



Discussion Paper

January 2013
Prepared by North Sydney Council

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1. Introduction

1.1 About the North Sydney Community Strategic Plan Review

The *Community Strategic Plan* is a long term plan (10 years plus) that identifies the community's main priorities and expectations for the future of North Sydney.

North Sydney Council undertakes a comprehensive review of its *Community Strategic Plan* (CSP) every four years following the local government elections. Council is currently reviewing the plan to ensure it reflects the aspirations of the community and the new Council. As part of this process, the community is given an opportunity to be involved in the review of the CSP.

Council is ultimately responsible for the adoption of the CSP; however the community has a role in recommending the priority areas for Council to target its resources. As is the case with any agency whether it is federal, state or local government there are limited resources available as well as certain legislative requirements which have to be met and Council in conjunction with the community will consider this along with what is important to the local community when allocating resources via its *Delivery Program* and *Resourcing Strategy*.

Council believes that meaningful participation by community and stakeholders in the development of the CSP will lead to more informed decisions. To guide community input into the plan's review, Council has adopted an engagement strategy. This Discussion Paper is just one part of this strategy. Council is committed to providing opportunities for community and stakeholders to be involved in the development of this document and will communicate how that input was considered and included.

1.2 Purpose of the Discussion Paper

This Discussion Paper has been prepared by North Sydney Council to begin the conversation with the North Sydney community on the review of the CSP. The Discussion Paper provides background information and poses some key questions to consider. It should be read in conjunction with the current CSP and the *End of Term Report 2012* which are available from Council's website at www.northsydney.nsw.gov.au/2020vision.

The Discussion Paper lists the current directions, goals and objectives - all of which need to be reviewed. It provides a detailed analysis and commentary on the Directions.

The Discussion Paper seeks to be a succinct but thorough appreciation of the strategic challenges and issues facing North Sydney over the long term. The aim of the Discussion Paper is to stimulate thinking and discussion about key challenges and opportunities facing North Sydney in coming years. The outcome of these discussions will be a new CSP.

The use of the word "strategic" is used intentionally to focus upon the 'big picture' items that will shape the community, the environment, the economy and the leadership of North Sydney. Smaller, subservient and more detailed issues are important and will be addressed by policies and plans subsequently prepared in the context of the *Delivery Program*.

1.3 Community Engagement

1.3.1 How is the Plan being Reviewed?

Council has prepared and adopted a Community Engagement Strategy (CES) to guide the preparation of the new *Community Strategic Plan* and to enable community input into the plan making process.

The CES identifies four key stages of engagement in the development, these are:

<p>Phase 1 - Research and Scoping</p>	<p>November 2012 - February 2013</p>	<p>Involves understanding the current situation. Existing data, plans and studies will be analysed as part of the development of this Discussion Paper.</p> <p>During this phase information will be compiled that will answer the following questions:</p> <ul style="list-style-type: none"> • What do we know about our community? (2011 Census data) • What could affect our community in the future? • What legislative requirements including state and regional plans inform Council decisions? • How will the community be informed? • What principles will guide the CSP? • What is the long-term timeframe of the CSP? <p>The community is invited to make written submissions regarding the issues raised in the Discussion Paper.</p>
<p>Phase 2 - Identify Aspirations and Expectations and Prepare Draft Goals and Objectives</p>	<p>February - April 2013</p>	<p>To gather input from the community two open-ended questions will be posed throughout Phase 2:</p> <ul style="list-style-type: none"> • What are the things that make North Sydney a great place to live, work, stay and play? • What would make North Sydney a better place to live, work, stay and play? <p>Council will offer various methods by which the community can participate in Phase 2, including face-to-face and online, allowing the community to participate at times that best suit their needs and commitments - refer to Section 1.3.3.</p>
<p>Phase 3 - Developing, Allocating and Costing Strategies</p>	<p>April - May 2013</p>	<p>Involves the analysis of the data collected in Phases 1 and 2 to form the basis of the development of the first draft of the new CSP. The intention is to build upon and improve the existing plan.</p>
<p>Phase 4 - Finalising the Plan</p>	<p>May - June 2013</p>	<p>Following a public exhibition period, in which a community information session will be held, the final plan will be submitted to Council for adoption.</p>

1.3.2 Key Stakeholders

Council recognises and values the wealth of skills, knowledge and expertise in the community and aims to use these to improve and inform its decision making. Council also recognises that others in the community play an important role in delivering the outcomes of this Plan. Effective stakeholder participation is critical to the success of the new CSP.

Key stakeholders include:

- Council - providing services, facilities, leadership, representation, strategies, partnerships, networks, advocacy knowledge and skills and labour.
- Community groups and individuals - providing guidance, values, engagement and feedback.
- Government - providing legislative settings, planning services, funding opportunities, guidance and feedback.

- Partnerships - providing shared knowledge, resources and networks.

1.3.3 How you can be involved?

Your ideas and comments are important so please read this paper, discuss it with others and participate in the consultation opportunities. Your involvement will help shape North Sydney's future. You can get involved by any of the following:

Written Submission	Respond to the Discussion Paper in writing. Either email 2020@northsydney.nsw.gov.au
Focus Groups	To introduce and engender wide ownership of the CSP, a series of focus groups with our hard to reach target groups.
Postcard Feedback	Postcards will be distributed throughout the North Sydney LGA, asking for feedback on the top three priorities for the future of North Sydney.
Online Panels	Five panels will be established, one panel per Direction. For more information about joining the online panels contact Council's Community Engagement Coordinator on 9936 8181.
Facebook	Comments collated via Council's Facebook page will be used as 'vox pops' or quotes throughout the new document and/or accompanying <i>Delivery Program, Operational Plan or Resourcing Strategy</i> .
Poster Competition	Children, up to 12 years of age, are invited to send artworks depicting: When I grow up North Sydney will look like....
Photographic Competition	Community members are invited to share images of North Sydney online.
Telephone Survey	Council will engage an external consultant to conduct its next Customer Satisfaction Survey, to determine community attitudes towards the services and facilities it provides. 400 local residents and 200 business customers will be randomly selected to participate in the survey in early 2013.

2. North Sydney in Profile

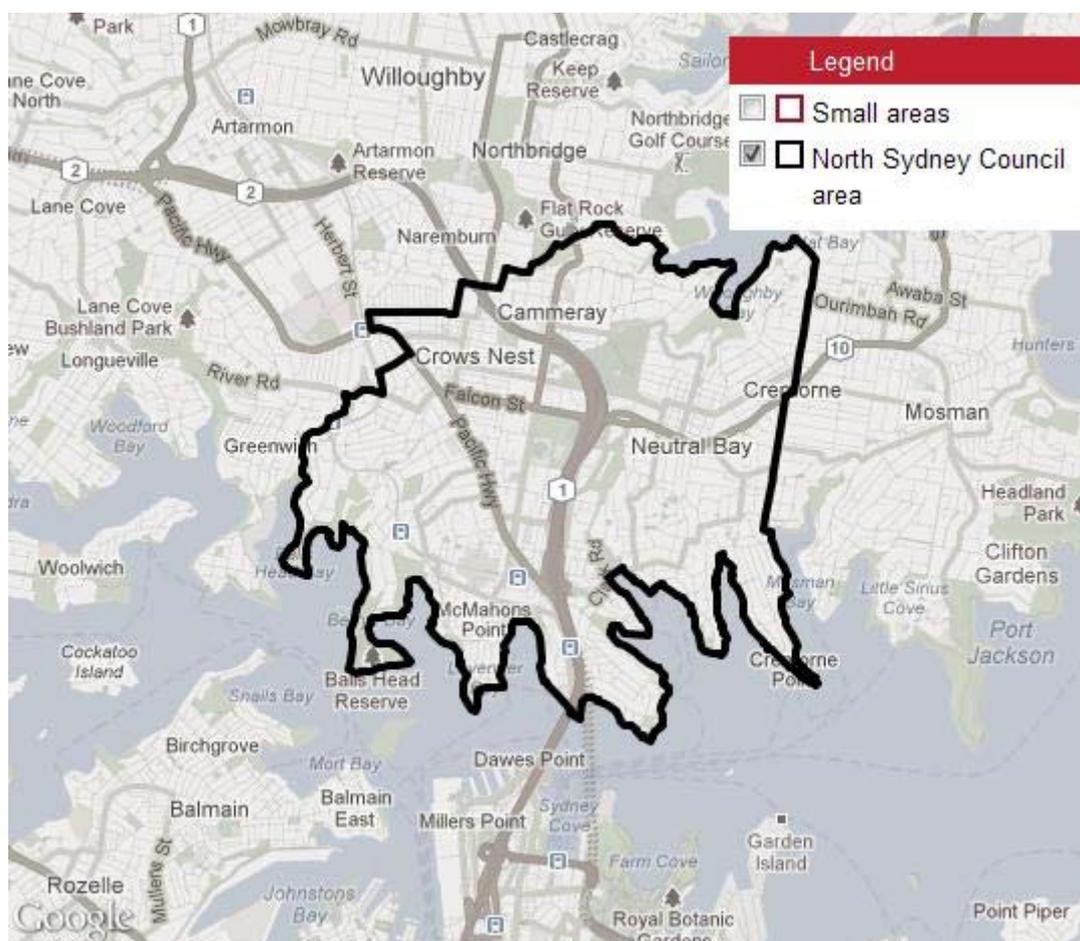
2.1 About North Sydney

The North Sydney local government area (LGA) is located in North Sydney's inner suburbs about 3 kilometres from the Sydney GPO. The North Sydney LGA is bounded by Willoughby City in the north, the Mosman LGA in the east, Port Jackson in the south, and the Lane Cove LGA in the west.

The North Sydney LGA encompasses the suburbs of Cammeray, Cremorne, Cremorne Point, Crows Nest, Kirribilli, Kurraba Point, Lavender Bay, McMahons Point, Milsons Point, Neutral Bay, North Sydney, St Leonards (part), Waverton and Wollstonecraft.

Key Statistics	
Population	67,033 ¹
Land area	1,049 hectares (10km ²)
Population density	55.98 persons per hectare

Council acknowledges the Guringai Tribe and Cammeraygal Clan as the traditional custodians of this area. It is important to recognise the Aboriginal spiritual, social and cultural connections to North Sydney's land and waters.



¹ Estimated resident population 2011

The North Sydney LGA is one of the oldest areas of settlement in metropolitan Sydney with European settlement dating from 1805. The relative inaccessibility and rugged terrain of the lower north shore meant that development was slow until the arrival of regular ferry services in 1830. While the 1880s saw significant development in the areas closest to the harbour, residential development expanded rapidly after the opening of the Sydney Harbour Bridge in 1932.

The post war period has seen the emergence of North Sydney as a major commercial centre in the national context. Significant office development in the North Sydney CBD and to a lesser extent Milsons Point has established the area as a major destination. In the post war period, significant amounts of medium density housing were also constructed, particularly in areas such as Wollstonecraft and Neutral Bay.

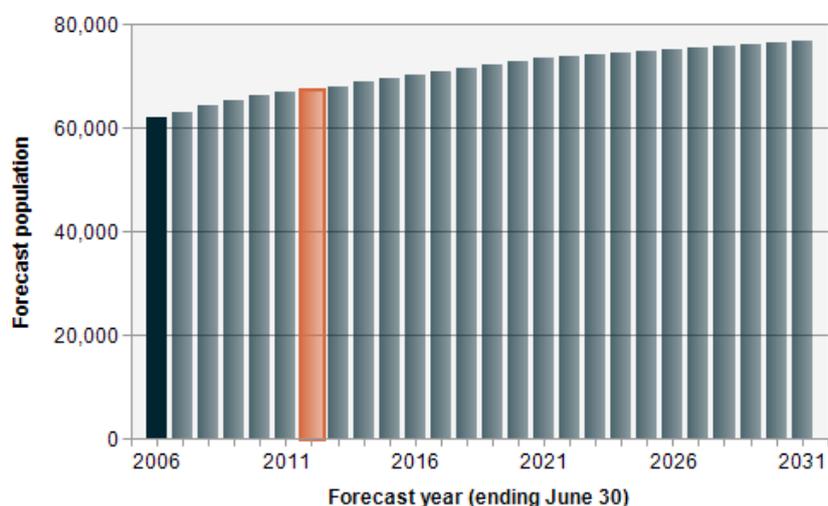
2.2 Demographic Profile

Understanding North Sydney's demography is useful to aid planning for the future of North Sydney.

The main features of the demographic profile on North Sydney are:

- The estimated resident population in 2011 was 67,033 people. The forecast population for 2012 was 67,150 people.
- The North Sydney population is expected to 76,861 people by 2031 - an additional 9,711 people (14.46%) or an average of 0.71% per annum change during this period.
- The future population (2031) target is 72,733.

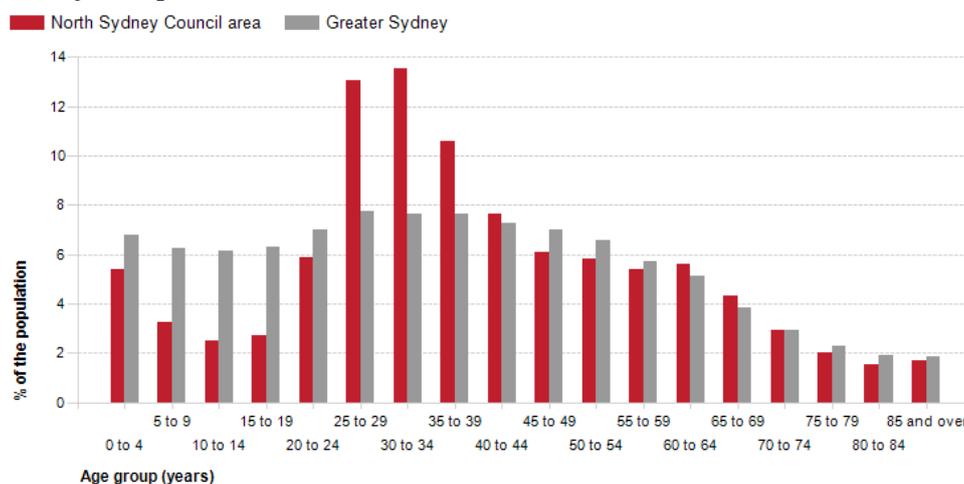
Forecast population, North Sydney



- Almost half of North Sydney's residents are aged between 25 and 49 years.
- The largest age group is 30 to 34 year olds (13.5%).
- North Sydney has a larger percentage of 25 to 34 year olds (26.6%) compared to the Greater Sydney average (15.4%).

- North Sydney has a lower proportion (11.1%) of people in the younger age groups (under 15) and a similar proportion (12.5%) of people in the older age groups (65+) compared with 19.2% and 12.8% respectively for Greater Sydney.

Five year age structure, 2011

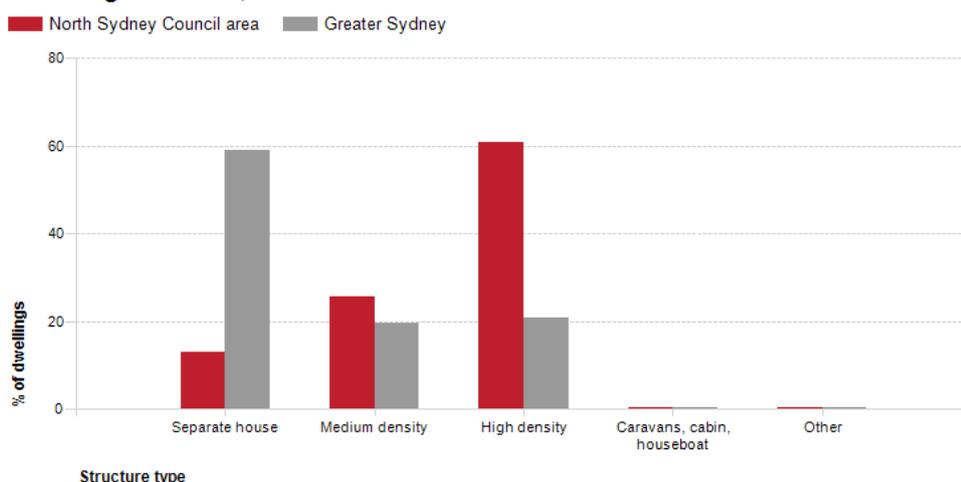


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented by .id, the population experts.



- North Sydney is a relatively affluent community with above average incomes. Overall 50.9% of households earn \$2,500 or more per week, whilst 11% are low income households, earning less than \$600 per week.
- Overall, 61.8% of the population hold tertiary qualifications compared with 40.5% for the Sydney average.
- Overall, 36.4% of the population was born overseas, compared with 34.2% for Greater Sydney; 20.8% are from a non-English speaking background, compared with 34.2% and 26.3% respectively for the Sydney average.
- The largest non-English speaking country of birth in North Sydney LGA was China, where 2.2% of the population, or 1,382 people, were born.
- The dominant language spoken at home, other than English, in North Sydney LGA was Cantonese, with 2.7% of the population, or 1,662 people speaking this language at home.
- 1,269 who speak another language report difficulty with speaking English.
- In 2011 the North Sydney population was living in 34,954 dwellings with an average household size of 2.0 people. Dwelling density is higher in North Sydney than in other parts of Sydney with 25.7% residing in medium density dwellings (semi-detached, row, terrace, townhouses and villa units) compared with 19.7% for the Sydney average; while 60.8% live in high density dwellings (flats and apartments) compared with 20.7% for the Sydney average.

Dwelling structure, 2011

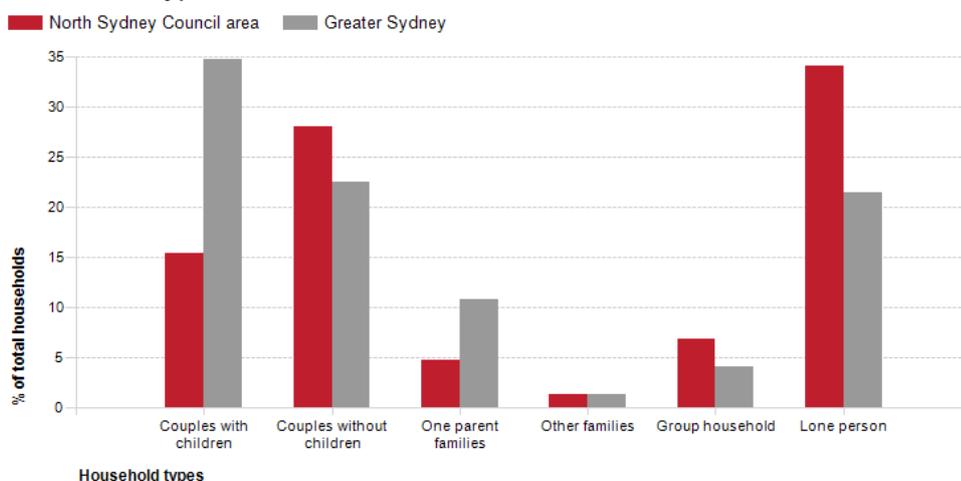


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented by .id, the population experts.



- North Sydney has a low proportion of households with children (15.4%), compared to the Greater Sydney average (34.8%) with 87.2% of the population being over 18 years.
- Family households accounted for 49.7% of total households in North Sydney while lone person households comprised 34.1% of total households compared with 69.6% and 21.5% respectively for Greater Sydney.

Household types, 2011



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Enumerated data)
Compiled and presented by .id, the population experts.

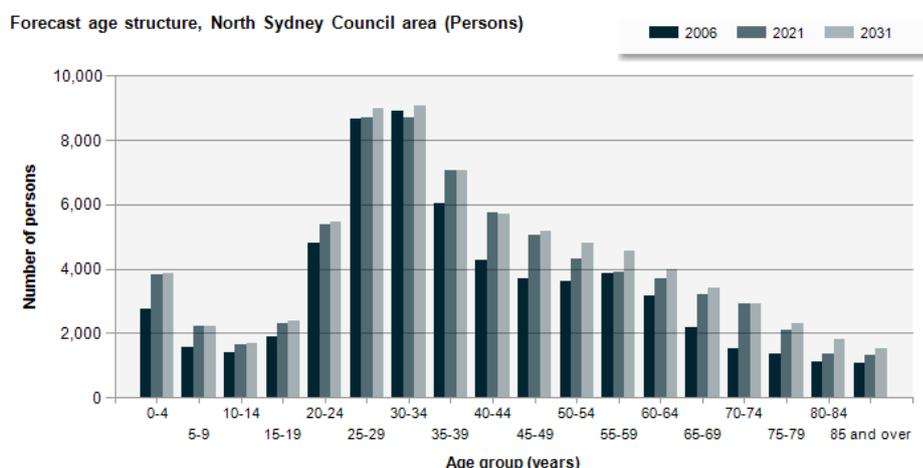


- The population is highly mobile. 46.5% of all residents rent compared with 30.4% in Greater Sydney. The establishment of the North Sydney area as a major commercial, employment and entertainment centre has attracted a youthful, transient population. The area has a high proportion of rental dwellings, with the proportion of households renting privately double that of Greater Sydney.
- By 2031 North Sydney is required by the State Government to provide an additional 5,500 dwellings as outlined in the 2007 Draft Inner North Subregional Strategy.
- Over 50,000 people travel daily to North Sydney for work and study. The State Government's employment capacity target for North Sydney is 15,000 by 2031 as outlined in the 2007 Draft

Inner North Subregional Strategy. Of our 15,000 students attending schools and tertiary institutions in North Sydney, only one in five live in the local government area.

It is forecast in 2021:

- The most populous forecast age group will be 25-29 year olds, with 8,712 persons.
- The age group with the largest proportional increase (relative to its population size) will be 70-74 year olds, who are forecast to increase by 92.2% to 2,912 persons.
- The number of people aged under 15 is forecast to increase by 1,894 (33.0%), representing a rise in the proportion of the population to 10.4%. The number of people aged over 65 is expected to increase by 3,649 (50.6%), and represent 14.8% of the population by 2021.



- The largest increase in household type between 2006 and 2021 is forecast to be in Group households, which will increase by 601 households, comprising 7.8% of all households, compared to 7.2% in 2006.
- In contrast Lone person households is forecast to increase by 1,448 households, to comprise 38.2% of all households in 2021, compared to 39.7% in 2006.

This brief snapshot alludes to some of the strategic factors that will influence North Sydney over the next 10 years and this discussion paper explores these themes in greater detail.

3. Current Directions, Goals and Objectives

3.1 Direction 1: Our Living Environment



This section analyses the current conditions of the natural environment in North Sydney. It includes discussion on the natural resource assets of North Sydney and the interaction Council and the community has with those assets. It considers the themes of biodiversity, water, energy and greenhouse, climate change, waste and open space.

The following table summarises the goals and objectives for Direction 1 that were identified by the community during the community engagement process for developing the CSP in 2009.

Goal		Objective
1.1	Enhance the local natural environment and urban greenspace	1.1.1 To protect, enhance and rehabilitate native vegetation communities and ecosystems. 1.1.2 To ensure quality urban greenspaces.
1.2	Improve the health and cleanliness of local waterways	1.2.1 To improve creek and harbour water quality.
1.3	Improve North Sydney's environmental footprint and encourage responsible use of natural resources	1.3.1 To reduce energy consumption and encourage use of low emission or renewable energy. 1.3.2 To reduce waste to landfill and maximise resource recovery. 1.3.3 To promote sustainable use of water. 1.3.4 To reduce air and noise pollution and ensure compliance with regulatory legislation. 1.3.5 To effectively communicate and promote sustainable energy, water and waste practices. 1.3.6 To demonstrate and promote environmentally sustainable business practices in Council's own activities.
1.4	Provide appropriate public open space, recreation facilities and services	1.4.1 To ensure existing parks and reserves meet the community's recreational needs. 1.4.2 To provide new open space and recreation facilities as opportunities arise.

The following key stakeholders are responsible for achieving the goals and objectives for Direction 1:

	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses					•
Community groups	•				•
Environmental Trust		•			•
Manly-Mosman-North Sydney Bushfire Management Committee	•				•
Neighbouring councils					•
Northern Sydney Regional Organisation of	•				•

	Advocate	Funder	Service Provider	Regulator	Partner
Councils					
NSW Department of Environment, Climate Change and Water		•		•	
NSW Department of Primary Industries				•	
NSW Department of Water and Energy		•		•	
NSW Fire Brigades			•		
NSW National Parks and Wildlife Service	•				
NSW Rural Fire Service			•		
Schools	•				•
Sydney Coastal Councils Group	•				•
Sydney Metro Catchment Management Authority	•		•	•	•
Sydney Water			•		
Volunteers			•		•

3.1.1 Biodiversity

Where are we now?

North Sydney is a densely populated inner urban area, with areas of remnant bushland and aquatic habitats along the harbour foreshores, creeks and gullies. Whilst the condition of bushland is improving, with all bushland under active management, the ecological integrity of these bushland areas and aquatic habitats continue to be impacted by weed and feral animal intrusion, climate change, tree vandalism, the intrusion of domestic animals, impacts arising from development eg stormwater redirection, as well as land use activities in adjacent areas such as recreation. The water quality of waterways continues to be impacted by litter, leaf matter, sediment and other pollutants.

Council's maintenance of biodiversity includes revegetation of reserves, and partnerships with community based groups for the management of vegetation. Council directly provides a number of programs that work with the community and land owners that support 'backyard biodiversity', along with revegetation and landscaping projects.

One of the key threats to remaining biodiversity is loss of habitat. Changes in climatic conditions and further development of our urban areas will also threaten habitats. Climate change has the potential to increase the range and spread of weed species.

Where do we want to be?

As well as insuring that the important vulnerable flora and fauna of North Sydney is properly identified, conserved, nurtured and protected through planning controls, the emphasis should be upon revegetation, implementing wildlife corridors and restoring bushland and habitat.

Council plays an important role in achieving land management and biodiversity conservation objectives through its development assessment role. Council's *Local Environmental Plan* contains the necessary provisions to support good natural resource management outcomes on private land.

3.1.2 Natural Resources

Where are we now?

The way we use and reuse our water supply is a central component of environmental sustainability in North Sydney. The cost of water continues to rise as demand outstrips supply for this increasingly scarce resource.

Council continues to reduce its water consumption through implementation of stormwater reuse initiatives, rainwater tanks and water saving devices. As a result Council sites have decreased their water consumption by 26% between 2001/02 and 2010.

Community education initiatives including workshops and retrofits have also contributed towards a significant reduction in community water use.

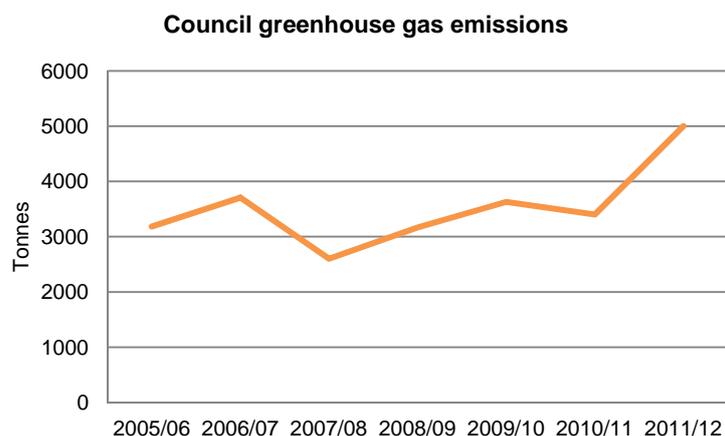
Climate change however, might increase demand for water at the same time as decreasing available water supplies and increasing extreme weather events (i.e. storms and floods).

Current sources of energy represent a significant contributor of greenhouse emissions and there is a need to reduce current demand and establish alternative sources.

Greenhouse gas emissions from Council, residential and business sectors are increasing.

The use of energy and generation of greenhouse gas emissions is considered across four key areas of Council activity - buildings, fleet, waste and public lighting. Greenhouse gas emissions generated by Council decreased but remain above those reported for the 2006 base year.

Figure 1 - Tonnes of greenhouse gas emissions generated by Council per year



Source: Billing information

Active management of energy used for buildings, vehicles and waste has resulted in greenhouse gas emissions being lower than they would otherwise have been under a 'business as usual scenario'. Key initiatives include utilisation of renewable energy for large sites including the Civic Centre, Depot and Stanton Library, passive solar design, installation of energy saving features, use of fuel efficient and hybrid vehicles, and waste recycling.

Public lighting is a large generator of greenhouse gas emissions and also an area largely beyond the control and influence of Council. Council is currently investigating ways to improve the management of emissions linked with public lighting including participating in a collaborative local government working party.

Council also has a role to play in assisting the community to better manage its greenhouse gas emissions. Greenhouse gas emissions from the community tend to relate to the existing housing stock and associated energy use for hot water, cooling, appliances and standby; industrial and commercial uses; private transport and the dominant use of the car for travel purposes; and to a lesser extent the amount of waste generated by households and sent to landfill.

Council has run educational and incentive programs to increase the uptake of renewable and energy efficient technologies in households and businesses.

This is increasingly important as electricity costs continue to increase and local energy demands outstrip network capacity.

Built form and urban structure can contribute substantially to the demand for energy, particularly through the energy efficiency of buildings. Energy efficiency of buildings is affected by a wide range of factors; from solar orientation, to fittings and occupant behaviour. Urban form can have some impact on the ability for a building to be energy efficient particularly through providing appropriate solar orientation and access. Council's policy encourages the development of new dwellings that are energy efficient.

Where do we want to be?

Population growth contributes towards an increase in residential water use and greenhouse gas emissions. However, more people are making lifestyle choices towards reducing water and energy consumption.

It is an ongoing challenge to reduce energy consumption in areas where housing stock is ageing, especially with a high proportion of multi-unit developments.

Council continues to work with the community to increase awareness and access to low cost energy and water saving measures, as well as public transport, cycling and pedestrian options.

While North Sydney is a primary decision maker in urban form, its influence over energy sources is more tenuous. There is, however, a role for advocating and facilitating changes to less greenhouse gas intensive resources.

3.1.3 Climate Change

Where are we now?

Climate change is arguably the most significant environmental challenge facing the planet. Scientific evidence has shown that the global temperature is increasing. Human activities through the burning of fossil fuels such as oil and coal are the largest source of carbon dioxide emissions to the atmosphere and a significant contributor of greenhouse gas emissions.

Research undertaken as part of Council's *Climate Change Adaptation Plan* suggests, that in the future, North Sydney's climate will be warmer, drier and characterised by more intense weather events, such as extreme heatwaves and intense rainfall events.

The impact of climate change will touch every aspect of the environment, including the patterns and composition of flora and fauna and biodiversity. It will also place increasing strain on local stormwater systems, seawalls, health and emergency response systems. Federal and State Government support is required in order for Council to better address the local impacts of climate change. Council continues to pursue research partnerships and grant funding for modelling, planning and education purposes.

The community is encouraged to play a significant role in responding to climate change. Responding to climate change takes two distinct forms. Climate change mitigation includes activities which reduce the emission of carbon dioxide, which is the key pollutant linked to climate change. Examples of climate change mitigation include reducing the energy use and carbon emissions of homes and businesses through better insulation or using solar power, or reducing passenger vehicle kilometres through using public transport, cycling and walking.

Climate change adaptation, on the other hand, includes actions taken to tolerate and manage the impacts of climate change. Examples of adapting to climate change include developing new

approaches to bushfire management, finding ways to irrigate parks and gardens in a drier climate and strategies to manage more frequent and intense weather events.

North Sydney Council has a role in supporting both adaptation and mitigation to climate change. Council is a leader in the community by changing its own operations to mitigate and adapt to climate change, such as by reducing the amount of energy used in Council buildings and finding new ways to keep open space green in a drier climate.

Council has a key role as a regulator through the planning system. New developments generally present greater opportunity to ensure the efficient use of key resources such as energy and water. Through development assessment processes, Council can for example encourage homes to be correctly oriented to reduce energy use. Council will need to find ways to encourage energy efficiency in the face of small household size. More specific building policy matters, such as energy efficiency standards and requirements for building materials relate to the Building Code of Australia, which is managed and updated by the Federal Government.

Where do we want to be?

As a Council we will work with our community to implement measures to reduce our contribution to climate change. North Sydney will need to ensure mitigation and adaptation strategies are continually expanded and strengthened.

Improving the energy efficiency of corporate building stock will continue to be a corporate priority. The ability to retrofit and upgrade facilities may be impacted by slightly higher costs associated with installing energy efficient solutions.

Council's relationship with community makes it ideally placed to assist in community education and to demonstrate leadership to the community in responding to climate change.

3.1.4 Waste and Recycling

Where are we now?

The overarching objective of Council's waste management policies is to avoid, minimise and generate less waste to reduce damage to the environment caused by waste, pollution and unsuitable waste practices.

A collection service of waste, recyclables and green organic material is available to all premises within North Sydney.

The diversion rate of material from landfill disposal is 69%. Residents have decreased the amount of waste they send to landfill per capita per year from 118 kilograms in 2008 to 105 kilograms in 2012.

Yet despite these positive efforts and achievements, the cost of waste disposal is increasing significantly.

Where do we want to be?

Waste and its impact on the environment has been reduced through reductions in packaging, including plastics; through increased recycling and reuse; and through supporting alternative waste technologies.

3.1.5 Environmental Leadership and Programs

Where are we now?

As the world community becomes more concerned about climate change and environmental degradation and the implications of our reliance on finite resources, there is a clear call to act locally in improving environmental sustainability.

North Sydney has a good record in environmental management. Council continues to be recognised for its sustainability initiatives. Council was awarded the prestigious NSW Government Sustainability Green Globe Award in 2012.

Community participation in Council's environmental programs continues to grow as programs expand to cover a range of biodiversity, greenhouse and water issues. The Environment Levy funds the majority of the Council's environment programs.

Where do we want to be?

We want to engage the whole community, not just segments of it. Innovative activities and approaches are needed to better engage a highly mobile population. The business community needs approaches that demonstrate value-for-money alongside energy and water conservation measures.

The State Government is responsible for approving levy applications and therefore there is potential for reductions in this funding in the future. Funding will be needed to ensure optimal outcomes from environmental programs.

3.1.6 Sports, Leisure and Recreation

Where are we now?

An area of some strength in the municipality is the range and choice of sports and recreation facilities. The current supply includes facilities such as North Sydney Oval, as well as a number of reserves and parks. A multi-purpose indoor sports centre is located at Crows Nest (which is owned but not operated by Council) and the North Sydney Olympic Pool is located at Milsons Point.

Council has been proactive in reviewing and developing recreation and open space strategies for the community, with the last iteration being the Recreation Needs Study in 2005. These have provided actions to further enhance opportunities for all age groups and a diverse range of activities.

North Sydney's sportsfields and many parks and recreational facilities are experiencing problems of overuse. Changing recreational needs is placing higher use demands on recreational areas. As both worker and residential populations increase in coming years the problems will be amplified.

Water based recreation is an essential part of living in North Sydney, and as it becomes more popular greater access to the foreshores and waterways is required.

Where do we want to be?

The resident and working population has greater flexibility in sport and recreation participation, particularly at night and in non structured, social activities.

Council will seek to increase the public's access to the foreshore when opportunities present themselves. Efforts will be made to obtain funding from other levels of government.

3.1.7 Open Space

Where are we now?

Approximately 15-20% of North Sydney is open space. Council owns and controls 173 open space areas covering almost 145 hectares. These range from foreshore, natural bushland, park and garden settings, to road reserves.

Table 1 - Open space in North Sydney local government area in 2012

Area under Council management (ha)	Area of open space under active Council management (%)	Area of open space per capita (m ²)
145	100	25

Council's *Open Space Expansion Strategy* identified the shortage of available land in the local government area as a significant constraint on the provision of new sport and recreation sites to meet future community demands.

Negotiations with State Government agencies are continuing for beautification leases for example Wendy Whiteley's Garden in Lavender Bay to obtain additional open space areas for public recreation. Additionally solutions such as Council working with other organisations to landscape an area of private land which is then made available for public use are being pursued.

Bays, inlets and private ownership make connections along the foreshore difficult in parts of North Sydney. Access to bushland open space is limited in some parts by topography.

In managing its open space areas, Council will increasingly have to deal with the issue of water supply for irrigation purposes. Maintenance costs may also rise as a consequence of increased costs for water and electricity supply.

Where do we want to be?

More open space as far as possible will be created. This open space will be accessible, functional and meets multiple needs while using fewer natural resources.

As it is forecast that a significant reduction in the availability of developer contributions will considerably slow the delivery of open space improvement works, other ways of funding open space expansion must be explored.

3.1.8 Water Catchments and Drainage

Where are we now?

There are two major water catchments within the North Sydney municipality - Middle Harbour and Port Jackson North. There are also a number of sub-catchments consisting of small valleys and gullies leading to the bays of Sydney Harbour.

Water quality in North Sydney is protected through a range of strategies including Gross Pollutant Traps (GPTs) and stormwater pollution prevention education to the community, business and the building and construction industry. Linked to this is Council's street sweeping program.

While water quality remains high, increasing demands placed on this resource from multiple users could put quality and supply at risk in the future.

Water sensitive urban design is being applied to integrate all water resources in urban developments, with the goal of reducing the amount of water that goes in and out of any given area. This is being achieved through a variety of techniques, including water saving devices,

storing, treating and reusing runoff, and using vegetation to encourage water treatment and infiltration.

Council and the community are already facing considerable costs for stormwater infrastructure maintenance and replacement. This will be further exacerbated by possible future residential growth which has the potential to increase impervious areas in the catchment and create additional demand for stormwater disposal, and the impact of climate change on stormwater capacity, flooding potential and soil erosion.

The full spectrum of land use and development must emphasise water sensitive design, sustainable water use, conservation and water saving and enhancement of quality.

Where do we want to be?

Long term solutions are implemented to protect the existing stormwater network (ie asset management, flood and erosion control, stormwater disposal), benefit the environment (ie water quality, ecosystem health, efficient use of natural resources, alternate water supplies) and are socially acceptable (public health, useable open space and community facilities). This has been achieved through the integrated management of water use, rainwater, groundwater, stormwater and wastewater.

An emphasis on water sensitive urban design will mean that the reuse of rain, storm and waste water will be encouraged at the suburb, street and house levels.

Council will continue to seek external funds from State and Federal Governments for water conservation and water quality projects and will increasingly look for assistance to better understand the risks arising from climate change.

3.1.9 Questions to Consider

Having regard to the above the following questions are advanced for discussion:

- What are the key biodiversity assets in our Council area that need to be protected and enhanced?
- How can we better engage the community in managing our bushland ecosystems?
- How do we balance protecting and enhancing environmental values with population growth, economic prosperity and urban development?
- What opportunities are there for alternative energy sources?
- How can we be more energy efficient?
- How can we make more effective and efficient use of the water we have?
- How can we reduce our carbon emissions?
- What can we do to reduce the extent of climate change and adapt to its impact?
- What do we need to do to adapt to a warmer and drier future, with more extreme events such as heatwaves, bushfires, flooding, storm surges and reduced rainfall overall?
- How can North Sydney reduce its overall waste?
- How can we balance competing priorities of maintenance of existing initiatives versus innovative new environmental initiatives?
- How can Council expand open space and recreation areas in North Sydney?
- Are there any indoor facilities that are suitable for refurbishment as sporting facilities?
- What private and community partnerships, eg with schools to access use of the sports facilities, could be pursued to create additional access to open spaces and recreational facilities within North Sydney?
- How do we maintain green open spaces in a warmer and drier climate?

3.2 Direction 2: Our Built Environment



This section analyses the current conditions of the built environment in North Sydney. It includes discussion on land use and built form management, heritage, asset maintenance and management.

The following table summarises the goals and objectives for Direction 2 that were identified by the community during the community engagement process for developing the 2020 Vision in 2009.

Goal		Objective
2.1	Ensure the long term sustainability of infrastructure and assets.	<p>2.1.1 To provide and maintain appropriate infrastructure, assets and facilities that meets current and future community needs.</p> <p>2.1.2 To reduce the risk and impacts of local flooding.</p>
2.2	Improve mix of land use and quality development.	<p>2.2.1 To encourage land use that meets ecologically sustainable design (ESD) principles.</p> <p>2.2.2 To effectively respond to state and regional planning initiatives.</p> <p>2.2.3 To promote and achieve design excellence.</p> <p>2.2.4 To encourage vibrant, well maintained and connected streetscapes, neighbourhoods, villages, public domains and commercial centres that build a sense of community.</p> <p>2.2.5 To identify, preserve and promote North Sydney's heritage.</p>
2.3	Provide effective compliance management.	<p>2.3.1 To administer and enforce the statutory regulations for building and development works and food premises.</p> <p>2.3.2 To administer and enforce the statutory regulations of health and safety of licensed activities.</p> <p>2.3.3 To administer and enforce the statutory regulations of the keeping of companion animals.</p>
2.4	Encourage sustainable transport.	<p>2.4.1 To increase the use of public transport and alternative travel means and a reduction in the use and reliance upon private motor vehicles.</p> <p>2.4.2 To reduce greenhouse gas emissions through increased use of public transport.</p> <p>2.4.3 To promote sustainable travel for workplaces and venues in North Sydney.</p> <p>2.4.4 To provide a network of accessible, safe and linked pedestrian and cycle paths, integrated with open spaces, throughout North Sydney.</p>
2.5	Improve traffic management.	<p>2.5.1 To manage traffic to reduce congestion on local roads.</p>

Goal	Objective
	2.5.2 To manage on street and off street car parking.

The following key stakeholders are responsible for achieving the goals and objectives for Direction 2:

	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses	•	•	•		•
City Rail/RailCorp			•		
Community groups	•		•		•
Department of Infrastructure, Transport, Regional Development and Local Government		•	•	•	
Developers			•		
NSW Department Arts, Sports and Recreation		•		•	•
NSW Department of Environment and Climate Change		•		•	•
NSW Department of Planning				•	•
NSW Food Authority				•	
NSW Ministry of Transport		•		•	
NSW Police	•		•		•
Roads and Maritime Services		•	•	•	•
Schools			•		
State Transit Authority - Sydney Buses/ Sydney Ferries	•		•		

3.2.1 Strategic Planning, Policy and Design

Where are we now?

Legislative and community expectations for urban development are increasing. For example, greater consideration of ecologically sustainable development, affordable housing and protection of local character and amenity, will place additional pressure on existing and finite resources.

The NSW Government has established some key targets to guide urban development and redevelopment, which are outlined in the Draft Subregional Strategy for the Inner North. The Subregional Strategy translates objectives of the NSW Government's *State Plan (NSW 2021 - A Plan to Make NSW Number One)* and *Metropolitan Strategy* to the local level. It outlines where new homes will be located to support population growth in the region.

Table 2 - Dwelling and population targets for North Sydney

	Existing	2007 to 2031 Additional	By 2031 Total
Dwellings	34,954	5,500	40,454
Population	67,033	5,700	72,733

The *Draft Subregional Strategy* also contains a series of strategic planning policies and principles to guide the way in which the population and housing targets are implemented 'on the ground'.

As a general principle, the Strategy is seeking to encourage a more compact approach to urban development across the region, with development increasingly taking place within the existing urban areas, making the most of the existing infrastructure and services, including public transport.

The aim is to reduce the amount of time and energy associated with travel in private vehicles, enable people to live closer to jobs, shops and services, support social interaction and participation, and improve the overall ‘liveability’ of the communities in which we live. It will also help contribute to reducing greenhouse gas emissions and assist us to adapt as our climate changes.

The *North Sydney Local Environment Plan (LEP)* and *North Sydney Development Control Plan (DCP)* provide the controls for all development in North Sydney.

Where do we want to be?

The *Draft Subregional Strategy* requires an additional 5,700 residents to be accommodated within the North Sydney community by 2031. Council’s existing and future planning framework provides the scope for this additional population.

This level of population growth requires serious consideration and planning on a wide range of issues so that we can embrace the opportunities that an increased population in North Sydney will provide. We need to consider these issues so that North Sydney continues to be a sustainable and vibrant place to live, work, play and visit.

3.2.2 Heritage Conservation

Where are we now?

North Sydney is home to the iconic Sydney Harbour Bridge and Luna Park as well as precincts displaying housing designs reflecting particular phases, especially the Victorian, Federation and Inter-War periods and the later high rise development of the commercial town centre of North Sydney and the high rise flat building boom of the 1960s.

Council seeks to identify and protect places of heritage values, in particular, the built heritage. Council’s Heritage Register identifies 1,200 heritage places and areas, and includes buildings listed on the NSW Heritage Register.

Council also maintains a local register of Aboriginal sites and provides recommendations regarding the conservation and management of those sites.

Table 3 - Heritage Items and Conservation Areas in North Sydney

Aboriginal Sites	Local Heritage Items in LEP	State Heritage Items	Federal Heritage Items	Conservation Areas
75	1,695	22	5	26

In addition to its intrinsic value, the municipality’s heritage is of enormous value in community, cultural and economic terms. It gives the municipality a distinctive amenity and character as well as a cultural identity and a sense of place. It is the basis upon which tourism and business opportunities can build.

The *Heritage Development Control Plan* is a key mechanism for the conservation of places of heritage significance. It provides more contemporary planning provisions that work to both strengthen the significance of heritage and allow appropriate redevelopment to take place.

The *Heritage and Cultural Resources Study 1999* documented North Sydney’s cultural resources including community facilities and cultural venues (such as the Independent Theatre, Ensemble Theatre, Don Bank Museum and Sexton’s Cottage), significant views and lookouts and civic structures.

Where do we want to be?

The heritage value of assets is recognised and protected and has strengthened the identity of local communities as well as provides a point of interest for residents and tourists alike.

More contemporary planning provisions have strengthened the significance of heritage and allowed redevelopment to take place.

3.2.3 Development

Where are we now?

Despite some variations in the dwelling type in the various suburbs with the area, most of the municipality is comprised of residential development. However, there is also land used for shopping, industrial and commercial sites. The table below shows the relative proportions of the Council area used for different types of development.

Table 4 - Proportion of North Sydney Zoned for Different Purposes

Zone Type	Area (ha)	% of Council area
Residential	495	45
Mixed use	45	4
Public open space and recreation	117	11
Commercial	11	1
Other	443	40

In the North Sydney LGA there were 339 residential buildings approved to be built in the financial year 2011/12.

Council area's building approvals are used as an indicator of the general level of residential development, economic activity, employment and investment. Residential building activity depends on many factors that vary with the state of the economy including interest rates, availability of mortgage funds, government spending, and business investment. Large financial changes or shocks, such as the Global Financial Crisis of 2008/09 can be observed in the data. However, the number of building approvals can fluctuate substantially from year to year simply as a result of the short term nature of many construction projects, and the cyclical nature of the industry.

Table 5 - Building Approvals in North Sydney

Year (ending June 30)	Number			Annual change		
	Houses	Other	Total	Houses	Other	Total
2011-12	55	284	339	+11	-437	-426
2010-11	44	721	765	-30	+521	+491
2009-10	74	200	274	+29	+85	+114
2008-09	45	115	160	-33	-82	-115

Source: Australian Bureau of Statistics, Building Approvals, Australia (8731.0). Compiled and presented by [.id](#) the population experts (Usual residence data)

Residential development is forecast to increase from 89 dwelling commencements in 2012 to 223 dwelling commencements in 2031 (peaking at 489 dwelling commencements in 2014).

Future residential development will be in mixed use development in the centres of North Sydney and St Leonards. These areas will continue to attract young adults seeking inner city accommodation close to employment and entertainment.

In July, the State Government released the *New Planning System for NSW - Green Paper* which proposes to deliver a new Planning Act and reforms across a number of areas including community engagement in planning decisions. The reforms propose substantial operational and cultural changes for councils' planning practitioners.

Council's LEP and DCP are the key planning policy tools used for development assessment in North Sydney. They outline what can be developed on any piece of land and the detailed criteria against which development applications will be assessed. They reflect the strategic direction outlined in the CSP. Refer to Section 5 for demonstration of the linkages between the CSP and LEP/DCP.

Where do we want to be?

New development in North Sydney will incorporate the best of modern town planning. New developments will provide a range of dwelling types, recognising that a range of housing types are needed to meet the needs of increasingly diverse household types.

Where there are environmental implications of development, development in these locations will be limited.

Community involvement in planning and decision making is important to ensure what the public wants is achieved. We need to make every effort to ensure that development in North Sydney is managed to preserve residential amenity, commercial viability and the character of our municipality.

3.2.4 Streetscapes and Visual Amenity

Where are we now?

Other than control of development through the development assessment process, Council's other fundamental role with respect to land use and built form is as an asset owner. Council contributes to the character of neighbourhoods through its streetscape and public works which include footpaths, street tree planting, street furniture and signage. Good planning and maintenance of roads, footpaths and verges as well as plazas, public parks and other open spaces are also key parts of maintaining the high standard of visual amenity in North Sydney.

Through its streetscape program Council partners with local businesses to improve the ambience, visitor experience and function of local shopping areas. There are currently four active Shopping Area Streetscape Committees including Cremorne, Crows Nest, Kirribilli and Neutral Bay.

Council's management of streetscapes will be influenced by the impact of increasing maintenance and renewal costs for streetscape and public domain improvement. The long term sustainability of Council's streetscapes and public places will be dependent on Council's ability to plan and budget for a continuous program of renewal and maintenance to ensure that the unique character of North Sydney's public domain is maintained.

The sustainability of streetscapes including street trees and landscaped areas will be dependent on Council's ability to modify landscape design through the use of alternative and drought tolerant plant species.

Where do we want to be?

The neighbourhoods, commercial and retail areas of North Sydney each have a distinctive character, are attractive and vibrant and are the "village" centres, which residents and visitors use for local services, enjoy and value.

3.2.5 Traffic and Transport

Where are we now?

In North Sydney, 74.2% of households own one or more vehicles, compared to the Greater Sydney average of 81.2%. This reflects the availability of relatively good public transport, the limited availability of on-street parking, and close proximity to employment areas including the Sydney CBD.

Nevertheless due to North Sydney's position within metropolitan Sydney's transport network, there are still many private motor vehicles travelling within and through North Sydney, leading to traffic congestion and impacting on pedestrian accessibility and amenity.

Train services operate from four major stations (North Sydney, Milsons Point, Waverton and Wollstonecraft) in North Sydney's LGA. Over 78,000 train passengers arrive and depart from North Sydney each day and this figure is increasing at 2% each year. The existing North Sydney Station interchange was upgraded to provide additional capacity.

Ferry services operate from ten commuter wharfs located in the LGA to locations around Sydney Harbour and along the Parramatta River. Over 20,000 ferry passengers arrive and depart from North Sydney each day.

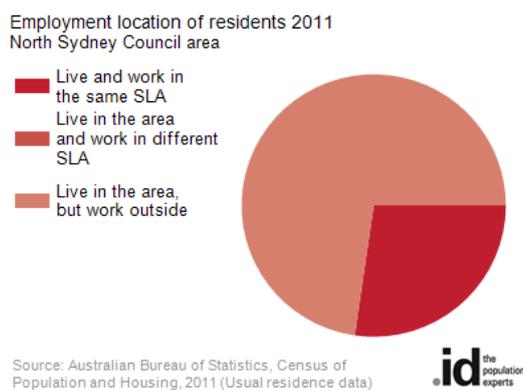
In 2011, 36.7% of North Sydney residents used public transport, while 35.5% used a private vehicle, compared with 20.0% and 60.0% respectively in Greater Sydney. 13.3% people rode their bike or walked to work.

Journey to Work data shows North Sydney attracts a large external workforce because it has a major employment centre.

Of the 65,946 people who work in North Sydney LGA, 9,657 (14.6%) also live in the area.



25,720 or 68.1% of North Sydney's working residents travel outside of the area to work.



With numerous schools and educational institutions North Sydney is also a significant destination for students. Each day 86% of secondary and tertiary students commute from outside the LGA.

If the travel patterns of the expected new resident and worker populations are the same as those of the existing ones, there will be an additional 21,000 (20%) commuting car trips originating from and terminating in North Sydney each year. An additional 8,000 commuter car parking spaces will be needed, requiring about 165,000m² of valuable space. In some areas residents have limited access to parking due to long term parking by commuters.

Council has improved and enhanced existing public transport infrastructure and services to enhance the relative attractiveness of public transport. Council has reallocated road space to pedestrians, cyclists and public transport and improved the bicycle and pedestrian network and associated facilities.

Council supported the State Government's draft NSW *Long Term Transport Master Plan* for an improved public transport system.

Where do we want to be?

The impact of motor vehicles on North Sydney is reduced through mechanisms such as providing alternatives to vehicle ownership through car sharing, improving public transport, improving bicycle and pedestrian facilities and through demand management on the major freeways.

More people are moving away from the single occupant privately owned vehicle and more people are using bicycles to commute to work. An increase in active commuters could have a significant impact on congestion and air pollution while also having positive health impacts for participants.

Council continues to plan and advocate for improved roads and public transport provision.

3.2.6 Parking

Where are we now?

Council manages the kerbside on-street parking supply of approximately 22 500 spaces, five public car parking stations and various at-grade car parks (open air, one level car parking) within the LGA. Council currently manages demand for on-street parking spaces by limiting the duration of parking in some areas and charging for parking in high demand areas.

Council's 2010 *Customer Satisfaction Survey* showed that parking is a major source of dissatisfaction with around a third of residents dissatisfied with both the policing and

management of parking. Similarly, a third of businesses were dissatisfied with Council's policing of parking and 44% are dissatisfied with the management of parking.

Within the commercial centres there are conflicting demands for on-street parking spaces for commercial vehicles, workers and visitors. In North Sydney CBD the price of on-street parking has been increased, with the aim of reducing the extent to which private vehicles are attracted to the centre.

Council's parking policy has been set to encourage people to consider alternatives to the privately owned car. This includes limits on the amount of parking provided in new developments, combined with on-street resident parking and car share schemes.

Council recently approved the installation of new parking technology to improve the way Council manages parking and enforces parking restrictions.

A review of Council's parking resources and an audit of parking zones in the on-street parking zones is currently underway.

Where do we want to be?

Parking demand and supply in residential areas is balanced, through the provision of sufficient off street parking and management of on-street parking in the interests of residents.

In retail and commercial areas, there is adequate provision of parking for shoppers and business customers, as well as good management and coordination of parking to ensure maximum usage and turnover.

3.2.7 Asset Management

Where are we now?

Infrastructure provides the platform on which economic prosperity, social inclusion and environmental sustainability are built in North Sydney.

A range of different bodies provide infrastructure in the community. For example, the Federal Government funds major highways, while the State Government provides facilities such as regional roads and open spaces. The private sector also plays an important role with, for example, private developers building recreational facilities and childcare.

Council is responsible for the provision and maintenance of local roads, footpaths, streetscapes, stormwater management infrastructure, recreational facilities, community centres and Stanton Library. Council also currently has 59 properties in its property portfolio including car parks, and commercial, retail and residential properties. Council also manages almost 200 outdoor dining/goods on footpath licences.

It is important that the necessary infrastructure is provided in advance of the need to support the community and to underpin ongoing economic activity. This will need to be carefully planned and coordinated to make best use of available funds and ensure that infrastructure is provided 'on the ground' where and when it is needed.

Council has prepared an *Asset Management Plan*, funded through Council's *Long Term Financial Plan*, which provides a "blueprint" for the creation and/or renewal of infrastructure that addresses current and future community needs in a way that is financially viable and sustainable.

As a responsible steward of its property assets Council is reviewing its property portfolio to improve its effectiveness in providing services, achieving strategic directions and achieving

financial outcomes. The project aims to develop a strategic framework that assists Council to manage and develop property assets as well as acquire and dispose of property.

When Council is not the direct service provider of a facility or community asset, Council can play an important role in advocating on behalf of the community to the relevant provider, or establish partnerships to help the delivery of the relevant facility or community asset.

The expected population growth means increased demands on infrastructure.

Certain groups in the population are expected to grow at higher rates than others. Population projections indicate that in coming years, the high proportion of younger adults across the Council area will continue. This has implications for facilities and services. Access to parks, playgrounds and open spaces will be particularly important.

At the same time, the largest proportional increase in population will be of older people living in the area as the existing 'working age' population grows older. Existing infrastructure and facilities such as footpaths, bus stops and community centres will need to be renewed or created to meet this future need.

Where do we want to be?

Planning for critical infrastructure, facilities and services will continue to be shared between Council, various State Government agencies and private developers. This will ensure that Council can continue to meet the needs of existing and new residents and maintain and upgrade existing infrastructure and facilities, as well as provide new facilities as required.

3.2.8 Asset Maintenance

Where are we now?

North Sydney, like most Australian local government authorities has existing infrastructure assets that are reaching the end of their useful life and are due for renewal. The work of rebuilding community infrastructure is constrained by limited funds and resources, and, accordingly Council needs to prioritise the projects it undertakes.

Ageing infrastructure is becoming more and more expensive to maintain. Much of the investment into Council's footpaths network and drainage infrastructure occurred over forty years ago. Consequently, many of these assets are now requiring increased levels of maintenance and/or replacement.

Council is working to bridge the gap between the rate of "consumption" of its infrastructure and the rate of renewal.

Where do we want to be?

Investment in infrastructure maintenance will continue so as to achieve high levels of community satisfaction with the state of Council's infrastructure.

Council will continue to seek external funds from State and Federal Governments for infrastructure projects.

3.2.9 Questions to Consider

Having regard to the above the following questions are advanced for discussion:

- What are our expectations for new development?
- What additional types of development would you like:

- in your local area?
- in the North Sydney local government area?
- What will new urban development look like (materials that it should be made of, issues it should address such as its capacity to reduce energy consumption and use water efficiently) and where will it be located?
- What more can be done to enhance the distinctive characteristics of North Sydney?
- How do we retain this unique character while changing our planning rules to align them with the State Government's planning reforms?
- How can we improve and enhance public transport infrastructure and services to promote the relative attractiveness of public transport?
- If Council is to reduce the demand for travel by cars in order to improve North Sydney's environment, what are some of the strategies it could pursue?
- What can other agencies and levels of government do to improve and or promote the attractiveness of public transport?
- Are Council's current maintenance service levels satisfactory?
- Is Council spending enough on maintaining infrastructure?
- Should Council consider gaining increased funds through such means as increased rates, special rates, levies or increased charges for Council services and facilities to recover expenditure for infrastructure maintenance?

3.3 Direction 3: Our Economic Vitality



This section provides a summary of the emerging issues in economic development, a summary of the economic development/business environment in North Sydney, the future impacts that could affect economic development and how North Sydney relates to the economic development targets in the State Plan.

The following table summarises the goals and objectives for Direction 3 that were identified by the community during the community engagement process for developing the 2020 Vision in 2009.

Goal		Objective
3.1	Ensure a vibrant, strong, and sustainable local economy.	<p>3.1.1 To increase the capability of business in North Sydney.</p> <p>3.1.2 To create expanded opportunities for business through a range of planning initiatives.</p> <p>3.1.3 To ensure the retail and hospitality sector is thriving, diverse and unique.</p>
3.2	Ensure North Sydney CBD is one of Australia's largest commercial centres.	<p>3.2.1 To acknowledge the CBD's role as a major employment centre within metropolitan Sydney.</p> <p>3.2.2 To deliver economic benefits to North Sydney by hosting events.</p>

The following key stakeholders are responsible for achieving the goals and objectives for Direction 3:

	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	•
Businesses			•		•
Chambers of Commerce	•				•
Neighbouring councils	•			•	•
NSW Department of Planning	•			•	
Other government agencies and partners	•	•	•	•	•
Property Council of NSW				•	•
Tourism NSW	•				•

3.3.1 Commercial Centres

Where are we now?

The State Government's *Metropolitan Strategy* supports the development and intensification of existing town centres. North Sydney CBD is recognised in the Strategy as being a major commercial centre and part of "Global Sydney", the global hub of the Australian economy.

North Sydney is the second largest office market in Sydney and the sixth largest office market in Australia. It provides around 860,000m² of office space and over 47,000 workers.

North Sydney CBD has specialisations in the communications, finance and insurance, and engineering services sectors. It contains A-grade offices yet offers comparatively lower rents than Sydney CBD. However, new office construction in Sydney CBD, such as Barangaroo (East Darling Harbour) will also compete with the North Sydney CBD. Increasing competition of lower

cost, large scale office development at Macquarie Park has impacted on the uptake of the centre's office market. The centre has seen relocation of some major tenants in recent years.

However, through existing and new planning controls, North Sydney CBD has development potential to grow to approximately one million square metres of commercial floor space in the next 7 to 12 years, accommodating approximately 47,500 workers. The completion of the North Sydney Station upgrade and implementation of Council's public domain improvement program has and will provide a basis for further new commercial development.

Also, there is growing confidence in the North Sydney CBD with the outlook for the office market to remain positive with increasing tenant demand, resulting in downward pressure on vacancies. In January 2012 the office vacancy rate in North Sydney CBD was at 7.2%. In Crows Nest and St Leonards vacancy was 13.0%.

North Sydney has a large non-resident population, given its role as a substantial employment and education hub. Pressure for North Sydney to accommodate increasing level of employment-related activity has been, and will probably continue to be reinforced by State Government policy.

The streets and public spaces of North Sydney CBD are busy during working hours but lack activity and vibrancy in the evenings and on weekends. There are however some significant entertainment venues in the area.

St Leonards on the fringe of the local government area, has evolved as a Specialised Centre due to the regional scale health and education campuses of the Royal North Shore Hospital and Northern Sydney College. These assets complement the centre's existing commercial office space which makes it the third ranked suburban office market in Sydney. This centre benefits from good public transport and the high amenity of the surrounding area, including the Willoughby Road restaurant strip/night economy at Crows Nest.

The centre is split between three local government areas - North Sydney, Willoughby and Lane Cove Councils. These councils have prepared a strategy to strengthen St Leonards economic role. The strategy identifies opportunities for St Leonards to attract businesses related to medical research and development and allied health fields. The Royal North Shore Hospital acts as the major tertiary hospital for the wider Northern Sydney region. This has been declared as a State significant site under the Major Project State Environmental Planning Policy (SEPP).

All North Sydney's commercial centres have excellent transport links and good communications infrastructure. North Sydney is also a popular venue for conferences.

The majority of commercial centres are located along or near the Pacific Highway or Military Road.

A CBD Working Group has been established to progress the reinvigoration of the North Sydney CBD.

Where do we want to be?

North Sydney CBD holds its position as a major commercial centre, ranked in the top two commercial centres in NSW, attracting and retaining major businesses and being a successful and vibrant place to do business and to work.

Local commercial centres have sufficient capacity provided to support economic activity in centres outside the CBD.

Office vacancy rates in the North Sydney CBD remain low as the North Shore continues to benefit from declining vacancies and affordability in comparison to the Sydney CBD.

Opportunities for cultural, entertainment and public art activities in the commercial centres particularly after hours and on weekends are enhanced.

3.3.2 Economic Development and Employment

Where are we now?

North Sydney will further consolidate its role as part of Global Sydney by supporting high-value added economic activities and reach an employment capacity target of 60,000 jobs by 2031 including 11,000 new jobs.

Key Economic Facts	
Employment (people who work in North Sydney Council area)	65,946
Unemployment (June 2012)	3.1%
Number of businesses	16, 316

An employment capacity target of 8,200 has also been established for St Leonards, potentially bringing total employment in the centre to 33,300 by 2031.

Council's current planning controls for the commercial centres allow for an additional 12,500 workers, therefore accommodating a significant portion of the 15,000 workers required by the State Government. The planning controls will need to be amended to meet the shortfall of 2,500 workers by 2031.

Small businesses contribute significantly to North Sydney's economy, with six out of every 10 businesses being either single operator or employing less than 5 employees. 86% employed less than 20 people. Sixty two businesses employed 200 people or more. Professional, scientific and technical services have historically been the dominant industry and employer in North Sydney accounting for 32% of businesses in North Sydney. Information, media and telecommunications is the largest growing industry in North Sydney, in terms of number of businesses. The second largest growth was in the construction industry. Rental, hiring and real estate services had the largest decline in number.

Where do we want to be?

North Sydney CBD will consolidate its role as part of Global Sydney by supporting high value added economic activities with infrastructure and public domain improvements.

St Leonards will continue to thrive as a key economic zone with employment and population growth.

3.3.3 Supporting Local Business

Where are we now?

There are many ways in which Council supports businesses. We have responsibility for many activities, ranging from signage through to the safe operation of air-conditioning units.

Support and information are provided through Council's website and the 'North Sydney CBD: Where Business Happens' website, a partnership project with peak agencies. This includes licensing and regulatory information for businesses.

A free small business planning advisory service is available for potential or existing businesses setting up or expanding their business.

Council provides professional development and liaises with businesses and the combined business chamber, through various forums.

Where do we want to be?

Council will continue to provide a general level of support to new and existing businesses. This will include engagement with business organisations through business networks.

3.3.4 Tourism

Where are we now?

North Sydney has the fundamental natural and man made assets to further build the tourism sector with Council's positive and proactive support over the next 10 years.

The tourism sector is serviced principally by single operator and small businesses.

The economic development potential of a particular area is enhanced by access to markets (or customers), access to efficient transport networks, and access to affordable, conveniently located land and an appropriately skilled workforce. On this basis North Sydney has immense investment potential.

North Sydney's proximity to the Sydney Harbour Bridge attracts an influx of visitors, and adds to the popularity and vibrancy of the area, but this is not without associated costs and increased pressures on infrastructure.

Where do we want to be?

North Sydney is blessed with high amenity landscapes, extensive built form and cultural heritage and attractions, which provide a diversity and choice of tourism attractions and walks through the municipality.

3.3.5 Questions to Consider

Having regard to the above the following questions are advanced for discussion:

- What can be done to further enhance the marketing and promotion of the North Sydney CBD?
- How do we ensure that the North Sydney CBD remains a successful commercial and business centre?
- How do we make the North Sydney CBD a more vibrant and interesting hub which attracts people after hours and on weekends?
- How can we attract new businesses to our Council area?
- How can we better communicate with our business community?
- What additional support to the local Chambers of Commerce could be provided to increase their profile and advocacy role within North Sydney?
- What are the best ways to engage and communicate with the wider business community?
- What can Council do to better engage the key subgroups within the CBD - retail, real estate, commercial/office, education and residents?
- How might tourism opportunities in the municipality be further developed and how might these be integrated with opportunities in neighbouring municipalities?

3.4 Direction 4: Our Social Vitality



This section provides a summary of the emerging social issues currently facing the North Sydney community. It includes discussion on health and wellbeing, lifelong learning, volunteering, community development, housing and the impact of the changing demographic.

The following table summarises the goals and objectives for Direction 4 that were identified by the community during the community engagement process for developing the 2020 Vision in 2009.

Goal		Objective
4.1	Promote diverse, dynamic and connected local communities.	4.1.1 To increase the community feeling of connectedness. 4.1.2 To provide, support and increase community awareness of a range of events. 4.1.3 To promote and support social and cultural diversity. 4.1.4 To identify, preserve and promote North Sydney's history. 4.1.5 To facilitate a range of arts and cultural programs and facilities. 4.1.6 To support and encourage philanthropy.
4.2	Encourage lifelong learning and volunteering.	4.2.1 To provide adult and tertiary educational opportunities. 4.2.2 To support a diversity of primary and secondary schools. 4.2.3 To provide a public library service that meets information, learning and leisure needs. 4.2.4 To promote and increase community volunteering.
4.3	Encourage health and wellbeing.	4.3.1 To promote and support a healthy and active community.
4.4	Enhance community services, facilities and information.	4.4.1 To provide equitable and affordable access to community services, information, programs and facilities.
4.5	Improve community safety and accessibility.	4.5.1 To ensure North Sydney is a place where people feel safe. 4.5.2 To improve the safety of pedestrians and road users. 4.5.3 To provide accessible public buildings, spaces and facilities.
4.6	Promote affordable housing and accommodation.	4.6.1 To support affordable and accessible housing.

The following key stakeholders are responsible for achieving the goals and objectives for Direction 4:

	Advocate	Funder	Service Provider	Regulator	Partner
Aboriginal Heritage Office	•		•		•
Arts NSW		•			•
NSW Attorney General's Department				•	
Community groups and residents	•				•
Community organisations	•		•		•
Cultural institutions and groups	•				•
Housing NSW		•	•		•
Liquor Accord	•			•	
Lower North Shore Community Transport			•		•
Neighbouring councils	•		•		•
North Shore Community Housing			•		•
North Sydney Central Area Health Service	•	•	•	•	•
North Sydney Historical Society					•
NSW Department Arts, Sport and Recreation		•	•		•
NSW Department of Ageing, Disability and Home Care	•	•	•	•	•
NSW Department of Community Services	•				•
NSW Department of Health		•		•	•
NSW Department of Premier and Cabinet				•	
NSW Division of Local Government				•	
NSW Police			•		
NSW State Library		•		•	•
Roads and Maritime Services		•		•	•
Volunteers			•		

3.4.1 Health and Wellbeing

Where are we now?

Community health and wellbeing are integral to socially and economically strong communities. A range of factors influence health and wellbeing. While the capacity of local government to respond to these factors is limited, it is important to identify key issues and either deliver services directly, or facilitate and advocate for their delivery.

Key issues for consideration identified through the *Social Plan for North Sydney 2008-2012* that Council and its partners have worked to address include:

- Socio-economic disadvantage - Whilst North Sydney is generally affluent (North Sydney Council area scores 1,114.1 on the SEIFA index of disadvantage, indicating it is less disadvantaged than the national average)², there are some people in North Sydney on low incomes, who struggle to make ends meet. In the current situation of economic downturn, the high cost of living and potential rise in unemployment are both adding to physical and financial stress. In turn this is increasing demand for local community services.
- Social isolation - Contributing factors in North Sydney include a large proportion of lone person households, a relatively large number of older people, a relatively large number of people from culturally and linguistically diverse backgrounds, and a highly mobile residential population.

² Source: Australian Bureau of Statistics, Socio-Economic Indexes for Areas

- Falls - Research undertaken by Northern Sydney Central Coast Area Health Service has identified that falls account for 47% of hospitalisations of North Sydney residents, due to external causes. Older people and young children are usually at greatest risk. This is of particular concern given the large number of lone person households and an ageing population in North Sydney.
- Lack of aged care facilities - There are not enough nursing home beds to meet demand for older people and those with disabilities. The Federal Government allocates beds according to the proportion of older people in the Local Area Health Service, namely 108 places for every 1000 people aged 70 years and over. The 2011 Census states that there are 5,110 people aged 70 years and over in North Sydney. There are currently 225 nursing home beds in North Sydney. Consequently, frail older people who are unable to remain in their own homes or access local services face the prospect of moving to nursing homes outside North Sydney, potentially long distances from friends and family.
- Community safety - Based on statistical data, in comparison with other Sydney local government areas, North Sydney is a relatively safe place. The number of incidents recorded for sexual offences, robbery, break and enter and motor vehicle theft have decreased and are lower than the Sydney Statistical Division. While overall crime rates have fallen, domestic violence related crime has increased.

Furthermore, consultation results suggest that most residents (89%) feel safe in North Sydney.

North Sydney has a relatively high number of pubs and clubs, these make an important contribution to the local economy and provide meetings places for the community, but may sometimes be the focal point for alcohol related crime and anti social behaviour. Council collaborates with NSW Police Local Area Commands on crime and disorder issues, primarily through prevention strategies.

Roads in North Sydney remain safe through improved road infrastructure and targeted road safety programs. While road fatalities have remained at zero, road injuries have increased over the last six years.

- Mental health - Mental health continues to play a significant role in the health and wellbeing of individuals within North Sydney. Key issues for attention include the need for enhanced access to early intervention services and ongoing support for people with mental illness diagnoses.

According to the *Social Health Atlas*, North Sydney has lower rates of chronic disease compared with Sydney, and furthermore 74% of persons aged 15 years and over in North Sydney reported their self assessed current long-term health condition as good, very good or excellent. However, there is, according to the World Health Organisation (WHO), a need for local government to play a role in policy development, as the causes of health and wellbeing lie outside the health sector and are socially and economically influenced.

The *NSW State Plan* recognises health by specifically identifying targets around smoking, alcohol consumption, healthy weight, mental illness, preventable hospitalisations and sport and recreation. These state targets represent a direction for key priority areas to be adopted by local government.

The promotion of healthy eating and physical exercise is important, and for local government this should include the provision of adequate facilities to support community delivery of structured and unstructured physical exercise, and programs to educate and encourage healthy lifestyles.

Council is already addressing health through initiatives such as the "Get Active Program" and healthy eating choices at North Sydney Olympic Pool and an outdoor smoke free policy.

As the proportion of residents in North Sydney over 65 years of age increases, the demands on residential and community care places, convenient medical services and aged support services will expand. Many in this group will be the ageing “baby boomers” (those born between 1946 and 1960) who are less likely to seek a traditional mix of activities and services in the areas of recreation, health and community services than their forbears.

Mental illness programs should ideally cater for people across the lifespan as mental health problems can be both long term, intermittent or once off and span all age groups.

Perhaps more so than at any time in the past the community is increasingly aware and proactive in seeking and pursuing healthier lifestyle choices, addressing both physical and mental wellbeing. The challenge over the next 10 years will be addressing the community’s expectations and needs for well being, health services and a safer environment in a holistic and comprehensive manner through preventative initiatives, as well as care.

The local government area’s primary hospital is located at St Leonards, while a broad range of physical, mental health, specialist and rehabilitation services are accessible within the North Shore region. Local general and medical services and community health centres are also provided within the local government area.

As people become more aware of what is available, demand for primary health care is likely to increase.

Community connectedness is high. The percentage of residents who “feel a sense of community” is 76%.

Council provides a range of services to improve wellbeing and social inclusion, including programs such as “Creating Wellbeing” and volunteering and annual community events such as Carols by Candlelight, the Crows Nest Fair, Neighbour Day, Starlight Cinema and Spring into Jazz.

There are also a number of popular markets regularly occurring in North Sydney, including the Kirribilli Markets, the Northside Produce Market and the North Sydney Twilight Food Fair.

Where do we want to be?

Services will address the full spectrum of early life to frail aged and physical and mental health needs. Council will also deliver and support programs that respond to changing household structures by monitoring and supporting the changing demographic.

Council works with other government and community agencies to ensure adequate levels of accommodation for the aged.

Good urban design at the street level maintains perceived and actual levels of safety and increases physical activity levels.

Through collaboration and direct service delivery, Council will investigate opportunities to deliver programs and services to reduce obesity; reduce the adverse direct and indirect outcomes of mental health problems; and engage a focus on health promotion and prevention.

Council will facilitate access to services and facilities and deliver and support strategies and programs that enhance community connectedness and reduce social isolation.

Continued delivery of community safety prevention activities is important. These activities will include collaboration with local police to build community safety awareness.

Inclusion strategies for the groups that experience disadvantage and barriers to fully participate in community life are embedded in all aspects of Council service delivery.

A sense of community in local community neighbourhoods remains high and continues to increase.

Our events are well attended, sustainable (affordable and non-detrimental to the environment), accessible, and build trust in the community, such as between young people and older people.

3.4.2 Learning

Where are we now?

Stanton Library plays an important role in the promotion of literacy, lifelong learning and community building through programs and events. Computer and internet facilities are available. Author visits, information sessions and story time are provided. The library currently promotes state and national initiatives such as the Premier's Reading Challenge and Book Week. The North Sydney Heritage Centre collects and makes available primary and secondary material for a wide range of historical research. These highlight the role of libraries in promoting literacy and social engagement in the community.

Promotion of lifelong learning and community capacity building are provided through promotion of computer/information literacy with up to date information sessions covering different topics, and collaborating with education providers to encourage opportunities for participating in learning across all stages of life and providing information and service directories.

North Sydney's knowledge assets provide an opportunity to establish 'learning city' initiatives which can support existing clusters and encourage life long learning. In particular, the film and television section of Northern Sydney College houses the only digital broadcast quality training studios in TAFE NSW and has strong connections to existing multimedia clusters. Opportunities also exist to build upon the biomedicine and information technology sectors through the concentration of educational and health facilities at St Leonards.

Where do we want to be?

Council promotes the advantages of lifelong learning, and works in partnership with education and learning stakeholders in enhancing the skills of the community. This commitment extends to establishing 'learning city' initiatives.

3.4.3 Volunteering

Where are we now?

Volunteer work provides a chance to learn, socialise and contribute to the community and environment. Overall, 19.7% of persons aged 15 years and over in North Sydney spend time undertaking unpaid voluntary work. North Sydney has a strong volunteer culture and the scope of its volunteer work includes bushcare, SES, community buses, neighbour aid, wildlife rescue, sports organisations, service clubs, churches and charities.

As the average age of North Sydney residents increases, there is likely to be both an increased demand for services and an increased opportunity and demand for participation in delivery of Council's programs.

Additional training may need to occur to match the desired skills (such as working with frail aged groups) with the skills of potential volunteers. The social costs of ignoring the demand for volunteers and for volunteering could be high. In addition to enabling the community to help itself, volunteering plays an important role in personal wellbeing including developing and maintaining

interpersonal relationships. Maintaining, broadening and enhancing volunteer programs will provide two benefits - servicing those in need, while strengthening the links between community members and Council.

Where do we want to be?

Volunteering has an integral role in Council service delivery. A focus on engaging and retaining a large number and diversity of volunteers is essential for Council to continue to deliver programs to its community.

3.4.4 Community Services

Where are we now?

Council currently delivers a range of community services which include services for the frail aged, services for youth, facilities for community groups, distribution of community information and an immunisation service.

Council also plays an integral role in planning and facilitating programs that cross the broader, social, cultural and recreational needs of the community. This occurs through provision of services to meet those needs, for example, by providing accommodation for child care services, by providing the Planet X Youth Centre for young people and maintaining community centre facilities for senior citizens activities. Support is also given to a range of strategies through Council's community grants scheme and a range of purpose-specific externally funded projects which are driven by demand or opportunity.

There is a constant need to review and modify community services and access to facilities to ensure they continue to meet social needs and deliver access effectively and economically. Council for example has identified and undertaken a review of its community transport service to meet demand.

Many of the existing activities are set to continue and, where possible, opportunities to collaborate with other government and non-government organisations in their provision, development or use will occur. This offers the opportunity to provide more accessible and purpose designed services to meet specific social, demographic or geographic needs of a larger proportion of the community.

The impact of population ageing will result in an increased demand for services relating to ageing and accompanying disabilities such as localised transport services either delivered by the State Government or through Council's community transport option as residents seek to live in their own homes and 'age in place'.

While accepting North Sydney has an ageing population, it is also important to maintain North Sydney as an intergenerational community, inclusive of and welcoming for everyone, including children, young people and families.

Where do we want to be?

Key targets for Council's services and programs include socially and economically disadvantaged, frail aged, people who are ageing and youth. Services and programs are delivered in facilities that are used optimally and which encourage and support community interaction. Facility development caters for the present and long term needs of the community.

In order to ensure that the community receives the community services it needs, Council will maintain and expand partnerships with public and community organisations. Support from Council will include buildings, grants, subsidies and in-kind assistance.

3.4.5 Housing

Where are we now?

Council is currently preparing plans and strategies to increase residential densities and encourage more mixed use development in the Strategic Centres of North Sydney and St Leonards.

The housing challenges over the next 10 years will be multi-dimensional. The housing stock in the municipality is distinguished by its increasing lack of affordability. Increases in house prices will likely reduce the ability of young couples and families to buy into North Sydney. This could see further reductions in the number of couples with children living in North Sydney contributing to the ageing demographic of North Sydney.

Another challenge is to provide a diversity and choice in housing to meet the needs of the population. To date housing stock of the municipality has been dominated by medium density housing. There has been few specialist retirement and aged care housing projects. Young families generally move to areas that have larger properties more suited to families.

The next 10 years will continue to be marked by the need to provide more affordable housing and a greater diversity of housing choice and type particularly of medium density, retirement and care accommodation. Housing and accommodation to meet the needs of the ageing community and young families continue to be in demand.

Where do we want to be?

There is good housing diversity and choice. A greater proportion of new housing is “affordable”. New dwellings will be increasingly built to be adaptable, that is, they will be built in such a way that they can be easily modified to suit occupants’ changing needs over time.

Council will continue to seek to expand the numbers of affordable housing options through funding means such as government grants, leveraging equity in current properties and through planning mechanisms. We will also continue to work with other government and community agencies to ensure adequate levels of accommodation, in particular for young people, the aged, disabled and homeless populations.

3.4.6 Questions to Consider

Having regard to the above the following questions are advanced for discussion:

- How do we reduce risk factors for overweight, obesity and chronic disease which consequently reduce the pressure on health services?
- How might the changing needs of older people be addressed?
- How can we ensure social networks are maintained when many people in the community are isolated?
- How can we address a balance between ageing in place and social isolation?
- What else can be done to make our community safer?
- How can we better coordinate, promote and market key events?
- How might changing demographics and economic stress affect our volunteer sector?
- What options and/or opportunities are present to address child care shortages?
- How might issues of housing affordability be addressed particularly when housing costs are rising?
- How do we encourage more aged care facilities/services in North Sydney?
- How can affordable housing options for the socio-economically disadvantaged be developed in North Sydney?
- How do we address increasing cultural and linguistic diversity?

- How should North Sydney engage with and integrate a greater diversity of cultures in the community?
- What are the key strengths of our community currently?
- How can we build on these strengths?
- What makes you proud of North Sydney as a place to live or work or visit?

3.5 Direction 5: Our Civic Leadership



This section provides insight into the thinking of Council on such issues as governance, financial management and sustainability, cost shifting, resource sharing, leadership, communications and community engagement, organisational culture, human resources management, and work health and safety issues.

The following table summarises the goals and objectives for Direction 5 that were identified by the community during the community engagement process for developing the 2020 Vision in 2009.

Goal		Objective
5.1	Lead North Sydney into a sustainable future.	5.1.1 To provide a clear strategic direction for the future of North Sydney. 5.1.2 To fund and support community organisations and initiatives to facilitate achievement of community objectives. 5.1.3 To integrate sustainability as a core part of Council's corporate planning and reporting. 5.1.4 To build and foster relationships, strategic networks and work collaboratively with all levels of government, non-government organisations, the private sector and community groups. 5.1.5 To lobby for reforms to local government.
5.2	Enhance community participation, collaboration and engagement.	5.2.1 To provide community engagement and consultation opportunities.
5.3	Enable the community to be informed and aware.	5.3.1 To improve community awareness of Council's activities and services through targeted communications.
5.4	Ensure that the organisation is effective and efficient.	5.4.1 To provide ethical, open, accountable and transparent decision making processes. 5.4.2 To implement best practice governance. 5.4.3 To deliver customer focused Council services. 5.4.4 To be an employer of choice. 5.4.5 To minimise risk associated with Council's activities. 5.4.6 To ensure the continuity of Council's critical business functions.
5.5	Ensure the long term financial sustainability of North Sydney.	5.5.1 To ensure the long term financial sustainability of North Sydney.

The following key stakeholders are responsible for achieving the goals and objectives for Direction 5:

	Advocate	Funder	Service Provider	Regulator	Partner
North Sydney Council	•	•	•	•	
Community members	•				
International Standards Organisation				•	
Local Government and Shires Association of NSW	•				•
Local Government Managers Australia	•				•
Neighbouring councils	•				•
Northern Sydney Regional Organisation of Councils	•				•
NSW Division of Local Government				•	
Standards Australia				•	

3.5.1 Governance

Where are we now?

North Sydney Council has long prided itself on its reputation for openness and transparency and is guided by the principles of integrity, accountability, transparency and community participation.

Policies provide guidance to Councillors and staff on carrying out their responsibilities to the highest possible standards. These policies are reviewed regularly to ensure that they are in accordance with best practice.

Council also conducts internal audits across a range of activities, to ensure that procedures are sound and reduce the opportunity for corrupt and unethical practices to develop.

An independent Local Government Review Panel has been established by the Minister for Local Government. The Panel has responsibility to make recommendations to the Minister on governance, structure and financial sustainability.

A Local Government Acts Taskforce has also been appointed to rewrite the Local Government Act 1993.

Where do we want to be?

North Sydney Council maintains a strong reputation as an ethical and transparent organisation, which works for the interests of our local community. In order to achieve this, our organisation is sustainable and adaptable to change.

3.5.2 Financial Sustainability

Where are we now?

Most Australian local government authorities have existing infrastructure assets such as roads, footpaths and drainage systems as well as other community assets that are reaching the end of their useful life and are due for reconstruction. The work of rebuilding community assets is constrained by a shortage of funds and accordingly, councils need to be selective in the projects they undertake.

It follows that there is little in the way of discretionary resources within local government that can be used for constructing new assets or expanding non-core services. North Sydney Council is typical of most developed urban councils in that it relies to some extent on its property base of almost 37, 000 properties in funding its operations.

Council is working to bridge the gap between the rate of “consumption” of its infrastructure and the rate of renewal. Current strategies to achieve this include resource sharing with other councils, for example the Shorelink library management network, and continually reviewing our programs of service delivery and delivering efficiencies.

The continued use of rate pegging in NSW imposes a fundamental constraint on the ability of councils to raise revenue. Obtaining permission from the Independent Pricing and Regulatory Tribunal (IPART) to raise rates beyond the prescribed level requires a strong case to be made by the council, is difficult to achieve and removes the final decision making away from the local community. In North Sydney, rates have been kept at a very low level for a number of years. Council has an excellent rate base with its large commercial area but the revenue received is relatively low because of the low average rates. In 2011, Council obtained approval from IPART to raise rates above the rate peg amount for seven years.

Generally the costs of service delivery have risen over time at a greater pace than revenue from all sources.

Alternative options to achieve better financial sustainability include reducing the existing level and standard of service delivery which previous survey data indicates would not be well received by the community. The sourcing of new revenue streams is the other option and this could be done through disposal of under utilised assets, increasing rates (as already acknowledged and been achieved) or lobbying for changes to intergovernmental funding agreements. Increased participation with other councils in collaborative resource sharing arrangements, such as joint purchasing and contracting projects and activities, appears a more widely acceptable and immediately productive avenue to achieve financial sustainability goals.

The changing demographic of the municipality has the capacity to impact on rateable income for Council. North Sydney's population is expected to grow leading to an increase in rates income. However, the ability for Council to generate income is likely to be affected by an increased demand for services and an increased demand for age-related discounts.

As a Council with finite resources, there needs to be ongoing dialogue with residents to manage expectations and optimise service delivery.

Where do we want to be?

Council's rate income needs to keep pace with rising costs of services and the expectations of the North Sydney community of high levels of service delivery.

Expenditure will be maintained at levels consistent with revenue expectations. This will be achieved through reviews of service delivery and efficiencies.

Ways of increasing revenue through a variety of means such as the use of debt to fund infrastructure renewal will be explored.

3.5.3 Financial Management

Where are we now?

Council's finances are well managed with Council financially sustainable and remaining debt free. Council achieved a net operating surplus of \$9.1 million in 2011/12.

Council is considered financially sustainable on a recurrent basis with an operating balance ratio of negative 2% in 2011/12, well within the local government benchmark of less than 10%. Operating balance ratio is the net operating result (excluding capital items) as a percentage of operating revenue (excluding capital items). It is considered if Council's recurrent costs from operations are being met from its recurrent revenues over the medium term (5 years), and not

being partly funded from its capital revenues, then it is considered financially sustainable on a recurrent basis.

Rates and annual charges coverage ratio remains below the industry benchmark of 50%. This ratio indicates the percentage of operating expenses funded by rates. This ratio is an indication of Council's dependence upon revenue from sources other than rates and annual charges ie those that are subject to fluctuations in the business cycle.

Unrestricted current ratio is 2.86:1, well above 1.5:1, the benchmark considered satisfactory by the industry. This indicates that Council has more than adequate capacity to meet its financial obligations in the short term such as paying for goods and services supplied.

Council's building and infrastructure ratio is below 100%, meaning that, during 2011/12 insufficient funds were allocated to the renewal of Council's building and infrastructure assets to offset the amount by which they depreciated. The additional funds generated by the recently approved special rate variation should see this ratio improve in future years.

Council remains debt free and, hence the debt service ratio remains 0%. The debt service ratio assesses the degree to which revenues from continuing operations are committed to the repayment of debt. The Division of Local Government's benchmark is that a ratio of less than 10% is satisfactory.

Council's broad liabilities ratio was 25% in 2011/12 within the ratio benchmark of greater than zero but less than 60%. This is a measure of capital sustainability illustrating if Council is able to fund infrastructure (both new and renewals) and asset maintenance to a level sufficient to ensure it can provide affordable services that meet reasonable standards.

Where do we want to be?

Council will update its *Long Term Financial Plan* in order to set targets which demonstrate Council's financial sustainability. Council will also continue to commit additional expenditure on infrastructure until the amount spent on infrastructure equates to the amount by which these assets deteriorate.

3.5.4 Cost Shifting

Where are we now?

The existence and impact of significant cost shifting by State and Federal Governments to councils across Australia has been well documented. Cost shifting to local government has significantly undermined the ability of councils to meet their expenditure obligations, in particular their responsibilities to adequately maintain existing infrastructure.

If other levels of government continue to shift costs onto local government, without correspondingly providing matching revenue, councils across Australia will become progressively unsustainable. Infrastructure will continue to deteriorate and tensions between councils and their communities will increase as a result. North Sydney is no exception.

Where do we want to be?

Cost shifting needs to cease. The Local Government and Shires Association of NSW continues to ensure that the concerns of NSW councils regarding cost shifting are properly understood by State and Federal Governments, and that there is an acceptance by all levels of government that the practice of cost shifting should cease. Services and infrastructure provided by Council on behalf of other levels of government needs to be fully funded.

3.5.5 Resource Sharing

Where are we now?

In view of the current pressure on councils to provide escalating levels of service delivery with no comparative increase in resources, it is important that North Sydney continually seeks to implement the most cost effective and innovative solutions, and resourcing sharing has been identified as a means of achieving this. The current Community Strategic Plan places an emphasis on the need to strengthen collaboration with governments, other councils, volunteers and the wider community.

As discussed in section Financial Sustainability, ongoing and increased participation with other councils in collaborative resource sharing arrangements, such as joint purchasing and contracting projects and activities, appears a more widely acceptable and immediately productive avenue to achieve financial sustainable goals.

North Sydney Council is increasingly implementing resource sharing across a diverse range of activities and services. Activities and services being conducted that utilise resource sharing arrangements include library information services and the Aboriginal heritage program.

It is vital that North Sydney continues to explore additional resource sharing opportunities to ensure that it continues to function in an efficient, effective and appropriate manner, while sustaining its existing levels of service delivery. To date, the impacts attributed to resource sharing activities have been very positive and it is expected that the benefits that accrue from such activities will expand as future opportunities are identified and pursued.

Where do we want to be?

North Sydney must direct its efforts towards remaining financially sustainable and, to do so, a continuing focus on maximising the returns achieved through shared services will be particularly important. Increased resource sharing is an option that offers a better alternative to reducing services or seeking additional sources of revenue.

3.5.6 Leadership

North Sydney is acutely conscious of the need to ensure ongoing sustainability, taking into account exposures noted in section Financial Sustainability above.

Environmental, economic, social and governance sustainability has become a major priority in recent years. Council is engaged in programs to ensure sustainability on these fronts and is looking to initiate more collaborative projects to further address sustainability issues into the future.

Other areas in which Council has assumed a leadership role include valuing our community. Sustainable communities are those that can respond effectively to increasing diversity, changes in demographics and areas of particular need. Council facilitates this process by having a customer service based approach, regularly reviewing and responding to community needs, and ensuring frequent and timely consultation and engagement on issues that affect the community. Maintaining an awareness of policy and legislative changes and ensuring local government has a voice in these processes, particularly where they will directly impact on the community, is also a priority.

Community capacity building is another area in which Council takes a leadership role. This involves collaboration with the community and other civic leaders to identify and respond to opportunities to enhance community wellbeing and development. The sourcing of funding is addressed where possible from other bodies to initiate and improve programs, projects and infrastructure for the benefit of the community. Council can also be expected to play a focal role

in the event of community emergencies. Consequently, emergency planning is a critical component of Council's strategic planning.

Local government, together with other levels of government, will be compelled to respond to national and international demographic change by ensuring budgets, infrastructure and social support programs can accommodate an ageing population. An ageing population will also correspondingly impact on Council's workforce. Planning for such changes is a mandatory requirement for human resources administrators.

Where do we want to be?

To improve its leadership, Australian local government must ensure there is adequate acknowledgement by other levels of government of its strategic role in the community together with better recognition of the resources required by local government to manage issues which will increasingly impact not only on its future sustainability, but also that of the community.

Sustainability should be at the core of planning for North Sydney's future. Council must consistently advocate for ecologically sound activities in areas within its own area of purview, and within the broader community. Community and staff awareness of organisational goals, strategies and responsibilities must be more clearly encouraged and promoted.

Putting in place a long term community strategic plan and establishing sound financial, asset and workforce plans will provide the community with an assurance that the Council has strategies in place to continue to govern effectively into the future.

3.5.7 Communication and Engagement

Where are we now?

North Sydney's community has an expectation that Council be both accountable and responsive to its needs. In particular, Council should inform, engage and involve the community in major issues. Council regularly communicates with the community through the "North Sydney News", published biannually, and a regular column in the Mosman Daily newspaper. These publications provide topical information about Council and its services.

Where responses to specific issues are required, residents may participate in Council decision making in a number of ways including attending public meetings, lodging petitions and attending Community Ward Forums. When major Council projects or decisions are being contemplated, a specific communication and engagement strategy is designed to obtain community feedback.

Enhancements have been made recently to the administrative procedures for the conduct of community engagement.

The North Sydney Community Precinct System has been in operation for three decades. North Sydney's 15 (of 25) active Precinct Committees provide a vehicle for the expression of comment, concern and suggestion between the Council and the community. Council is currently reviewing its resourcing of this program and is looking to implement a series of administrative improvements.

Council also conducts surveys of our community's satisfaction with services and programs to ensure that we maintain a high level of service delivery.

The *Local Government Act 1993* has placed increasingly stringent consultation demands on councils. Recent amendments to the Act require that Council conduct consultation as part of the comprehensive review of its CSP every four years.

Communication and community engagement will need to continue to reflect and respond to the diversity emerging in North Sydney.

Where do we want to be?

An increasingly well-informed, articulate and civic minded society will continue to demand improvements from Council in the level and quality of its communication and consultation strategies.

Processes of consultation and engagement with the community must be more effectively targeted to ensure openness and accountability are consistently maintained.

Information provision is driven by the community's needs and preferences for example using new technologies and media.

3.5.8 Organisational Culture

Where are we now?

Staff turnover rates show that North Sydney sits slightly above the average turnover rate for the NSW local government sector. The most recent staff turnover results indicate that North Sydney's ratio of staff turnover is 14.5% compared to the overall local government sector of 9.5%. However, Council has managed to retain a high percentage of employees in positions which are of high importance/value to Council and represent a high risk to Council's operations/service delivery if they were unfulfilled.

Our staff strive for excellence in service provision. Council's 2010 *Customer Satisfaction Survey* indicated that satisfaction with Council's overall performance was 85%.

Council participates in the annual Local Government Managers Association Challenge run by the Local Government Managers Association. This has proven to be an invaluable professional and personal development experience for the employees that have been selected to participate. It has also been an important investment for North Sydney in proactively providing development opportunities to employees who will be future leaders within our industry.

Council has commenced using 360 degree feedback and coaching to improve leadership and organisational culture.

The organisational culture engenders a medium level of job satisfaction and organisational commitment and low cross unit cooperation.

In order to achieve more with current resources, a 'work smarter' approach must be developed which is complemented by best practice technology and associated employee training and development opportunities.

Workforce planning to strategically and successfully manage the transition of the "baby boomers" into retirement will also need to take into account the inevitable ageing of the workforce.

A continuously strong focus on managing the health of our workforce will be required, to ensure that we prevent injuries to workers as far as possible, and generally promote good health and safety.

A key to North Sydney's success in the future will be a strong and positive culture by ensuring sound risk management practices are linked to workforce succession planning strategies.

Where do we want to be?

North Sydney's organisational culture is one that readily adapts to change management processes and increasingly strategically focused performance indicators and encourages cross unit cooperation.

Increased encouragement of a continuous improvement and learning culture within the organisation will be a priority to attract and retain a skilled, capable and enthusiastic workforce.

Council employees receive mentoring and encouragement to develop both professionally and as individuals. North Sydney will continue to provide employment and development opportunities and challenging career paths to ensure the retention of staff into the future; ensure the maintenance of a workforce demographic that includes gender balance plus a combination of youth and experience within the talent pool; and set expectations at a level that demands high quality service delivery and performance.

3.5.9 Human Resource Management

Where are we now?

Proactive programs are in place to ensure equitable treatment of staff by recognising and rewarding superior performance and the provision of opportunities for relevant training and development.

Council's Personal Performance Appraisal (PPA) system provides a means to appraise and improve organisational performance by linking and aligning individual, team, and organisational objectives and results. Whilst focusing on future development, the program also identifies and rewards good performance and provides measures for managing underperformance.

The PPA program is also designed to provide individuals and their managers with feedback to assist and motivate employees by highlighting areas of achievement and also identifying, where relevant, areas where improvements may be made.

Where do we want to be?

Council will continue to provide an environment that fosters exceptional employee performance, including providing appropriate training and development opportunities for its people at a cost commensurate with a reasonable human resources budget allocation for an organisation of this size.

3.5.10 Employer of Choice

Where are we now?

Council is aware of the need to remain an employer of choice so as to attract and retain valued employees in an increasingly competitive labour market.

Council has continued to work with staff to put in place family friendly employment arrangements designed to ensure North Sydney remains an employer of choice. Strategies have included the provision of part time work, job share arrangements, flexible starting and finishing times, flexi time, paid study leave and financial assistance, and work from home (on an ad hoc basis).

To ensure it remains competitive in attracting and retaining high quality employees, Council will need to develop and sustain a competitive advantage. Human Resources can contribute by ensuring adequate human resource policies and procedures are in place to provide employees with sufficiently flexible work arrangements. Such arrangements should facilitate participation in

the workforce while also providing for family commitments. Measures that will need to be adopted to address this include:

- Retaining mature age employees - As the “baby boomers” consider retirement, employers risk losing a wealth of knowledge and experience. Council employees in this age range comprise 22% of the total workforce. Council will need to promote phased retirement, part time employment, particularly at senior levels, and ensure policies are in place that encourages such options to be taken.
- Management/leadership programs for women - Women continue to be underrepresented in senior positions across Council. Career development and leadership programs that target women and address this imbalance will be important.
- Appealing career opportunities - Enhancing the appeal of local government to prospective employees presents many challenges for Council. Changes in policy, career structures, management styles and organisational culture will be needed to attract new generations of workers.

Where do we want to be?

Council remains an employer of choice with the ability to attract and retain a diverse workforce, employed in many different capacities, under a range of flexible employment structures.

Council retains a mix of individuals in different work groups, particularly in senior management positions.

Council has strategies to adequately manage the expected transition from the “baby boomers” workforce to “generation X” (those born between the early 1960s and late 1970s), “generation Y” (those born between the early 1980s and early 1990s); and “generation Z” (those born between the mid 1990s to the present).

3.5.11 WHS and Risk

Where are we now?

Council recognises the critical role of its workforce in the delivery of Council initiatives on behalf of its community. The health, safety and general wellbeing of workers is a primary responsibility of Council. Council is also mindful of the need to minimise risk to other persons that may come into contact with Council’s work-related activities.

To meet these important legal obligations, Council has a comprehensive workers health and safety (WHS) management system designed with reference to relevant legislation and standards.

Council had 83 incidents and 29 workers compensation claims in 2011/12. The lost time injury frequency rate (an occurrence that resulted in a fatality, permanent disability or time lost from work) for this period was 1.37.

Council’s risk management system works in conjunction with its WHS system. The risk management system establishes an environment where culture, processes and structures are designed to realise opportunities whilst managing potential impacts and minimising liabilities.

Council is continuing to improve and strengthen its WHS and risk management systems. It is considered imperative that WHS and risk management principles be accorded a high profile within the organisation in order to protect the interests of staff, Council and the community.

Council undertakes an annual workplace safety audit in conjunction with its insurance provider. This provides considerable impetus to strive for best practice.

In an increasingly litigious environment, Council must continue to implement risk management strategies to reduce its risk exposure and potential claims.

Where do we want to be?

To comply with its legal obligations, Council will continue to only deal with organisations and individuals that conform to its WHS and risk management standards.

Council will continue to strive for zero work related injuries. Risk management principles must be maintained and reinforced across all Council activities to ensure the continuing viability of Council, both as an employer and as a provider to its community.

To realise this challenge, Council will need to lead by example and aim for the best practice outcomes in risk management. Central to keeping emerging challenges is the need for Council to take on an increased leadership role within the community in the area of risk and emergency management.

3.5.12 Questions to Consider

Having regard to the above the following questions are advanced for discussion:

- What could Council do to involve the community in moving towards sustainability?
- Is there confidence in Council's decision making processes?
- What could Council do to improve its reporting on organisational performance?
- What ways of increasing revenue should be pursued?
- What is preferable - reducing levels of service delivery or increasing rate income?
- What resource sharing opportunities can be explored

4. Resourcing Strategy Evaluation

The *Community Strategic Plan* provides a vehicle for expressing long-term community aspirations. However, these goals and objectives cannot be achieved without sufficient resources (time, money, assets and people) to carry them out. Some strategies identified in the 2020 Vision are the responsibility of Council, while some are the responsibility of other levels of government and others rely on input from community groups or individuals. The *Resourcing Strategy* details the strategies that are the responsibility of Council.

Integrated Planning and Reporting legislation requires councils to develop a *Resourcing Strategy* in order to achieve the objectives established by the *Community Strategic Plan*.

Council's *Resourcing Strategy* consists of three components:

- Long-term financial planning
- Asset management planning
- Workforce planning

The following provides an evaluation of each of three components of the *Resourcing Strategy*.

1. Long Term Financial Plan 2010/11-2019/20

Council's *Long Term Financial Plan* (LTFP) has been reviewed each year as part of the development of the annual Operational Plan. The review process included an assessment of the previous year's performance in terms of the accuracy of the projections made in the LTFP compared to the actual results. Review also included amending estimates and scenarios, where long term goals were not being achieved or where changes affected set goals and strategies. Assumptions were also adjusted to improve the accuracy of the LTFP over the longer term.

Performance reporting against the LTFP is in accordance with the Note 13 - Statement of Performance Measures of the current Accounting Code and Council's *Financial Management Policy*. The following table monitors Council's performance against the LTFP and the annual budget as well as key performance indicators to assess its long term financial sustainability.

Indicator	2009	2010	2011	2012
Loan borrowings will not exceed a 'net debt service ratio' of 5%	0%	0%	0%	0%
Unrestricted current ratio	3.60	4.30	2.94	2.86
Available cash assets	\$26.06M	\$35.0M	\$38.4M	\$44.7M
Unrestricted available cash assets	\$3.6M	\$4.1M	\$2.9M	\$3.(M
Asset renewal expenditure	\$8.7M	\$8.1M	\$7.9M	\$5.5M
Collection performance (outstanding debtors ratio)	0.99%	0.98%	0.97%	1.10%
Operating balance ratio	-5.90%	13.24%	0.02%	2.42%
Rates and Annual Charges ratio	44.12%	39.57%	44.23%	42.83%
Building and infrastructure renewal ratios	109.77	119.40	77.34	54.52
Broad liabilities ratio	15.89%	16.74%	28.61%	22.79%

Indicator	2009	2010	2011	2012
Investment rate of return (% greater than 90 day UBSA Bank Bill Index)	2% (3.4% below the 90 day UBSA Bank Bill Index)	6.86% (2.97% below the 90 day UBSA Bank Bill Index)	7.32% (2.34% below the 90 day UBSA Bank Bill Index)	5.92% (1.23% below the 90 day UBSA Bank Bill Index)
Increase in property portfolio revenue	-2.25%	-1.2%	-1.4%	3.31%

2. Asset Management Strategy 2010/11-2019/20

Council must prepare its asset reports in accordance with the requirements of the:

- Local Government Act and Regulation;
- NSW Local Government Code of Accounting Practice and Financial Reporting; and
- Australian Accounting Standards.

Every six months Council prepares a report on its achievements with respect to the implementation of its fixed term *Delivery Program*. Similarly within five months after the end of each financial year, Council must prepare its *Annual Report* on the implementation of its *Operational Plan*. This report includes:

- the assets acquired by Council during that year; and
- the assets held by Council at the end of that year, for each of Council's principle activities;
- a report on the condition of the public works under the control of Council (Special Schedule 7) as at the end of that year, together with an estimate (at current value) of the amount of money required to bring the works up to a satisfactory standard, an estimate (at current value) of the annual expense of maintaining the works at that standard and Council's program of maintenance for that year in respect of the works.

Special Schedule 7 flows directly from the *Delivery Program* which includes performance indicators for both existing and proposed levels of service. These performance measures are used to quantify the upgrade costs (or degree of over-serving) between existing and target service levels.

In addition to the performance measures referred to above, Council also measures its asset management development in response to the key areas for improvement identified through the Gap Analysis (refer to Appendix 1), tracking its maturity improvements in accordance with the identified targets identified. Between June 2010 and June 2012 Council has worked to reduce its 'Core Maturity Gap' in all asset management practice areas. As at June 2012, only one practice area requires further attention, this is the Asset Register Functionality.

Figure 2 compares Council's current 'asset management maturity' with 2009/10. Since the Asset Management Strategy was first adopted in June 2010, Council has improved in the majority of 'practice areas'.

Indicator	Focus Area	2009/10 Results	2010/11 Results	2011/12 Results
Proportion of employees working across age groups	2. Workplace Equity and Diversity	n/a	n/a	n/a
Proportion of employees working across gender	2. Workplace Equity and Diversity	n/a	n/a	n/a
Proportion of employees working across cultural background	2. Workplace Equity and Diversity	n/a	n/a	n/a
EEO statistics	2. Workplace Equity and Diversity	54% M 46%F	56% M 44%F	56% M 44%F
Currency of HR policies	3. Workplace Governance	Reviewed as needed	Reviewed as needed	Reviewed as needed
% of staff who have completed Code of Conduct training	3. Workplace Governance	100%	100%	100%
Performance Planning and Assessment (PPA) System in place	4. Employee Support and Development	Yes	Yes	Yes
Staff perceptions of training and development (identified through biennial Employee Survey)	4. Employee Support and Development	n/a	64% positive	n/a
Employee engagement level (identified through biennial Employee Survey)	4. Employee Support and Development	n/a	66%	n/a
Proportion of employees working in part time and flexible arrangements	5. Employee Wellbeing	n/a	n/a	n/a
Staff perceptions of flexible working arrangements (identified through biennial Employee Survey)	5. Employee Wellbeing	n/a	72% positive	n/a
Staff turnover (Headcount)	5. Employee Wellbeing	n/a	7%	14%
Number of incidents/injuries	5. Employee Wellbeing	n/a	n/a	83
Unplanned absences	5. Employee Wellbeing	n/a	3.5%	n/a

5. Links with the North Sydney Local Environment Plan (LEP) and Development Control Plan (DCP)

The following table shows how the North Sydney Local LEP and North Sydney DCP contribute to the achievement of the goals in the *Community Strategic Plan*, as discussed in Section 3.2.1.

Note: the DLEP and DDCP are currently in draft and have not yet been adopted by Council.

2020 Vision Strategy	Project	DLEP 2012	DDCP 2012
1.1.1.3 Integrate biodiversity conservation in environmental planning instruments	1.1.1.3.1 Integrate biodiversity controls into Council's LEP and DCP	cl.1.2(2)(e) - LEP Aims cl.2.3 - Zone objectives and Land Use Table - in particular the E2 Environmental Conservation Zone	Part B - Section 15
1.2.1.4 Promote and implement water sensitive urban design	1.2.1.4.1 Integrate water sensitive urban design considerations into Council's LEP and DCP	cl.1.2(2)(e) - LEP Aims	Part B - Section 1.6.8 Part B - Section 1.6.9 Part B - Section 2.6.5 Part B - Section 2.6.7 Part B - Section 3.6.5 Part B - Section 3.6.7
1.3.1.8 Ensure that sustainable energy, water and waste management practices are included in all environmental planning and development controls	1.3.1.8.1 Incorporate sustainable energy, water and waste management practices into LEP and DCP	cl.1.2(2)(e) - LEP Aims	Part B - Section 1.6 Part B - Section 2.6 Part B - Section 3.6
1.4.1.1 Provide a range of recreational facilities for people of all ages and abilities	1.4.1.1.2 Incorporate adequate provision of recreational spaces and opportunities in Council's LEP and DCP	cl.2.3 - Zone objectives and Land Use Table - in particular the RE1 - Public Recreation, RE2 - Private Recreation and E2 - Environmental Conservation Zones which are in accordance with Council's Open Space Strategy	Part B - Section 1.4.13 Part B - Section 1.5.10 Part B - Section 2.4.8 Part B - Section 2.5.6 Part B - Section 4.3
2.2.2.3 Monitor and manage impacts of climate change	2.2.2.3.1 Review planning instruments to reflect climate change policy decisions	cl.1.2(2)(a) & (f) - LEP Aims cl.6.9 - Development in the foreshore area - Subclause (3)(g) addresses sea level rise	Part B - Section 1.3.4 Part B - Section 3.2.4
2.2.3.2 Ensure new residential development	2.2.3.2.1 Review LEP and DCP to ensure new	cl.2.3 - Zone objectives and Land	Part B - Section 1 Part B - Section 2

2020 Vision Strategy	Project	DLEP 2012	DDCP 2012
is well designed for people with a disability or limited mobility, the elderly and is adaptable for use by different household types	residential development includes good design and adaptable housing for seniors and people with disability	Use Table - in particular the R2, R3, R4, B1, B4 and IN2 zones	Part B - Section 4 Part B - Section 12
2.2.5.3 Encourage the use and adaptation of heritage and other existing buildings	2.2.5.3.1 Review DCP to consider greater adaptation of heritage and other existing buildings	n/a	Part B - Section 13
3.1.3.2 Encourage the development of diverse mix of businesses	3.1.3.2.1 Review DCP to consider diverse mix of businesses	cl.2.3 - Zone objectives and Land Use Table	n/a - Land use is governed by the LEP and mix is attained by market forces.
3.1.3.3 Strengthen opportunities for shopping, dining and entertainment particularly after hours and on weekends	3.1.3.3.1 Review DCP regarding trading hours in the CBD	n/a	Part B - Section 7 (deferred). To be addressed in an amendment to the DDCP.
3.2.1.2 Develop criteria to attract and encourage businesses in the North Sydney CBD	3.2.1.2.1 Review DCP regarding trading hours in the CBD [Repeats 3.1.3.3.1]	n/a	Part B - Section 7 (deferred). To be addressed in an amendment to the DDCP
3.2.1.3 Increase national and international exposure as a preferred location for business through appropriate branding	3.2.1.3.1 Promote development in the North Sydney CBD to take advantage of the opportunities offered by the LEP	n/a - This is beyond the scope of the LEP	n/a - This is beyond the scope of the DCP
4.5.1.4 Regulate urban design to maintain and improve public safety	4.5.1.4.1 Improve crime prevention through urban design principles in DCP	n/a	Part B - Section 1.5.3 Part B - Section 2.5.2 Part B - Section 3.4.2 Part B - Section 5.7 Part B - Section 6.6
4.6.1.1 Provide a range of affordable housing and accommodation types, including low cost, emergency and short term housing	4.6.1.1.6 Review LEP and DCP regarding consideration of diversity in housing choice	cl.2.3 - Zone objectives and Land Use Table ensures adequate mix of permissible dwelling types	Part B - Section 1.2 Part B - Section 4

Appendix 1: Asset Management Capacity Assessment

The following table is an extract from Council's Asset Management Strategy 2010/11-2019/20 which has been updated to include Council's 'maturity status' as at 30 June 2012. As part of the development of the Strategy an asset management capacity gap analysis was undertaken in to identify the priority areas for future improvement of Council's assets. Between June 2010 and June 2012 Council has worked to reduce its 'Core Maturity Gap' in all asset management practice areas. As at June 2012, only one practice area requires further attention, this is the Asset Register Functionality.

Asset Management Practice Area	Question	Recommendation	Risk Impact	Risk Likelihood	Core Maturity	Maturity 2009/10	Maturity 2010/11	Maturity 2011/12	Core Maturity Gap
Strategic Longer-Term Plan	Does your Council have a long term community strategic plan?	Core maturity reached	Moderate	Possible	3	3	3.5	4	n/a
Services Plan	Does your Council have an adopted business plan for the provision of infrastructure and land based services to the community?	Core maturity reached	Major	Likely	3	3	3	3	n/a
Long-Term Financial Plan	Does your Council have a comprehensive long-term financial plan?	Core maturity reached	Moderate	Possible	3	1	3.5	3.5	n/a
Budget	Does your Council prepare an annual budget?	Core maturity reached	Minor	Possible	3	3	3.5	3.5	n/a
Annual Report	Does your Council publish an annual report?	Core maturity reached	Minor	Possible	3	3	3	3	n/a
Financial Reporting Framework	Does your Council have a framework for asset financial reporting?	Minor improvements required	Moderate	Possible	3	1.5	2.5	3	n/a
Sustainability Reporting	Does your Council report externally on financial	Minor improvements	Moderate	Possible	3	3	3	3	n/a

Asset Management Practice Area	Question	Recommendation	Risk Impact	Risk Likelihood	Core Maturity	Maturity 2009/10	Maturity 2010/11	Maturity 2011/12	Core Maturity Gap
	sustainability?	required							
AM Policy	Does your Council have an adopted asset management policy?	Core maturity reached	Moderate	Almost Certain	3	1	3	3	n/a
AM Strategy	Does your Council have an asset management strategy?	Core maturity reached	Moderate	Likely	3	1	3.5	3.5	n/a
AM Plans	Does your Council have adopted asset management plans?	Core maturity reached	Moderate	Likely	3	3	3.5	3.5	n/a
AM Roles and Practices	Does your Council have good management practices linking AM to service delivery?	Core maturity reached	Moderate	Likely	3	2	3	3	n/a
AM Steering	Does your Council have a multi-disciplinary AM steering committee?	Core maturity reached	Moderate	Likely	3	3	3	3	n/a
AM Improvement	Does your Council have an AM improvement program approved by the executive? (Capital Works Program)	Core maturity reached	Major	Possible	3	3	3	3.5	n/a
Capital Investment Decisions	Does your Council have a defined process for making capital investment decisions?	Core maturity reached	Major	Unlikely	3	3.5	3.5	3.5	n/a

Asset Management Practice Area	Question	Recommendation	Risk Impact	Risk Likelihood	Core Maturity	Maturity 2009/10	Maturity 2010/11	Maturity 2011/12	Core Maturity Gap
AM Performance Data	Is Council's data suitable for measuring AM performance over time?	Core maturity reached	Moderate	Likely	3	3	3	3.5	n/a
Asset Handover	Does your Council have formal processes for the handover of assets to asset custodians/owners?	Minor improvements required	Moderate	Likely	3	2	2.5	3	n/a
Condition and Performance Monitoring	Does your Council have defined processes for asset condition assessment, defect identification and performance monitoring?	Core maturity reached	Moderate	Possible	3	2.5	3	3.5	n/a
Risk Analysis and Monitoring	Does your Council have defined processes for asset risk analysis and monitoring?	Minor improvements required	Moderate	Possible	3	2.5	2.5	3	n/a
Maintenance and Renewal Planning	Does your Council have defined processes for maintenance and renewal planning for existing assets?	Core maturity reached	Moderate	Possible	3	2.8	3	3	n/a
New and Upgrade Planning	Does your Council have defined processes for planning of new and upgraded assets?	Minor improvements required	Moderate	Possible	3	2	2.5	3	n/a
AM Data Integrity	What is the integrity of core component data in Council's asset registers?	Minor improvements required	Moderate	Likely	3	1.5	2.5	3	n/a

Asset Management Practice Area	Question	Recommendation	Risk Impact	Risk Likelihood	Core Maturity	Maturity 2009/10	Maturity 2010/11	Maturity 2011/12	Core Maturity Gap
Asset Register Functionality	Does your Council have a consolidated asset register with the required functionality?	Minor improvements required	Major	Likely	3	2.1	2.5	2.5	0.5
Unit Rates	Does your Council have defined processes for determining asset unit rates?	Core maturity reached	Moderate	Possible	3	2.5	3	3	n/a
Data Management Framework	Does your Council have a framework for asset data management?	Minor improvements required	Moderate	Possible	3	2.5	2.5	3	n/a
AM Planning Skills	Does Council have the skills and knowledge to develop asset management plans?	Core maturity reached	Moderate	Likely	3	3	3	3	n/a

This document has been prepared by North Sydney Council as part of the review of the Community Strategic Plan, which will occur between February and June 2013.

We acknowledge and thank the community of North Sydney who have helped implement the current 2020 Vision, North Sydney Community Strategic Plan, throughout 2009 to 2012.

This document should be read in conjunction with the *End of Term Report 2012*.

Both documents can be viewed online at www.northsydney.nsw.gov.au/2020vision

Other documents referred to within the Discussion Paper can also be reviewed online at www.northsydney.nsw.gov.au

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January 2013