusted amount	(6.49%)	(5.92%)	(5.32%)	1.08%	5.63%	8.05%

Risk of Volatile Regulatory Revenue Due to Development Activity

Council generates approximately \$3 million per annum in general revenue from development dependent regulatory fees and charges, such as development application (DA) fees and hoarding fees. Revenue from these sources fluctuates depending on the level of development activity within the local government area, which is largely outside-Council's control. This exposes Council to revenue volatility, which may adversely or favourably impact Council's financial performance.

The following table demonstrates the impact of a 10% decrease in development fees, indicating that the KPIs are less sensitive to this decrease compared to other risks assessed.

	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Unrestricted Cash	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	10,880	10,125	12,240	10,147	9,994	12,392
Sensitivity impact (cumulative)	(349)	(706)	(1,073)	(349)	(706)	(1,073)
Adjusted amount	10,531	9,418	11,167	9,798	9,288	11,319
Unrestricted cash benchmark	10,026	10,195	10,441	10,180	10,627	10,954

Operating Performance Ratio (general fund)	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
Base (Budget / LTFP)	(5.72%)	(5.15%)	(4.56%)	1.75%	6.22%	8.61%
Sensitivity impact	(0.27%)	(0.27%)	(0.26%)	(0.23%)	(0.21%)	(0.19%)
Adjusted amount	(5.99%)	(5.42%)	(4.83%)	1.52%	6.01%	8.41%

Domestic Waste Management (DWM) Risk

The rollout of Food Organics and Garden Organics (FOGO) is scheduled for 2029, with \$5.4 million provided in the Long-term Financial Plan (LTFP) for implementation. However, there are significant uncertainties regarding the actual cost, as it will be influenced by multiple factors, including procurement outcomes, service model design, and prevailing market conditions.

As at the beginning of 2028/29, the DWM reserve is forecast to be \$22.2 million. From 2028/29, the reserve is not expected to increase once FOGO is rolled out, reflecting the anticipated change in the operating position of the domestic waste function.

The table below demonstrates forecasted reserve balance sensitivity if waste collection costs increase by 1%, which will not have material impact of reserve balance.

Domestic Waste Management Reserve	Scenario 1 - No SRV			Scenario 2 - Full SRV		
	2026/27	2027/28	2028/29	2026/27	2027/28	2028/29
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Base (Budget / LTFP)	18,676	21,053	21,053	18,676	20,591	20,591
Sensitivity impact (cumulative)	(190)	(371)	(611)	(190)	(371)	(611)
Adjusted amount	18,487	20,682	20,442	18,487	20,220	19,980

Supply Chain Interruption

Ongoing military conflict in the Middle East has heightened the risk of supply chain disruption, particularly in relation to fuel availability and pricing.

At the time of preparing this report, the conflict remains unresolved, with fuel prices having increased by approximately 40% since the commencement of hostilities and continuing to escalate.

While the draft budget for the coming financial year includes an allowance for increased fuel costs (40%), the risk of further fuel price escalation remains. Over time, sustained increases in fuel costs may have both direct and indirect impacts on Council's financial position and longer-term sustainability.

These impacts may extend beyond fuel costs to broader supply chain pressures, including a reduced capacity of suppliers to deliver capital projects and essential services due to financial stress. At the time of writing this report, early warning signs have already emerged, including reports of waste service providers operating at a loss as a result of fuel price increases, with some providers expected to be unable to sustain operations. This is one example of how prolonged fuel price volatility could have wider operational implications for Council.

Given the complexity and interconnected nature of these risks, no specific sensitivity analysis has been undertaken. However, this risk has been incorporated into the overall risk assessment and will be actively monitored by management to ensure that appropriate and timely budget and operational decisions are made.

Mitigation Strategies

The budget will be monitored closely, and if risks eventuate, the forecast will be adjusted to reflect the new circumstances. Council will then need to consider appropriate financial strategies to address any resulting budget shortfall, including the following:

- Increase in fees and charges
- Reduction in assets renewal
- Increase in domestic waste annual charges to offset contract cost escalation
- Recruitment freeze
- Reduction in level of services
- Borrowing from internally restricted reserves could be also considered to manage short-term cashflow fluctuations during the year, in line with adopted Restricted Reserve Policy.

Council already has an experience of implementing short-term liquidity measures, in 2024/25 and 2025/26 financial years, and while these strategies have delivered temporary improvements to cash and investment balances, they come with operational and strategic trade-offs. Prolonged deferral of renewals and capital projects can

accelerate asset degradation, increase long-term maintenance costs, and reduce service levels. Similarly, staffing constraints and expenditure cuts place additional pressure on workforce capacity, morale and service delivery. These actions, while necessary in the short term, are not sustainable solutions to Council's structural financial challenges.

It is important to note that additional borrowings or the sale of Council assets will not be considered as measures to address any operational deficit arising from financial risks, as such actions would contradict the principles of prudent financial management embedded in Council adopted policies and strategic documents.

As per Council Financial Management Policy:

4.3.14 All funds generated from the sale of assets will be directed to assets that offer improved community benefits or are income-producing. Revenue from asset sales will not be directly used to offset recurrent operating expenditure.

Summary

Despite risk mitigation strategies, the cumulative impact of financial risks could materially affect Council's 10-year financial forecast and may constrain its ability to meet the financial targets set out in the current LTFP.