

OUR COMMUNITY. OUR COMMITMENT.

**BUILDING
OUR
CAPACITY
FOR THE
FUTURE.**



ANNUAL REPORT 2013 - 2014

About this report

This is Ku-ring-gai Council's report to the community on Council's performance during the 2013/14 financial year.

Our annual report summarises Council's 2013/14 activities, our many achievements, our challenges, as well as an overview of the year ahead.

Our performance is measured against what we said we would do in our four year Delivery Program and 2013/14 Operational Plan. This includes the delivery of projects, tasks and performance measures as well as progress towards four year term achievements that Council set in June 2013.

The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government's Integrated Planning and Reporting guidelines.

This and earlier annual reports are available on our website kmc.nsw.gov.au/annualreport

Our commitment - building our capacity for the future

Council's continuing focus during 2013/14 was on building our capacity for the future. That includes building capacity to maintain our long term financial sustainability, deliver services and facilities in innovative ways responsive to community needs, as well as capacity to actively engage with our community to achieve strategic long term objectives for Ku-ring-gai.

This was demonstrated during 2013/14 with the completion and progression of major strategic projects, strengthened sustainability across financial, environmental, social, economic and governance areas, extensive community consultation and engagement as well as recognition of our achievements through numerous industry awards.

Further details of these outcomes can be found in this report.



2014 WINNER
For excellence in local government

Ku-ring-gai Council
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Cover image: Golden Jubilee, Wahroonga

Our community's vision and values

Our community vision is a Ku-ring-gai that is a creative, healthy and liveable place where people respect each other, conserve the magnificent environment and society for the children and grandchildren of the future.

Our values are to:

- Care for the local environment and people
- Respect the needs of future generations
- Learn and share knowledge
- Behave ethically
- Take responsibility for our actions
- Lead in sustainability

Acknowledgement of Traditional Owners

Council acknowledges the Guringai people as the Traditional Owners of the land of which the Ku-ring-gai local government area is a part, and pays its respects to their Elders, past and present.

Front cover	1
Introduction	2
About this report	2
Our vision and values	2
Performance highlights 2013/2014	4
Ku-ring-gai - a snapshot	6
Our history	8
From the Mayor	10
General Manager's Report	12
Our financial performance - summary	14
Integrated planning and reporting	16
How we performed - summary	17
Awards and recognition	18
Calendar of events in 2013/2014	20
Our community leadership	22
Council meetings and decision-making	22
Council Wards	23
The community's role	26
Local government reforms	28
Our organisational leadership	30
Senior management team	30
Our people	32
Our performance in 2013/2014	34
Community, People and Culture	40
Natural Environment	68
Places, Spaces and Infrastructure	94
Access, Traffic and Transport	122
Local Economy and Employment	134
Leadership and Governance	146
Financial Information	170
Introduction	172
Financial Statements	178
Special Purpose Financial Statements	267
Special Schedules	284
Local government reporting	296
Indexes and glossary	309
Global reporting initiative - content index	309
Glossary of terms	312
Report index	315

Performance highlights 2013/14

THEME 1	THEME 2	THEME 3
		
Community, people and culture	Natural environment	Places, spaces and infrastructure
Building a healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning. (Refer to pages 40-67)	Working together as a community to protect and enhance our natural environment and resources. (Refer to pages 68-93)	Creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place. (Refer to pages 94-121)
<ul style="list-style-type: none"> Completed a \$1.7million upgrade of Gordon Library. p44 Near completed the new \$17 million Ku-ring-gai Fitness and Aquatic Centre, West Pymble. p46 Finalised partnership with YMCA for operation and maintenance of new Fitness and Aquatic Centre. p47 Reopened the upgraded Gordon Youth Centre as the AWOL Youth Hub. p48 \$131,834 grant funding provided for 55 community group projects. p54 Established friendship agreement with French village of Pozieres. p57 Attracted over 65,000 people to 184 major and minor events. p60 	<ul style="list-style-type: none"> Secured \$2.17million in environmental grants. p72 Created a biodiversity conservation (Biobanking) site at 3 reserves with over \$1.6m annual grant funding. p73 Won awards for our Climate Wise Communities program. p76 3,400 residents/businesses participated in environmental initiatives and programs. p78 Created an artificial wetland at the North Turrumurra Recreation Area. p75 Spent \$188,000 upgrading Council's fire trail network. p77 \$50,278 grant funding provided to community environmental projects. p78 	<ul style="list-style-type: none"> Completed major new landuse plans for Ku-ring-gai and review of heritage controls. p98 Secured extra \$2.7million annually from 2014/15 to upgrade our roads. p100 Spent \$8million upgrading roads and \$900,000 on new footpaths. p100 Spent \$6.8million on new and upgraded parks, playgrounds, sportsfields and courts. p102 Completed major improvements to the Princes Street shops in Turrumurra. p110 Created a 26-lot residential sub-division at Turrumurra. p110 Acquired 3,400m² land for new local parks in Lindfield, winning multiple awards for our open space acquisition program. p102
KEY ACHIEVEMENTS		
<ul style="list-style-type: none"> Delays completing new Fitness and Aquatic Centre. p46 Planning for upgrade of older library facilities. p45 Providing facilities/services that meet population needs. p50, 111 	<ul style="list-style-type: none"> Managing urban wildlife on the bushland interface. p74 Meeting Council's current Greenhouse Gas reduction target of 20% by 2020. p83 Continuing community education and preparation for bushfires. p77 	<ul style="list-style-type: none"> Responding to an increase in illegal dumping. p115 Managing complex works at North Turrumurra Recreation Area. p108 Managing upgrade works at shopping centres and sportsfields to minimise disruption to businesses, users and residents. p106, 107, 110
CHALLENGES		

THEME 4	THEME 5	THEME 6
		
Access, traffic and transport	Local economy and employment	Leadership and governance
Ensuring access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure. (Refer to pages 122-133)	Creating economic employment opportunities through vital, attractive centres, business innovation and technology. (Refer to pages 134-145)	Ensuring Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs. (Refer to pages 146-169)
<ul style="list-style-type: none"> Negotiated guaranteed permanent commuter parking at the Culworth Avenue car park in Killara through an agreement with Transport for NSW. p127 Completed first stage of safer cycle routes project through Ku-ring-gai. p128 Made improvements to transport connections. p128 Completed a transport study of pedestrian, bus, rail and vehicle movements for Lindfield Local Centre. p127 Promoted alternative transport options to residents. p129 	<ul style="list-style-type: none"> Launched the Activate Ku-ring-gai program in key suburbs in Ku-ring-gai. p138 Held a Family Fun Day in Lindfield Local Centre. p111, 138 Attracted 17,900 visitors to Ku-ring-gai Wildflower Garden following major improvements and events program. p140 Prepared program of initiatives to promote positive local economic outcomes. p139, 142 	<ul style="list-style-type: none"> Joint winner of the 2014 AR Bluett Memorial Award for the highest achieving urban council in NSW for 2013/14. p156 Maintained and enhanced our long term financial sustainability. p152 Secured extra \$2.6million annually to reduce Council's asset renewal gap and continue to improve local roads. p152 Saved \$1million in workers compensation premiums since 2012 through the Safestart program. p153 Reduced legal costs by over \$300,000 during 2013/14. p153 Received an overall community satisfaction rating of 84% for Council services and facilities. p151 Won a Silver Award in the Australasian Reporting Awards for our 2012/13 Annual Report. p156
KEY ACHIEVEMENTS		
<ul style="list-style-type: none"> Addressing concerns that commuter parking at Culworth Ave car park would be lost through Council's proposed reclassification of the land. p127 Ongoing monitoring and managing of public car parking in centres. p131 Developing effective programs to promote alternative transport usage. p129 	<ul style="list-style-type: none"> Effectively engaging with residents and businesses to discuss ideas and options for improvements to centres. p138 Creating conditions to attract more diverse businesses in our local and neighbourhood centres. p142 	<ul style="list-style-type: none"> Responding to NSW State Government reforms including the most recently released 'Fit for the Future' proposal. p28 Continuing to improve our risk management. p154 Relocation to more efficient premises. p158
CHALLENGES		

Ku-ring-gai – a snapshot

Ku-ring-gai has a vibrant and increasingly diverse population spanning all generations. It is a popular area for families with attractive open spaces, a range of sporting facilities, access to schools and health services and close proximity to major employment areas. Our residents are well educated and generally employed as professionals in the health, social assistance and finance sectors.

119,027



RESIDENTS (ERP 2013)



50

CHILDCARE CENTRES AND PRESCHOOLS

38

PRIMARY AND HIGH SCHOOLS



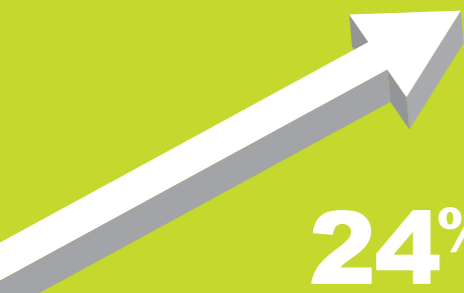
40.5%

OF RESIDENTS AGED 15YRS+ ARE EMPLOYED

In the professional, scientific, technical, financial, insurance, healthcare and social assistance sectors

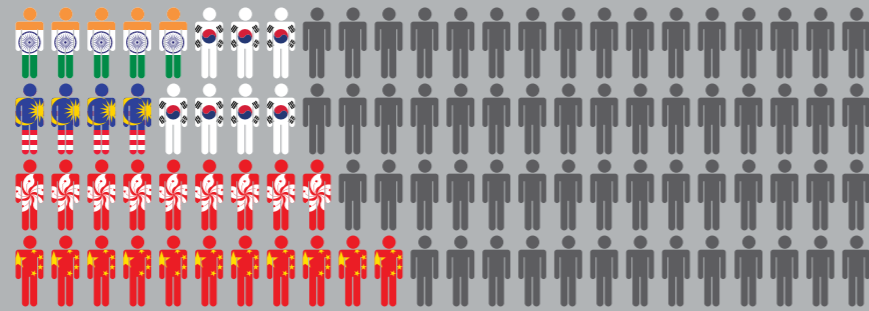
147,650

RESIDENTS BY 2031



24%

Projected increase by 2031

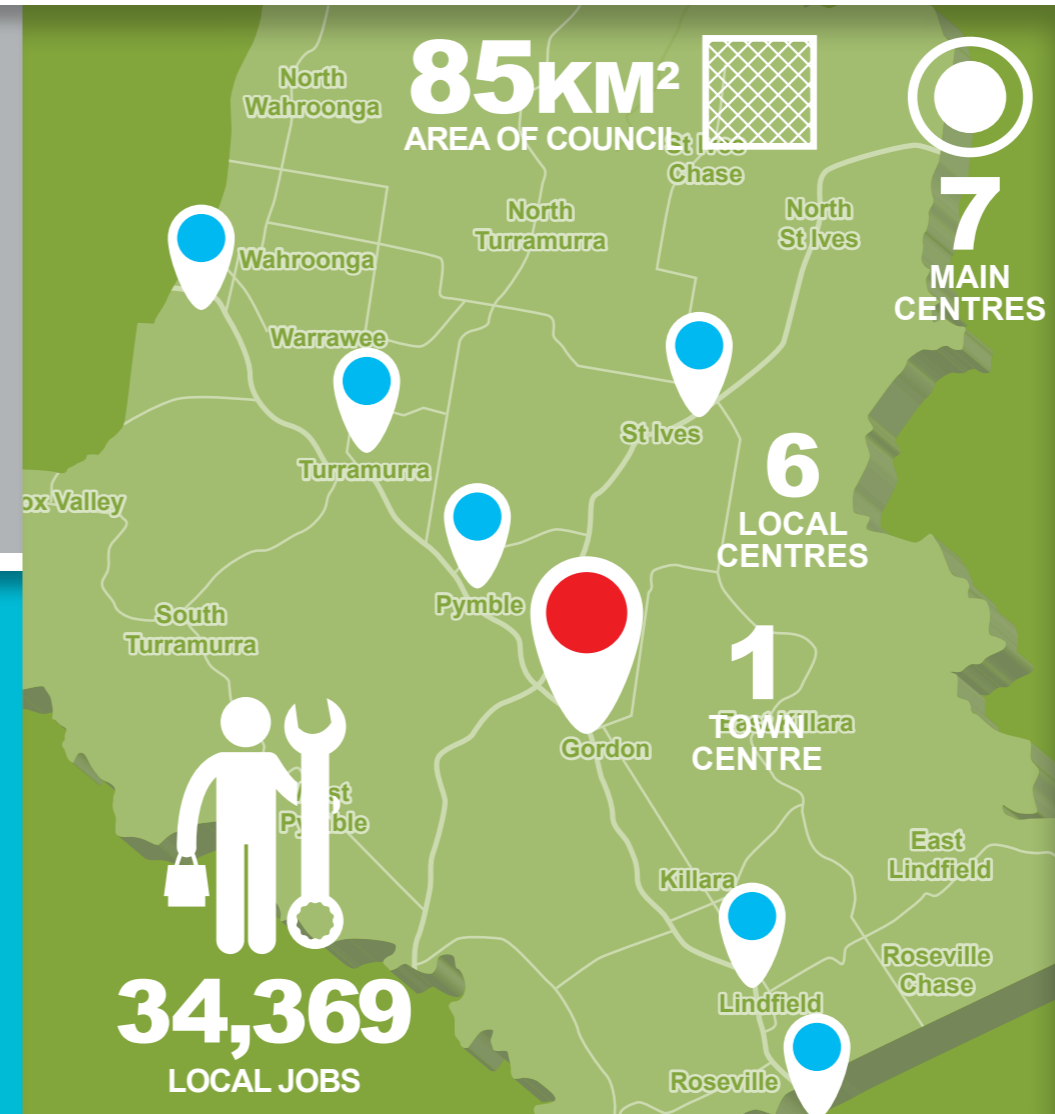


36%

BORN OVERSEAS
Mainly China, Hong Kong, South Korea, India and Malaysia

85KM²

AREA OF COUNCIL



7

MAIN CENTRES

6

LOCAL CENTRES

1

TOWN CENTRE

34,369

LOCAL JOBS

13,173

LOCAL BUSINESSES



12,314

RESIDENTS LIVE AND WORK IN KU-RING-GAI



POSITIVE

NET OVERSEAS MIGRATION
The key driver of our population change

21%

SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME



46%

HOUSEHOLDS ARE FAMILIES WITH CHILDREN

23%

OLDER AGE RESIDENTS



54%

OF RESIDENTS AGED 15YRS+ HAVE A TERTIARY QUALIFICATION

1

REGIONAL HOSPITAL



86.9%

OF HOUSEHOLDS HAVE A BROADBAND INTERNET CONNECTION



FURTHER READING:
kmc.nsw.gov.au

26%

YOUNG RESIDENTS

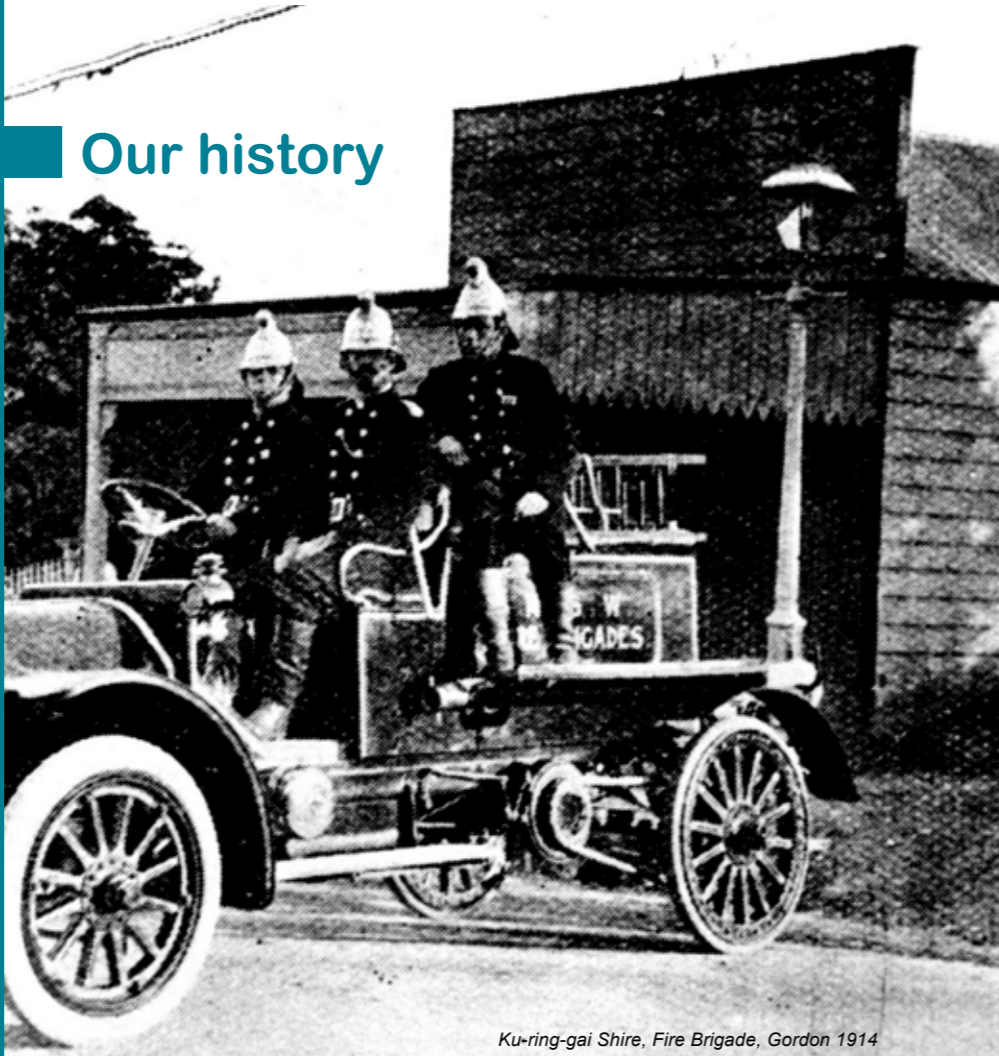
View from Grandview Street Pymble 1910

Our history



Ku-ring-gai's suburbs

- ▶ Gordon
- ▶ Lindfield
- ▶ East Lindfield
- ▶ Pymble
- ▶ West Pymble
- ▶ Turramurra
- ▶ North Turramurra
- ▶ South Turramurra
- ▶ Roseville
- ▶ Roseville Chase
- ▶ Killara
- ▶ East Killara
- ▶ St Ives
- ▶ St Ives Chase
- ▶ Warrawee
- ▶ Wahroonga
- ▶ North Wahroonga



Ku-ring-gai Shire, Fire Brigade, Gordon 1914

Aboriginal Heritage

The original inhabitants of Ku-ring-gai – the Guringai people – have left behind many traces including middens, petroglyphs (rock drawings or carvings) and remains of shelters. It is estimated that as many as 650 sites of Aboriginal heritage may have existed within the Ku-ring-gai Local Government Area (LGA). With approximately 75% of the land within the LGA already developed, it is likely that a large number of Aboriginal sites have been destroyed. While 101 sites remain as recorded Aboriginal sites in the LGA, at least double that number is believed to remain. The Aboriginal sites within Ku-ring-gai are under constant threat from development, vandalism and natural erosion.

European history

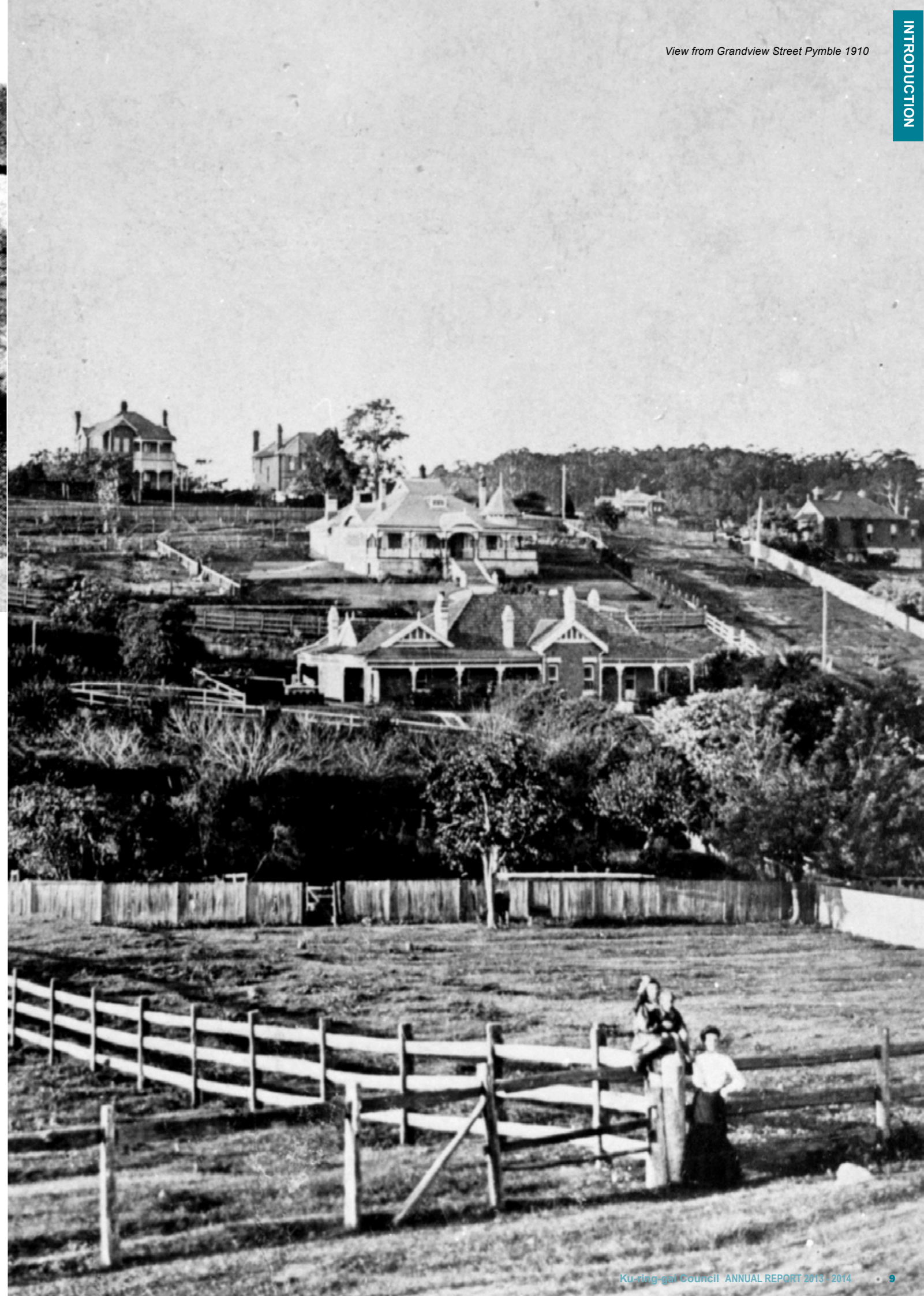
European settlement in Ku-ring-gai began in 1814. Isolated farming communities were transformed into residential suburbs with the construction of major transport routes and infrastructure. In 1906, Ku-ring-gai was established as a represented Municipal Council.

Almost all of Ku-ring-gai was designated for residential development, as opposed to commercial and industrial developments. The larger-than average suburban allotments, building covenants, fine gardens, retention of native flora and restriction of industrial and commercial development are indicative of Ku-ring-gai's heritage.

Today Ku-ring-gai is renowned for its architectural heritage, particularly those homes built during the Federation and interwar periods.



FURTHER READING:
kmc.nsw.gov.au



From the Mayor

I am sure I speak for all the Councillors in expressing our pride in this year's achievements, and our belief in Council's ability to deliver projects and services for our community. As Mayor of Ku-ring-gai Council I am privileged to present our 2013/14 Annual Report.



The report contains details of Council's achievements during the year, our financial accounts and our future plans. It describes how we are building long term capacity to provide the services and facilities our growing population needs in the future.

As Mayor, I am proud that Ku-ring-gai manages to combine increasingly cosmopolitan urban areas with natural bushland and waterways adjacent to National Parks. Our residents have access to outdoor spaces, village centres, first-class sporting and community facilities, as well as diverse musical and cultural events.

During 2013/14 Council continued to progress the community's vision and long term objectives expressed in the Community Strategic Plan 2030. Our focus during the year was on building capacity both now and into the future and taking the lead on environmentally sustainable practices. We also worked in partnership with others to achieve the community's objectives and ensure we can respond to and manage change.

We achieved outstanding results during 2013/14 by completing and progressing major strategic projects and infrastructure. Highlights included:

- redevelopment of the Ku-ring-gai Library at Gordon costing \$1.7million
- near completion of the Ku-ring-gai Fitness & Aquatic Centre costing \$17million, opening in October 2014
- \$8million worth of road works and \$900,000 of footpaths
- continuing with our Open Space acquisition program to create much needed new local parks
- expenditure of \$6.8million on new parks and redeveloped playgrounds

- completion of the new Greengate Park at Killara and Curtilage Park at Wahroonga
- creation of a new youth space at Gordon, next to Ku-ring-gai Library
- construction of a new wetland in Turramurra which is already attracting wildlife not seen for decades in the area
- creation of a 99 hectare bio-banking site for biodiversity conservation
- completion of a local environmental plan for residential areas and new heritage controls
- revitalisation of the Princes Street Turramurra neighbourhood centre
- establishment of economic and social development initiatives
- a new friendship agreement with the French village of Pozieres, in recognition of the centenary of the First World War and Ku-ring-gai's historic Great War ties.

It is especially rewarding to have these achievements recognised by being awarded the joint winner of the 2014 AR Bluett Memorial Award. This is the highest award in NSW for excellence in local government. Ku-ring-gai Council was judged the winner for the diverse strategic projects and facilities that we have delivered to the community over 2013/14 and our strong performance across social, economic, environmental and governance areas.

The planning and completion of these projects and facilities have, in many instances, taken some years. I therefore acknowledge the contribution of staff and councillors, past and present, for these achievements. Of course, they would not be possible without the support of our committed community.



Ku-ring-gai Fitness & Aquatic Centre, West Pymble, 2014

As we begin commemorating the Centenary of the First World War, we are reminded of the legacy left to Ku-ring-gai by earlier generations. Through their decisions and long term planning, many features of this beautiful area have been protected for future generations. As a result, the things that make Ku-ring-gai special today have been preserved. More than ever, we value Ku-ring-gai's biodiversity and conservation values, open spaces, native trees, Aboriginal and European heritage and the communal feel of residential areas.

These assets are proof that successful outcomes can be achieved through considered long term planning, continued dialogue with residents and a focus on the community's long term needs and wishes.

It is important that we continue strategically planning for Ku-ring-gai in the coming years and build capacity for future generations. Above all we need to conserve and create those things that are important to all generations of our community.

I am proud of Ku-ring-gai Council's achievements for 2013/14 and I commend this annual report to you.

Jennifer Anderson, Mayor 2013/14



General Manager's Report

During 2013-2014, Ku-ring-gai Council achieved many great outcomes, pursued opportunities and experienced challenges all of which are presented in this annual report.



Mayor Jennifer Anderson and General Manager John McKee unveiling the AR Bluett Award plaque, presented by Graeme Fleming Chairman AR Bluett Award

This is our first annual report completed under Council's new Community Strategic Plan and four year Delivery Program.

The report reflects on our achievements and performance across the wide array of services and facilities we provide. The report groups our performance and achievements into six key themes, reflecting the Community Strategic Plan, namely:

- Community, People and Culture
- Natural Environment
- Places, Spaces and Infrastructure
- Access, Traffic and Transport
- Local Economy and Employment
- Leadership and Governance.

I am proud to say that throughout this reporting period Council and staff have exceeded in many areas of our service delivery to the community.

The highlight of the year was undoubtedly the announcement of Ku-ring-gai Council as the joint winner of the 2014 AR Bluett Memorial Award for being the highest achieving urban Council in NSW. This accolade is a fantastic achievement and I commend and congratulate all staff members and councillors who have contributed to this success.

Added to this prestigious award, our strong financial performance, ability to plan for our expanding population through a comprehensive program of land acquisition for new parks and roads, urban planning, plus our innovative environmental and sustainability projects have contributed to a superb year.

An important aspect of our operations is our integrated planning and inclusive community consultation. In 2013/14 we engaged with our community to understand their priorities, satisfaction with Council's assets and services.

As responsible financial managers we must ensure that opportunities to reduce expenditure and broaden income are maximised so we can improve local infrastructure.

As a result, we successfully obtained a Special Rate Variation which contributes an additional \$2.7million each year for local roads. This is in addition to Council's existing budget, which is around \$7million each year.

Operating efficiencies and a rating restructure mean that a further \$36 million over 20 years and an additional \$18million over 10 years is being redirected into assets improvements and renewals.

As a result, Council's healthy financial position has been maintained. The financial result from operating activities for 2013/14 is a surplus of \$3.1million, contributing to Council's capital program during the year of \$47.4million. Underlying working capital is \$4.69million, a level considered to be sound by Council's Independent Auditor. Our objective is to maintain and enhance this positive financial position well into the future. Financial sustainability and the capacity to deliver meaningful services to the community go to the heart of the proposed NSW Government reforms of local government.

The Council is also participating in an ongoing survey commissioned by Local Government Professionals Australia (NSW) and conducted by PricewaterhouseCoopers. The survey measured data for 72 NSW councils in the areas of Workforce, Finance, Operations, Risk Management and Corporate Leadership. The survey is the first step to an in-depth analysis by Local Government Professionals on the effectiveness of NSW local government, in response to a request by Minister Paul Toole for input into the reform proposed for NSW councils. Initial results underlined Ku-ring-gai's record as a high-achieving council. For example, Ku-ring-gai is spending more than double on capital works compared with the other councils surveyed.

Throughout the coming months, we will be undertaking significant analysis in order to respond to the NSW Government's 'Fit for the Future' requirements. The results will be incorporated into Council's submission to the NSW Government due June next year.

Planning staff continue work on master plans for the Gordon and Lindfield centres. The revitalisation of these centres and delivery of key community facilities remains an enormous challenge. How we progress and fund these projects is an ongoing process.

Lindfield and Gordon are the focus for transformational projects to convert land holdings such as car parks into new community facilities and vibrant town squares.

The \$20 million Lindfield Green project will result in the construction of a new park/civic space in the heart of Lindfield, within 50 metres of the rail station. On the western side of Lindfield, we are proposing to convert a car park into a community hub containing a library and community facility, a new retail area, commuter parking, apartments and a civic square.

Throughout the year we continued to progress the relocation of the Council Chambers and Civic Centre into 828 Pacific Highway Gordon, adjacent to the current Council Chambers site. Ultimately this will form the nucleus for a revitalised Gordon centre.

Ku-ring-gai is often referred to as Sydney's Green Heart and we take that responsibility seriously. Our precious natural environment is well served by our culture of sustainability and stewardship for the future.

The Environmental Levy has allowed us to implement far-reaching environmental initiatives. Innovative environmental programs and projects continue to make Ku-ring-gai a leader in

sustainability through climate adaptation strategies, stormwater harvesting systems and bushland and waterway rehabilitation.

Organisational development has played an important part in our success during the 2013/14 year. Following on from an organisational service review, we undertook a comprehensive leadership program known as The Colloquium through the Australian School of Applied Management. All senior management participated in the program and these staff will be facilitating this training throughout the entire organisation over the coming year.

As General Manager, I'm delighted to present our 2013/14 Annual Report. I thank Councillors and Council staff for their valuable contribution across so many different areas. I believe we are in a strong position to continue to build our capacity on the successes of the 2013/14 year in delivering first-rate local government for our community.

John McKee, General Manager



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Our financial performance - summary

Council's overall guiding principle is to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.

During 2013/14 we spent around \$100million in operational expenditure and \$47million in capital works to provide a diverse range of services to the community. We manage \$0.97billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

Our income is from rates on property, government grants, interest on investments, user charges and fees. Our expenses are for construction, maintenance, wages, grants to community groups and many other services to the community like libraries, immunisation, bush regeneration and tree removal programs.

The following provides a brief summary of our 2013/14 Financial Statements.

Further details of our financial position can be found in the introductory section to the Financial Statements on page 172.

Full details of Council's Financial Statements are available in the Financial Section of this Report, on pages 178-295.

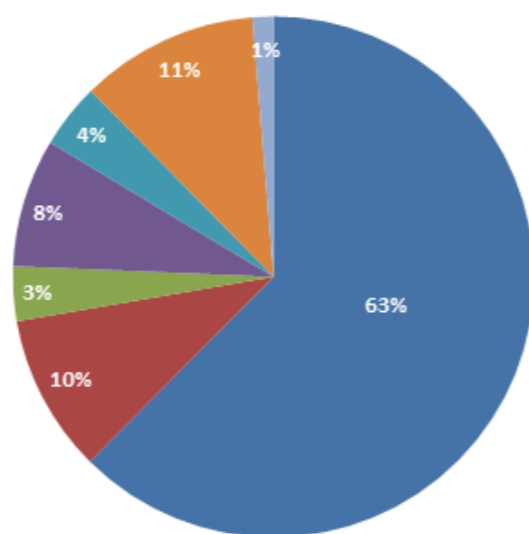
Where did our money come from?

2013/14 Total income \$116.8million

Our main sources of income this year, other than rates and annual charges, were from:

- Capital grants and contributions
\$12.92million or 11% (\$10.99million in 2012/13)
- User charges and fees
\$11.48million or 10% (\$12.3million in 2012/13)
(This includes community facility hire and regulatory/statutory fees.)
- Other revenues
\$9.30million or 8% (\$8.24million in 2012/13)
- Total rates and annual charges
Contributed \$72.97million or 63% (\$68.81million in 2012/13)

Total Income by category 2013/14



- Rates and annual charges
- User Charges & Fees
- Interest & Investment Revenue
- Other Revenues
- Grants & Contributions provided for Operating Purposes
- Grants & contributions provided for Capital Purposes
- Net Gains from the disposal of assets

How does our performance compare with previous years?

▶ Operating Result

The operating result is a measure of the increase in the value of Council's net assets. It takes into account the income received by Council less the expenses from operations including depreciation of assets. The operating result excludes capital expenditure (expenditure on assets).

Council's net operating result for the 2013/14 financial year is disclosed in the Income Statement. For the financial year ended 30 June 2014, Council had an operating surplus excluding revenue from capital grants and contributions of \$3.11million compared to an original budget of \$1.67million. The operating result including capital grants and contributions is \$16.04million, a variance of \$1.2million in comparison to an original budget of \$17.24million. The variance is mainly due to lower than anticipated capital grants and Section 94 contributions income received during the year and higher depreciation expenses due to new assets being recognised during the year.

Council's operating result is strong. The operating surplus means that Council's revenue exceeds both the cost of running its day to day operations and the depreciation of its assets. This surplus is available for capital works.

The operating result (shown separately as including and excluding capital grants and contributions) is shown on the opposite page for the last five financial years.

▶ Working Capital

Our working capital highlights an adequate liquidity position with Council being able to meet its short term liabilities when they fall due.

It is one of the primary measures of the overall financial position of Council, which allows for unforeseen expenditure or reductions in revenue.

Working capital represents Council's net current assets, after deducting internal and external restrictions.

Our available working capital at the end of the 2013/14 financial year was \$4.69million, marginally above the target of \$4.64million as set in our Long-term Financial Plan (LTFP). This level of working capital highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due. Council's working capital is shown below for the last five financial years.

Working Capital



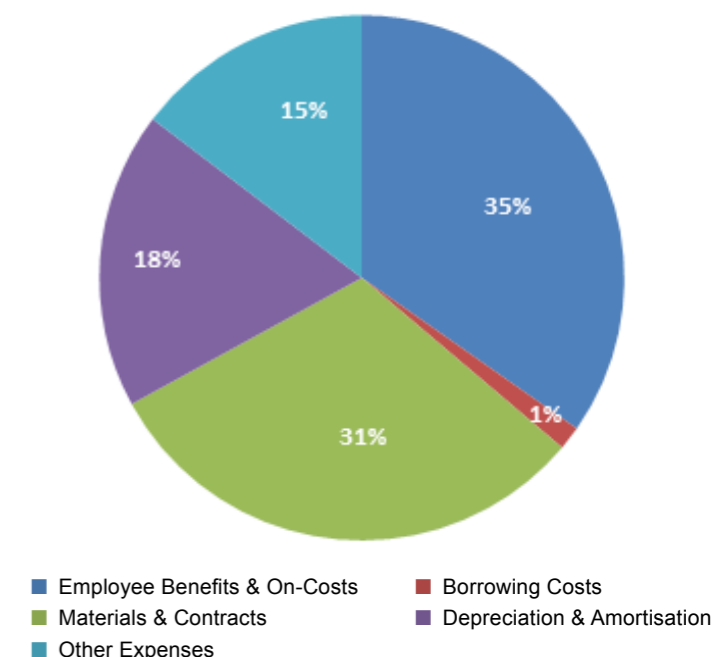
Where was the money spent?

2013/14 Total Operating Expenses \$100.82million

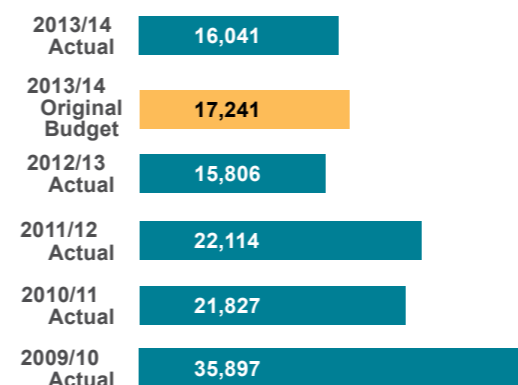
The main expenditure items for the year were:

- Capital Expenditure
\$47million of capital expenditure was spent on our assets to ensure our long-term sustainability (\$66.4million in 2012/13)
- Employee Benefits & On cost
\$35.01million or 35% (\$34.57million in 2012/13)
- Materials & Contracts
\$31.09million or 31% (\$28.99million in 2012/13)
- Depreciation
\$18.45million or 18% (\$15.79million in 2012/13)

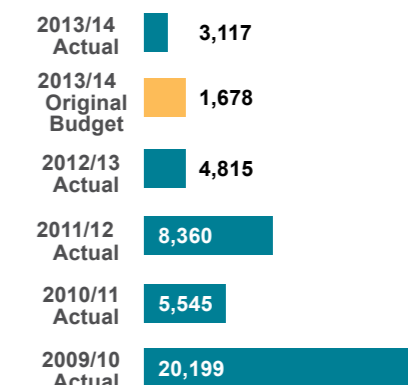
Total Expenses by category 2013/14



Net Operating Result \$'000 (Surplus)



Net Operating Result \$'000 (Before Capital grants and contributions)



Integrated Planning and Reporting

In 2009, the NSW Government introduced the Integrated Planning And Reporting (IP&R) Framework to assist local councils to prepare and report on short, medium and long term plans for their communities. The framework requires Council to report regularly on its progress towards the achievement of Council's four year Delivery Program and one year Operational Plan.

The IP&R Framework includes a hierarchy of plans which aims to ensure a more sustainable local government sector. See diagram below and pages 312-314 for details. The following summarises Council's reporting schedule for the 2013/14 year:

Quarterly reporting

Quarterly progress reports are presented every 3 months to Council on the annual budget including progress and expenditure on capital and operating projects.

Bi-annual reporting

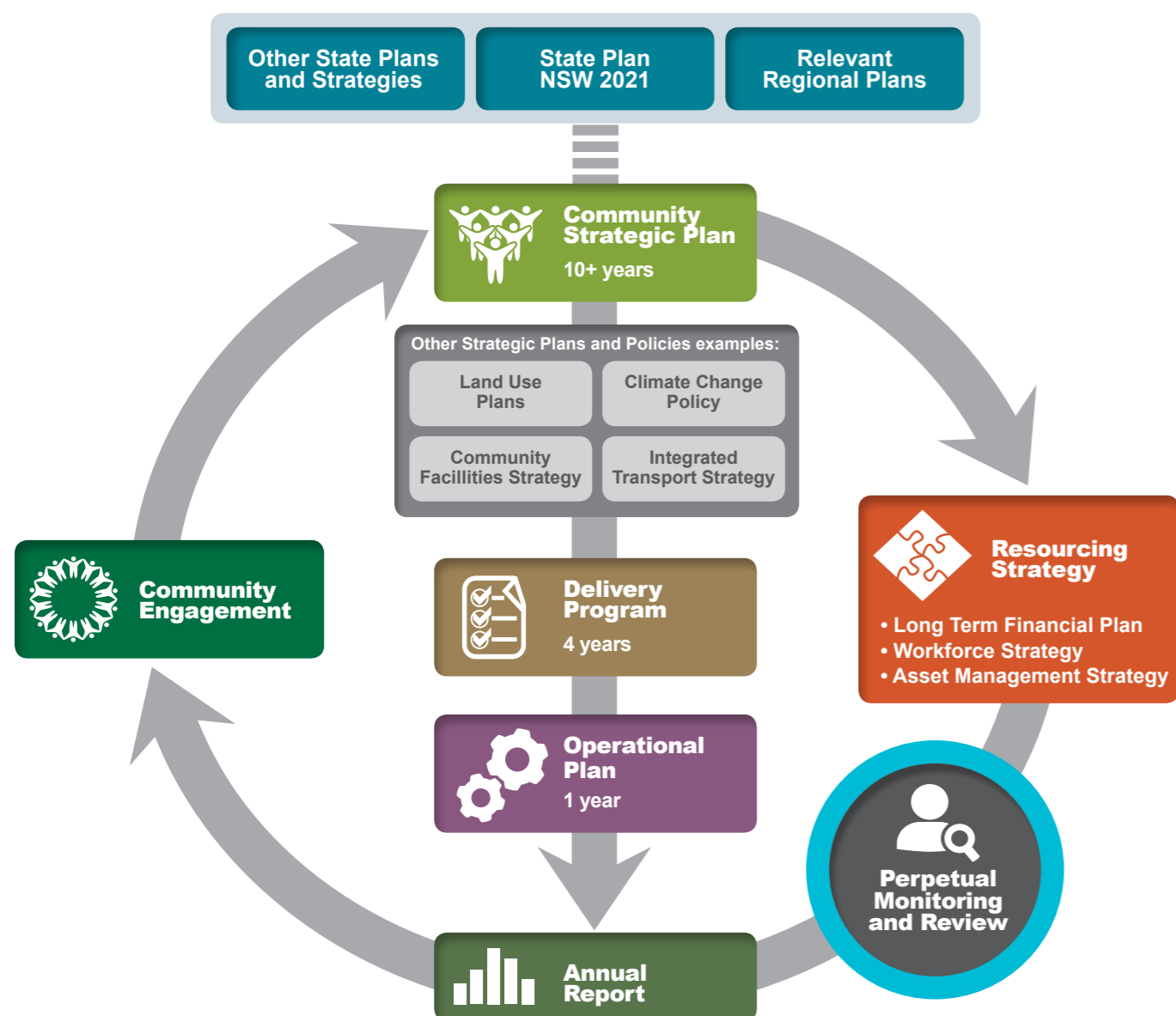
Bi-annual reports are presented every six months to Council on our progress against annual tasks, four year critical actions and term achievements and performance indicators contained in Council's four year Delivery Program 2013/17 and one year Operational Plan 2013/14.

Annual Reporting

At the end of the financial year we are required to present a set of audited financial statements and a summary of the work completed during the year, assessed against what we said we would do, to Council and the Ku-ring-gai community.



FURTHER READING:
kmc.nsw.gov.au/integratedplanning



Source: NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: olg.nsw.gov.au

How we performed - summary

Council's Plans – Delivery Program and Operational Plan

Performance Measure	Outcome
Completion of 2013/14 Tasks (Total 297) [#]	84%
Achievement of 2013/14 Performance Indicators (Total 77)	86%
Progress on schedule - 4 year Critical Actions (Total 123)	82%
Progress on schedule - 4 year Term Achievements (Total 57)	83%

[#] 8 Operational Plan Tasks could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control. See individual Themes on pages 40-169.



FURTHER READING:
kmc.nsw.gov.au/deliveryprogram

Corporate Performance Indicators – QBL Trend Snapshot

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'corporate' performance indicators for the 2013/14 year compared to the previous four years.

KPI	QBL	Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
1	Gov	DA median processing time	Days	40	45	40	47	52	Increasing (1)
2	Gov	Fulltime employee turnover rate	%	9	9	8	9	9.3	Stable
3	Gov	Policies reviewed	No.	18	17	27	10	11	Stable
4	Soc	Provision of new local open space	m ²	1,625	4,167	2,893	4000	3,400	Stable
5	Soc	Major events attendance	No.	30,000	15,235	25,540	38,500	51,121	Increasing (2)
6	Soc	Library visitors	No.	681,760	655,750	581,441	563,357	456,287	Decreased (3)
7	Soc	Customer service requests received	No.	38,083	28,669	25,208	23,680	22,375	Decreased
8	Env	Hazard reduction burns	ha	81.5	72.4	1.36	7.066	33.94	Improving (4)
9	Env	Bushland regeneration (area)	ha	52.1	69.3	67.7	68.3	58.6	Stable (5)
10	Env	Water consumption (Council)	kL	108,891	89,895	66,230	98,281	96,550	Decreased (6)
11	Env	Energy consumption (Council) buildings	kWh	3,025,656	3,206,974	3,153,207	3,228,439	3,771,000	Increased (7)
12	Env	Waste Kg/resident	kg	198.37	196.87	208.09	202.84	205.78	Stable (8)
13	Env	Recycling Kg/resident	kg	300.17	303.05	325.95	294.73	263.47	Decreased (9)
14	Env	Green waste Kg/resident	kg	160	166.5	191.58	171.83	152.7	Decreased (10)
15	Econ	Roads upgraded	\$	3,464,302	7,683,072	6,627,090	6,848,018	8,160,787	Increased (11)
16	Econ	Development related legal costs	\$	1,500,000	2,000,600	1,396,000	827,038	502,525	Reducing (12)
17	Econ	Debt servicing	%	2.37	2.23	2.3	2.08	4.4	Increased (13)
18	Econ	Rate income	\$	47,602,000	49,396,000	51,944,000	53,696,000	56,144,000	Increasing
19	Econ	Return on investment	%	5.71	6.91	6.32	5.38	4.27	Decreasing (14)
20	Econ	Ratepayers	No.	38,752	39,688	40,299	40,914	41,418	Increasing
21	Econ	Source of revenue from rates and annual charges	%	51.7	56.6	58.57	61.69	62.4	Increasing
22	Econ	Available funds balance (Working Capital)	\$M	2.9	4.8	5.7	5.9	4.7	Decreased (15)

1. Increased median processing time is due to the time required to assess more complex applications. See p115
 2. Attendances significantly increased due to marketing and new events. See p60-61
 3. Visitors decreased in 2013/14 due to Gordon Library closure for 3 months for upgrade. See p44
 4. The area burnt varies greatly as operations are highly dependent on weather conditions.
 5. The decrease in area regenerated is due to the redefining of site boundaries to include area worked only.
 6. Data is for 12 months to March 2014, to match the data management system's invoicing cycle.

7. The net increase in energy was less than 2% across most of Council's buildings. See p84
 8-10. Based on est. resident population of 119,027 in 2013.
 11. Increased Council funding redirected from efficiency savings. Includes Federal & State funding. See p100
 12. The reduction in costs is due to a continued focus on mediation. See p115
 13. Increase due to increased interest accrued on Services Relocation project.
 14. Decreasing due to lower interest rates and lower than anticipated return on investment portfolio.
 15. Working Capital decreased in 2013/14 to the targeted level in the LTFP.

What the community said

We received an 84% overall community satisfaction rating for our delivery performance across surveyed service areas. (2014 Community Satisfaction Survey)

For more information on the results of the survey see *Our Performance for individual Themes* on pages 40 – 169.

Awards and Recognition

Organisational awards and recognition

2014 AR Bluett Memorial Award - NSW Division of Local Government

Winner

Ku-ring-gai was the joint winner of the 2014 AR Bluett Memorial Award for being the highest achieving urban council in NSW. This award recognises NSW councils that are the most progressive across all aspects of their operations and services irrespective of size or resources.

2014 Australasian Reporting Awards (ARA)

Silver Award – Annual Report 2012/13

Council's 2012/13 Annual Report received a Silver Award for distinguished achievement in reporting from the Australasian Reporting Awards (ARA) 2013 in the category of Public Administration – Local Government.

2013 Local Government Excellence in the Environment Awards

Division C and Overall Category Climate Action Award

Awarded to Council for its Climate Wise Communities Program.

2013 Parks and Leisure Australia Awards

NSW Open Space Design and Management Award

Awarded to Council for its Open Space Acquisition Strategy.

NSW Open Space Planning Award

Awarded for Council's design and construction of Greengate Park, Bruce Avenue, Killara.

2013 Australian Institute of Landscape Architects (AILA) NSW Awards

AILA Excellence in Planning Award

Awarded to Council for its Open Space Acquisition Strategy.

AILA Research and Communication Award

Awarded to Council for its publication Thinking outside the Box: Key Design Elements for Apartments in Ku-ring-gai.

NSW Minister's Awards for Women in Local Government

Elected representative at a Metropolitan NSW Council

Highly Commended Award received by Councillor Elaine Malicki, Ku-ring-gai Council in recognition of her service as an elected representative.

Senior Staff Member at a Metropolitan NSW Council

Awarded to Janice Bevan - Director Community, Ku-ring-gai Council in recognition of her role as a senior staff member.

2014 NSW Woman of the Year Award

Davidson NSW Woman of the Year

Awarded to Mayor Jennifer Anderson.



Clockwise from top:

Cr Elaine Malicki and Janice Bevan Director Community;

Marnie Kikken Manager Environment & Sustainability, Jenny Scott Sustainability Program Leader and Rob Stokes NSW Minister for the Environment;

Mayor Jennifer Anderson;

James Grant President AILA NSW, Deborah Silva Manager Integrated Planning, Property & Assets, Bill Royal Team Leader Urban Design, Antony Fabbro Manager Urban & Heritage Planning and Alison Walker Principal Landscape Architect.



Community Awards and recognition

The following members of the community were presented with awards or recognised for their contributions during 2013/14:

2014 Australia Day Awards

In recognition of outstanding contributions to the Ku-ring-gai community:

Citizen of the Year:

Julia Eagles

Young Citizen of the Year:

Alex Eagles

Outstanding Service to the Community (individual):

Roger Norman

Outstanding Service to the Community (group):

Dial-A-Mum Volunteers Inc.

2014 Mayoral Awards - Seniors Week

In recognition of senior individuals and groups in Ku-ring-gai who have made an outstanding contribution to the community:

Outstanding contribution to the community (individual/s)

Sandra Gori and Franco Gori

Outstanding contribution to the community (group/organisation)

The Gordon and Turramurra Library Knitting Groups



Mayor Jennifer Anderson and Cr Chantelle Fornari-Orsmond presenting Julia Eagles the Citizen of the Year Award



Cr David Citer and Cr Jeffrey Pettett presenting Alex Eagles the Young Citizen of the Year Award



Deborah Silva Manager Integrated Planning, Property & Assets and Andrew Watson, Director Strategy and Environment at the ARA 2014

Calendar of events 2013/14

2013

July	August	September	October	November	December
	Introduction to energy efficiency (<i>Energy Smart program</i>)	Bushcare's Major Day Out	Library Author encounter with Pamela Burton - <i>The Waterlow Killings</i>	Remembrance Day at the Council Chambers	Welcome Basket Morning Tea for New Residents
	Natural Green Cleaning Workshop	Library Author encounter with Fiona McIntosh	Citizenship Ceremonies	Abbotsleigh School visit to Library	International Day of People with Disability
	Library Author encounter with Julia Quinn	Twilight Concert at Wahroonga Park featuring <i>Daryl Braithwaite, Karl Broadie and Joe Moore</i>	Introduction to Bushcare	Bees and Antibiotics talk	Library Author Encounter with Rena Patten <i>Everyday Quinoa</i>
	NSW's diverse forests talk	Library's Book Club Get-together with Belinda Alexandra	Raingarden Design Workshop	Rainwater Tank Workshop	Fire Wise/ Bush Neighbours Street Meeting
	Library Author encounter with Dick Whitaker - <i>Old Sydney on camera</i>	Cryptic Crosswords at Turramurra Library	Twilight Concert at Selkirk Park - <i>All That Jazz featuring Rhoda Birchmore with the Ray Alldridge Jazz Ensemble and Galapagos Duck</i>	Library Author encounter with Dr Brian Boettcher - <i>Six theatres of war : the true story of Australian fighter pilot Nat Gould</i>	Chanukah - Lighting of the Menorah at Council Chambers
Bees in your Garden talk	Knit-In at Turramurra Library	Moon Festival Celebrations at Killara High School	Climate Wise Aged Care Workshop	Ku-ring-gai Art Centre Exhibition <i>Mixed Media, Drawing and Pottery Exhibition</i>	Mayoral Volunteer Christmas Function
Create your spring veggie garden Workshop	Wildflower & Garden Festival	Talking Ticks Seminar	Understanding Local Bushfires Talk	Fire Wise/ Bush Neighbours Street Meeting	Researching Eastern Pygmy Possums talk
Raingarden Construction Workshop	Seniors in Action - excursion - ANSTO	Introduction to Water Sensitive Urban Design Seminar	Grow your own food at home	Loving Leftovers & Healthy Lunchboxes Seminar	Preserving Garden Produce Workshop
National Tree Planting Day at Golden Jubilee Oval	Seniors in Action - Seminar <i>Diabetes Management</i>	Seniors In Action - Excursion <i>Guide Dogs</i>	Library Author encounter with Ber Carroll, Dianne Blacklock and Lianne Moriarty	Cryptic Crosswords at Turramurra Library	Citizenship Ceremony
Seniors in Action - Seminar on Taxation changes	Seniors in Action - Seminar <i>Are You Prepared</i>	Seniors in Action - Excursion <i>Tour of the Town Hall</i>	Gordon Library Official Re-opening	Gordon Library Official Re-opening	Natural Christmas Decoration Activity
Seniors in Action - Excursion <i>Christmas in July</i>	Saving energy – the next steps talk (<i>Energy Smart program</i>)	Get Savvy on Solar Talk (Energy Smart program)	Library Author Encounter with Carol Baxter <i>The Peculiar Case of the Electric Constable</i>	Library Author Encounter with Carol Baxter <i>The Peculiar Case of the Electric Constable</i>	Library Author Encounter with Tony Park
Citizenship Ceremony	Library Author Encounter with Richard Glover	Warrimoo Oval Water Project Tour	Seniors In Action - Seminar <i>The Role of Grandparents</i>	Seniors In Action - Seminar <i>The Role of Grandparents</i>	
	Citizenship Ceremony		Droppin' Hammers Skate and Scooter Competition	Library Author Encounter with Judy Nunn	
	Habitat Stepping Stones project talk		Seniors In Action - Cooking Demonstration and Restaurant Experience	Small Spaces Gardening Talk with Indira Naidoo	
			Library Author Encounter John Martyn	Citizenship Ceremony	
			Raingarden Construction Workshop	Seniors Seminar on Dementia	
				Gordon Library Upgrade Open Day	

2014

January	February	March	April	May	June
Ku-ring-gai Art Centre Exhibition <i>Children & Teenagers</i>	Shorefest Shootout Band Comp	Seniors Week Festival concert & Mayoral awards	Digital Photography workshop	Ku-ring-gai Art Centre Exhibition <i>Clayworks and Life Drawing</i>	Ku-ring-gai Wildflower Garden - Australian Plants Society Walks & Talks
Australia Day Citizenship & Family Fun Day	New Resident Welcome Bus Tour of Ku-ring-gai's Natural Environment	Clean Up Australia Day at Ku-ring-gai Wildflower Garden	Ku-ring-gai Art Centre Exhibition <i>Abstraction and Contemporary Painting</i>	Festival on the Green	Ku-ring-gai Wildflower Garden <i>Freaky Friday 13th Night Walk</i>
Nocturnal Walk	Creating bird friendly gardens in bushfire prone areas	Ku-ring-gai Wildflower Garden <i>Australian Plants Society Walks & Talks</i>	Raingarden Construction Workshop	Ku-ring-gai Wildflower Garden - Australian Plants Society Walks & Talks	Citizenship Ceremony
	Ku-ring-gai Art Centre Exhibition <i>Annual Tutors Show</i>	HSC Legal Studies Information Resource Session at Gordon Library	Shorefest Youth Music Festival	Ku-ring-gai Wildflower Garden - <i>World Migratory Bird Day - Bird Watchers and Silver and Beaded Jewellery</i>	Ku-ring-gai Art Centre Exhibition <i>Printmaking, Botanical Art, Colour & Design and Silver and Beaded Jewellery</i>
	Library Lovers Day	Nola Hancock Local Provenance Talk	Ku-ring-gai Wildflower Garden <i>Murder Mystery Night walk</i>	Rainwater Tank Workshop	New Resident Welcome Bus Tour of Ku-ring-gai's Natural Environment
	Library Author Encounter with Jan Latta Talk	Bandicoot Talk	Citizenship Ceremony	Creating a Wildlife-Friendly Garden talk	Author Encounter with Anita Heiss for the Guringai Festival
	Ku-ring-gai Wildflower Garden <i>Mini-beasts at Night</i>	Citizenship Ceremony	Ku-ring-gai Art Centre Exhibition <i>Jan Vincent Revisited</i>	Mother's Day Craft at Library	Open University Australia seminar at Gordon Library
	Citizenship Ceremony	Ku-ring-gai Wildflower Garden Seniors Week Event - <i>Creating an Australian Garden with Angus Stewart</i>	Discobility - Disco for Young People with a Disability	Citizenship Ceremony	Building Sustainable Homes workshop
	Natural First Aid Making Workshop	Earth Hour with Jay Huxley	Australia's Social Bees Talk	Residents Composting Workshop at Kimbriki	HSC Workshop at Gordon Library
	Lunar New Year themed Primary School Storytime - Library	Library Author Encounter with Frank Coates at St Ives Library	Harmony Day event at Gordon Library - Colourfest Film	Little Bang at Lindfield Library	Introduction to Bushcare and WH&S
	Lynne Rees Tick talk	Loving Leftovers and Healthy Lunchboxes	Author Encounter at Lindfield Library Cecile Yazbek	Legal Resources Talk at Gordon Library	Ku-ring-gai Parent Forum - <i>Anxiety and Adolescence</i>
	Pool to Pond Conversions talk	Little Bang Discovery Club at Gordon Library	Australia's Biggest Morning Tea at St Ives Library	Diabetes Awareness Talk at Lindfield Library	Seniors In Action - Seminar <i>Assertive Communication</i>
	Raingarden Design Workshop	Smart Units	Computer Pals for Seniors talk at Lindfield Library	Guringai Festival Event <i>Children's Voices for Reconciliation</i>	Seniors in Action - Excursion <i>Sydney Observatory</i>
	Seniors Fall Prevention Classes Gordon - February to April	Open University Australia seminars at Gordon Library	Hornsby Ku-ring-gai Youth Forum	Ku-ring-gai Parent Forum <i>Alcohol Fuelled Violence</i>	Seniors in Action - <i>Japanese Cooking Demonstration and Restaurant experience</i>
	Seniors In Action - Seminar <i>Macular Degeneration</i>	Lifeline Talk at Gordon Library	Seniors In Action - Excursion <i>Kurrajong Radio Museum</i>	Seniors In Action - Seminar <i>How to Read Food Labels</i>	Library Author Encounter at St Ives Library - Peter Grose
	Seniors Fall Prevention Classes Lindfield. February to April 2014	Ku-ring-gai Parent Forum - <i>Help! I'm a parent of a teenager</i>	Seniors In Action - Seminar <i>Hearing Forum</i>	Seniors in Action - Excursion <i>Morpeth</i>	

Our community leadership

Ku-ring-gai Council is a public statutory body incorporated under the Local Government Act 1993. The Act sets out the purpose and charter of Council and defines its powers and functions.

Council's role

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the environment, our people and places. Council has a number of roles in progressing the long-term objectives of the Community Strategic Plan. They include:

▶ LEAD

Council can act to draw together diverse interests and strive towards achieving common goals for Ku-ring-gai. Council also acts as a role model for others, through its own actions, strategic organisational responses and way of doing things.

▶ FACILITATE

Council can assist in the formation of partnerships aimed at promoting the area and achieving the plan's long-term objectives as well as assisting with interaction between stakeholders and community groups.

▶ ADVOCATE

Council seeks to improve services, facilities and opportunities for Ku-ring-gai and its communities by lobbying agencies and other levels of government. Council can also articulate Ku-ring-gai's long-term vision for its area to others and the opportunities that it presents for investment in the area.

▶ EDUCATE

Council can play an important role in educating the community and other stakeholders on important objectives such as sustainability, sound environmental management practices, quality urban design and alternative transport options. Opportunities also exist for Council to explain the community's vision and how it will be progressed.

▶ REGULATE

Council has a statutory responsibility to implement legislative provisions such as health and safety controls, development assessment controls, tree preservation, energy and water reduction measures, waste management, environmental management, and other state government requirements.

▶ DELIVER

Council has a vital role in delivering the services needed by the community, and ensuring that the community and Council's resources are responsibly managed. Council's role as a service provider aims to assist in building the long-term sustainability of the area.

Council's responsibilities

The responsibilities of Councillors are defined in the Local Government Act 1993 and include:

- providing leadership and guidance to the community
- assisting the community in the development and review of long term strategic objectives for the local area – expressed in the Community Strategic Plan
- preparing a long term Resourcing Strategy to inform the community how the achievement of long term objectives will be resourced
- reviewing performance in the delivery of the Community Strategic Plan, four year Delivery Program, Resourcing Strategy, services, and revenue policies of the Council
- engaging and consulting with the community
- representing the interests of residents and ratepayers.

Council meetings and decision-making

Ordinary Council meetings are held twice a month and we have committees that also meet regularly. Residents are welcome to attend these meetings. The dates of the meetings are available on our website and published in the local newspaper. Extraordinary Council Meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are published on our website and in the local newspaper (if timeframes permit).

The mayor and councillors can also raise matters to be debated at Council meetings through mayoral minutes, notices of motion and rescission motions. A decision is made when a majority of councillors vote in favour of a motion.

All Council meeting proceedings are recorded. This is one important way of making our decision making processes are transparent. Council meeting business papers are available to the public on our website, at our Customer Service Centre and all libraries on the Wednesday prior to the meetings and in the Council Chamber on meeting nights. Meeting minutes are available on our website.

Council Wards

The Ku-ring-gai local government area is divided into five wards – Roseville, Comenarra, Gordon, St Ives and Wahroonga.

Each ward is represented by two councillors. Council elections are held every four years with the last local government election being held on Saturday 8 September 2012. The Mayor is elected annually in September by the councillors.



ROSEVILLE WARD



Mayor Jennifer Anderson
janderson@kmc.nsw.gov.au

Cr Jennifer Anderson grew up in Chatswood and has lived in Killara for 27 years with her husband and four children in a heritage listed home. Cr Anderson has represented Roseville Ward since 2006.

Cr Anderson has qualifications in library and information science with appointments to the University of NSW, University of London and Lane Cove Council. Prior to election to Ku-ring-gai Council in 2006 she worked with former Bradfield MP, The Hon Dr Brendan Nelson.

Cr Anderson has served on the committees and boards of numerous local, regional and state level organisations. During 2013/14 she was one of Council's representatives on the Northern Sydney Regional Organisation of Councils (NSROC), as well as Council's representative on the Metropolitan Public Libraries Association and the Eryldene Trust.

In 2014 Cr Anderson was announced as the Davidson NSW Woman of the Year winner and was also named as a Rotary International Paul Harris Fellow.

Cr Anderson is currently serving her successive term as Mayor in 2014 to 2015 and was previously also Mayor in 2011 to 2012.



Cr David Armstrong
darmstrong@kmc.nsw.gov.au

Cr David Armstrong has been a Ku-ring-gai resident for the past 10 years and was elected to Council in 2012. He is an electrician and currently works for a private company involved in railway signalling.

Cr Armstrong is a member of the Ku-ring-gai branch of the Australian Labor Party and a member of the Multiple Births Association. He is particularly keen to improve services and facilities for young families in Ku-ring-gai. He represents Roseville Ward.





COMENARRA WARD



Deputy Mayor Elaine Malicki
emalicki@kmc.nsw.gov.au

Cr Elaine Malicki is Council's longest serving female councillor, having represented Comenarra Ward since 1991. She was Mayor during Ku-ring-gai's Centenary Year in 2006, in 2008 to 2009 and 2012 to 2013 and initiated programs such as ward and youth summits, a small business forum and a regional sporting forum.

Cr Elaine Malicki has been awarded the honorary title of Emeritus Mayor for serving a minimum of three one-year terms as Mayor. In 2014 Cr Malicki also received a Highly Commended Award in recognition of her service as an elected representative on a metropolitan NSW council, as part of the 2014 Ministers' Awards for Women in Local Government.

Cr Malicki has supported significant improvements to facilities throughout her time on Council, while protecting the built and natural environment for future generations.

Cr Malicki has strong links to the community and sporting groups, and is an enthusiastic advocate for residents. During 2013/14 she was one of Council's representatives on the Northern Sydney Regional Organisation of Councils (NSROC) and the State appointed Joint Regional Planning Panel.



Cr Jeffrey Pettett
jpettet@kmc.nsw.gov.au

Cr Jeffrey Pettett has represented Comenarra Ward since 2012. As a long-time resident of Wahroonga, Cr Pettett has strong links with the community and is actively involved with the development of youth in Ku-ring-gai as a coach and the Junior President of the Kissing Point Angels Baseball Club.

Cr Pettett is a qualified accountant, a Fellow of the Institute of Accountants and a Chartered Tax Adviser with the Tax Institute of Australia. Financial analysis and responsible spending are two cornerstones which drive him in his work as a councillor. Improvements to facilities are one of his priorities.



GORDON WARD



Cr David Citer
dciter@kmc.nsw.gov.au

Cr David Citer was elected to Council in 2012 as a Gordon Ward representative. Cr Citer spent the first 20 years of his life growing up in East Killara. Cr Citer has been working in adolescent mental health for the past 12 years in hospitals, residential mental health and drug and alcohol units and in outreach counselling services.

In 2013/14 Cr Citer was the manager of the Ku-ring-gai Youth Development Service (KYDS) in Lindfield, a free youth counselling service. He worked closely with students, principals, welfare teachers, school counsellors and parents' associations on early intervention programs for students. He has also been chair of The Hornsby/Ku-ring-gai Youth Network and chair of the Northern Sydney Mental Health Working Party.

Cr Citer recently coordinated the Inaugural Hornsby/Ku-ring-gai Youth Forum at Abbotsleigh School that attracted over 22 schools on the North Shore to help reduce the stigma of mental illness. During 2013/14 Cr Citer was Council's representative on the Hornsby/Ku-ring-gai Bushfire Management Committee and the Rural Fire Service District Liaison Committee.



Cr Cheryl Szatow JP
cszatow@kmc.nsw.gov.au

Cr Cheryl Szatow has lived in Killara for 16 years and has represented Gordon Ward since 2008.

She has professional experience in education, health, research, marketing and communication and holds a Bachelor Arts with English and History majors and a Master of Education (Administration) (Hons).

Her special interests on Council are in the areas of heritage, education and sustainability. A keen theatre-goer and lover of classical music, Cr Szatow is also passionate about supporting the arts in Ku-ring-gai.

The desire to get things done and achieve good outcomes for the community is what continues to drive her in her work as councillor.



ST IVES WARD



Cr Christiane Berlioz
cberlioz@kmc.nsw.gov.au

Cr Christiane Berlioz was elected to Council in 2012 and represents St Ives Ward. A community group representative for over 10 years, Cr Berlioz has gained a sound knowledge of local issues and experience with Council procedures. Her focus is on representing the community voice to Council, honest and open governance, promoting development that respects environment and heritage values and most importantly preserving a sense of place and identity.

During 2013/14 Cr Berlioz was one of Council's representatives on the State appointed Joint Regional Planning Panel. Cr Berlioz is a qualified pharmacist and has worked in retail, hospital and industry.



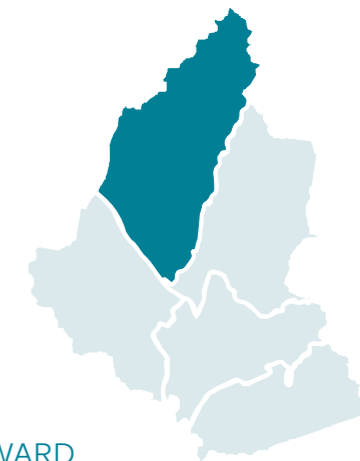
Cr David Ossip
dossip@kmc.nsw.gov.au

The youngest councillor in Ku-ring-gai's history, Cr David Ossip was elected to Council in 2012 and represents St Ives Ward. Cr Ossip was born, raised and educated in St Ives and is presently studying for a Bachelor of Commerce and Bachelor of Laws at the University of Sydney.

A recipient of numerous academic and community service awards, as well as being an accomplished public speaker, Cr Ossip has always been keenly involved in his community.

In 2009, he received the Lions Regional Youth of the Year award and an Order of Australia Association Certificate of Recognition for Service to the Community.

An active member of the Liberal Party, Cr Ossip is a passionate and enthusiastic advocate for residents, and seeks to make a positive contribution to the future of our community. During 2013/14 Cr Ossip was Council's representative on the Ku-ring-gai Youth Development Service Inc Management committee (KYDS).



WAHROONGA WARD



Cr Duncan McDonald
dmcdonald@kmc.nsw.gov.au

Cr Duncan McDonald is a long-time Wahroonga resident and has represented Wahroonga Ward since 2009. He grew up in Wahroonga and returned there in the early 1990s to raise his family.

Cr McDonald has a degree in food science and a Masters of Business Administration (MBA), and has been involved in senior business management for over 20 years. He runs his own business in management, marketing and business development and is a member of the National Trust.

During 2013/14 Cr McDonald was Council's representative on Ku-ring-gai Meals on Wheels Inc.



Cr Chantelle Fornari-Orsmond
cforsmond@kmc.nsw.gov.au

Cr Chantelle Fornari-Orsmond moved to Ku-ring-gai over 10 years ago and was elected to Council in 2012. She represents Wahroonga Ward.

Cr Fornari-Orsmond's interests have been at a grassroots level in a volunteer role as Project Eyewatch Coordinator for Wahroonga, a branch of Neighbourhood Watch that leverages social media to improve safety awareness in the local community.

During 2013/14 Cr Fornari-Orsmond was Council's representative on The Ku-ring-gai Police and Community Safety Committee.

Cr Fornari-Orsmond was also appointed by Hornsby Police as a Volunteer in Police, which supports her passion for working as part of a team to improve safety in the local area. She is a former sales manager in the corporate food industry and also served as Treasurer for the NSW Liberals Women's Council.

The community's role

Ku-ring-gai has an active and engaged community. Our residents and local stakeholders wish to participate in, and inform Council decision-making to ensure the delivery of high quality services and assets for the community.

There are a number of ways in which local stakeholders are involved in policy formulation and decision-making.

Reference committees

To assist in the decision making process and the operation of Council, reference committees may be established for a period of time to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as some or all councillors. As part of the decision making process, recommendations made by these formal and informal forums may be referred to an ordinary meeting of Council or general committee of Council for a decision. Reference committees during 2013/14 included:

► Audit and Risk Committee

The Audit and Risk Committee includes councillors, independent external members as well as non-voting senior staff, other councillors and Council's external auditor.

The committee provides independent assurance and assistance to Council on risk management, internal audit, governance, and external accountability responsibilities.

► Flood Risk Management Committee

The Flood Risk Management Committee includes councillors, residents, and representatives from business or industry bodies. In addition the committee has non-voting representatives from NSW Office of Water, NSW Department of Planning, NSW Police, NSW State Emergency Services, Sydney Water, Roads and Maritime Services and other ex-officio members.

The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a focus and forum for discussing differing views and objectives on technical, social, economic and environmental matters for floodplain management and flood risk.

► Heritage Reference Committee

The Heritage Reference Committee includes Councillors, a community representative and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee was formed in June 2014.

The newly formed committee will provide advice to Council on heritage matters as well as promoting an understanding and appreciation of heritage through specific activities and events.

Other committees

► Ku-ring-gai Traffic Committee

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, the Police Service, Roads and Maritime Services and the local Member of State Parliament. The Committee is not a committee of Council, being established under delegation of the Roads and Maritime Services. As such, the committee's role is to consider and advise Council on traffic related matters.

► Economic and Social Development Advisory Committee (ESDAC)

The Economic and Social Development Advisory Committee is an advisory group including councillors and directors, and is not considered a formal reference committee. The committee was established to discuss ideas and initiatives, and make recommendations on where and how Council should invest resources to support our economic development program.



FURTHER READING:

kmc.nsw.gov.au/committeemeetings

Forums and community engagement

In addition to formal committees and reference groups, Council takes a proactive approach to consulting and engaging with local residents, community groups, service providers, businesses, relevant organisations and government on important social and economic plans and strategies. This includes forums and summits with representatives from these groups as well as individual community members.

Our consultation policy ensures engagement with the community is equitable and accessible. We employ a range of methods to connect with our local stakeholders including:

- Proactive communications and reporting.
- Community meetings, forums, workshops and information sessions.
- Innovative web based tools like online forums and surveying.
- Reference committees to bring together subject matter experts and interested participants.
- Large scale and demographically representative summits for major planning initiatives.

During 2013/14 we consulted and engaged our community in the development and decision-making processes of a range of policies and projects. Key examples included:

► Activate Lindfield Program

A community 'Family Fun Day' event was held at Lindfield local centre in February 2014 to engage the local community in planning for community facilities in the centre. The purpose of the event was to discuss ideas and options for the proposed Lindfield Village Green and Community Hub projects and obtain feedback via a survey on these projects as part of our

planning for the revitalisation of Lindfield local centre. The event was well received by participants and over 120 surveys were completed. Given the success of the event a series of similar events are being planned for other centres. [See page 111 for more details.](#)

Council staff also presented options and ideas for Lindfield local centre at a community forum, managed by community group 'Support Lindfield', with over 150 residents attending.

► Funding for Infrastructure Assets

Ratepayers were surveyed about whether they supported Council's application to the Independent Pricing and Regulatory Tribunal (IPART) for the continuation of the special rate for infrastructure assets. The independent survey found that 81% supported Council's application. In addition to the survey a community focus group was established to work through different options. The workshop provided unanimous support for Council's application. Council also wrote to all ratepayers seeking their feedback on the proposal through Council's online forum. [See pages 151, 152 for more details.](#)

► Community Facilities Studies

Community user groups, service providers, relevant organisations and government departments were consulted in the preparation of a Community Facilities Study for the Ku-ring-gai local government area. The study included a review of recommendations from an earlier study completed in 2009. A smaller study was also completed for Lindfield local centre.

► Community Survey of services and facilities

This survey sought feedback on community priorities and satisfaction with 44 current services and facilities provided by Council, overall level of satisfaction with Council's performance as well as attitudes and perceptions towards a series of longer term social, economic and environmental issues. Council received a positive result with 84% of surveyed residents indicating they were satisfied to varying degrees with the overall performance of Council. [See page 151 for more details.](#)

► Community feedback on programs

During 2013/14 a series of surveys were conducted of user groups for specific Council programs and initiatives. Their purpose was to assess the level of user satisfaction with the programs and identify opportunities for improvements or change to suit user group needs. The majority of these surveys were undertaken online and included:

- environmental initiative programs
- community education programs for fire preparedness
- children's services
- workshops and programs for older people

Ku-ring-gai residents lending a hand on National Tree Day at Loyal Henry Park, Roseville



Local Government Reforms

During 2012 – 2013 the NSW government released four major reform proposals for consideration by local councils and their communities.

Council prepared a comprehensive submission for each proposed reform to advise the government of those proposed changes that we supported and more particularly those changes that would have significant impacts on the residents of Ku-ring-gai. The reform proposals included:

- Independent Review Panel's Future Directions for NSW Local Government
- A New Planning System for NSW – White Paper
- Draft Metropolitan Strategy for Sydney to 2031
- Local Government Act Review

Further to those original submissions Council made a second submission in regard to the Final Report of the Local Government Act Review, following its release. More recently the NSW Government has released its 'Fit for the Future' proposal for local government with submissions due by 30 June 2015.

Copies of Council's submissions can be found on Council's website kmc.nsw.gov.au

NSW Government's 'Fit for the Future' proposal

In 2013 the Independent Review Panel's Future Directions paper for NSW Local Government recommended significant reform to the local government industry, most significantly a reduction in the number of local councils across metropolitan Sydney. In our circumstance, the paper recommended amalgamation with Hornsby Council.

Ku-ring-gai Council engaged independent consultants in 2013 to investigate any potential impacts the proposed amalgamation would have on residents of Ku-ring-gai. The findings indicated that our residents would be disadvantaged in an amalgamated council model, with less local representation and likely higher rates for fewer services. Rates are based on land value and residential land values in Ku-ring-gai are on average 55% higher than in Hornsby. As a result rates paid by Ku-ring-gai ratepayers would increase in an amalgamation with Hornsby. At the same time, the rates paid by Hornsby ratepayers would be reduced.

These important issues were included in Council's original submission to the Panel.

Recently the NSW State government has released its 'Fit for the Future' proposal in response to NSW Councils' submissions. The proposal requires all councils in the Sydney Metropolitan Area to submit details on how they will meet specific financial, capacity and scale criteria published by the NSW Government over the medium to long term. Submissions must also be consistent with the earlier Review Panel recommendations for individual councils, or justify any variations. In our case that will mean re-addressing the Review Panel's recommendation that Ku-ring-gai and Hornsby Councils amalgamate.

We are presently reviewing the State Government's 'Fit for the Future' proposal. For the latest information on Council's review and response to this reform proposal see Council's website link



FURTHER READING:
fitforthefuture.nsw.gov.au

A New Planning System for NSW - White Paper

The NSW Government's White Paper, released in 2013, built on the major reforms and changes proposed in the Green Paper, which was released in July 2012. The White Paper proposed reforms around the following five fundamental landuse planning areas:

- changing the planning culture at the state government level, and its relationship with local government
- community participation
- strategic planning
- development assessment
- infrastructure

These reforms will directly affect the way councils consult with the community, prepare town planning documents and assess applications for development in local government areas.

Major proposed changes that are of concern to Council included:

- ▶ **Consultation with the community would occur at an earlier, strategic level, when councils are planning for an entire community, but not at the individual proposal stage.**

While there may be merit in streamlining the approvals process, this should not be at the expense of community involvement at the development application stage. It is estimated that at least 80% of all applications would fit into the category of no requirement to consult with neighbours.

- ▶ **Increased role for the private certification process where the developer pays for someone to approve an application and oversee works on the ground.**

Council is concerned that private certifiers lack skills to assess complex development. Council has already lodged many formal complaints about private certifiers who have approved unauthorised or illegal work. Council has requested the Minister apply stronger penalties to offenders.

- ▶ **Development contributions used for the provision of infrastructure**

The White Paper proposed that some of the development contributions currently used for providing new facilities in the local area should go to the State Government to provide regional infrastructure. This means that there will be less money available for local infrastructure.

Details of these concerns and others were included in Council's submission. There have been no further NSW Government announcements regarding the White Paper.



FURTHER READING:
planning.nsw.gov.au/white_paper

Draft Metropolitan Strategy for Sydney to 2031

The Draft Metropolitan Strategy for Sydney to 2031 includes proposals to significantly increase housing across the Sydney Metropolitan area. This potentially includes additional housing targets for northern Sydney local government areas including Ku-ring-gai.

Council has raised concern that Ku-ring-gai local government area has already supplied significant new housing over the past few years and further significant increases will have impacts on infrastructure and service provision for residents. Council's submission formally requested that no decision be made on additional future housing targets, or future employment targets, for individual areas within each subregion without close liaison with each local government authority. There have been no further NSW Government announcements regarding the Draft Strategy.



FURTHER READING:
strategies.planning.nsw.gov.au

Local Government Act Review

The Local Government Acts Taskforce's discussion paper 'A New Local Government Act for NSW' proposed to construct a new Act based on eliminating prescription, being more streamlined and simpler to read, more consistent and integrated with other legislation and should act as enabling legislation that is focused on outcomes rather than processes.

While Council is of the view that many of the issues and proposals in the discussion paper have merit, there is much more work to be done and detail to be provided before final responses can be made. Council requested that the Taskforce's final report to the NSW Government be deferred until after the other major concurrent reviews of NSW Local Government are completed and their recommendations considered and any likely impacts on the Taskforce's review recommendations are properly assessed by local government and the community. These reviews are specifically identified as the Independent Local Government Review Panel under 'Destination 2036' and the 'White Paper – A New Planning System for NSW.'

Further to Council's original submission the NSW government released the Local Government Act's Taskforce final report for comment. While there were some differences between the recommendations of the original discussion paper and the final report, Council's March 2014 response was consistent with its original submission.



FURTHER READING:
olg.nsw.gov.au



Organisational Leadership

Organisational structure

Ku-ring-gai's organisational structure is made up of six departments - civic management, community, corporate, development and regulation, operations and strategy and environment.

The General Manager, along with five directors, lead the departments and make up the executive management team. The directors assist the General Manager in the development of long term strategic plans and their delivery, ensure the organisation is meeting its obligations and are responsible for the day to day management of the departments. The General Manager is responsible for the overall operation of the organisation and for ensuring the implementation of decisions of Council. The performance of the General Manager is measured through a performance agreement as part of the contract of employment.



John McKee General Manager
Bachelor of Business, Member Local Government Managers Association

John McKee has been General Manager at Ku-ring-gai Council since March 2006. Prior to his appointment John held the position of Council's Director Finance and Business for five years. John has worked in local government for 24 years. In his role as General Manager, John is responsible for overall organisational leadership, the financial, governance, operational and service performance of Council and organisational support for the elected Council. During John's leadership, Council has significantly improved its long term financial and asset management capability, been recognised as an industry leader through awards for recreation park design, open space acquisition, sustainability and climate change adaptation and most recently won the 2014 AR Bluett Memorial Award for the most progressive urban council in NSW.



Janice Bevan Director Community
Bachelor of Arts (Library and Information Science), Masters studies in Cultural and Media Policy

Janice was appointed Director Community in 2000. Prior to her appointment Janice held senior community services positions in Hunter Region Councils. During her career Janice has had extensive experience in the disciplines of library management, cultural planning, communications and marketing. She has also held positions on regional organisations of councils representing libraries and cultural development. In her current role at Ku-ring-gai Janice is responsible for Council's community and cultural services, economic development and tourism, festivals and events, communications, media liaison, customer service, community consultation and management of community buildings and sports and recreation facilities. Janice was awarded the Minister's Award for Women in Local Government in 2014 in recognition of her role as a senior staff member at a metropolitan council.



David Marshall Director Corporate
Master of Business Administration, Graduate Diploma Accounting, Bachelor of Engineering, Certified Practising Accountant

David was appointed Director Corporate in 2013. Before joining Ku-ring-gai Council, David held the position of Director Corporate and Information Services at Leichardt Council for 15 years, where he was responsible for finance and other corporate services, customer service, recreation facilities and libraries. In his current role at Ku-ring-gai, David is responsible for financial management, procurement, insurance and risk management, human resources, work health and safety, governance and records and information technology.



Michael Miocic Director Development and Regulation
Bachelor of Town Planning

Michael was appointed to the position of Director Development and Regulation in 2003. Prior to joining Ku-ring-gai, Michael held the position of Manager Development Control at Woollahra Council from 1996. Michael also previously worked as a town planner with the City of Sydney and in the private sector as a planning consultant and has over 25 years experience in development assessment, regulatory services, strategic planning and planning and environmental law. In his current role at Ku-ring-gai Michael is responsible for development assessment and compliance/regulation services. This includes development and heritage assessment, Land and Environment Court appeals, building certificates, fire safety and food safety compliance, pool safety compliance, investigation of illegal or unauthorised works, investigation of environmental pollution, area ranger services, parking ranger service and pet registration.



Greg Piconi Director Operations
Bachelor of Engineering, Post graduate qualification in Management, Member Local Government Engineers Association

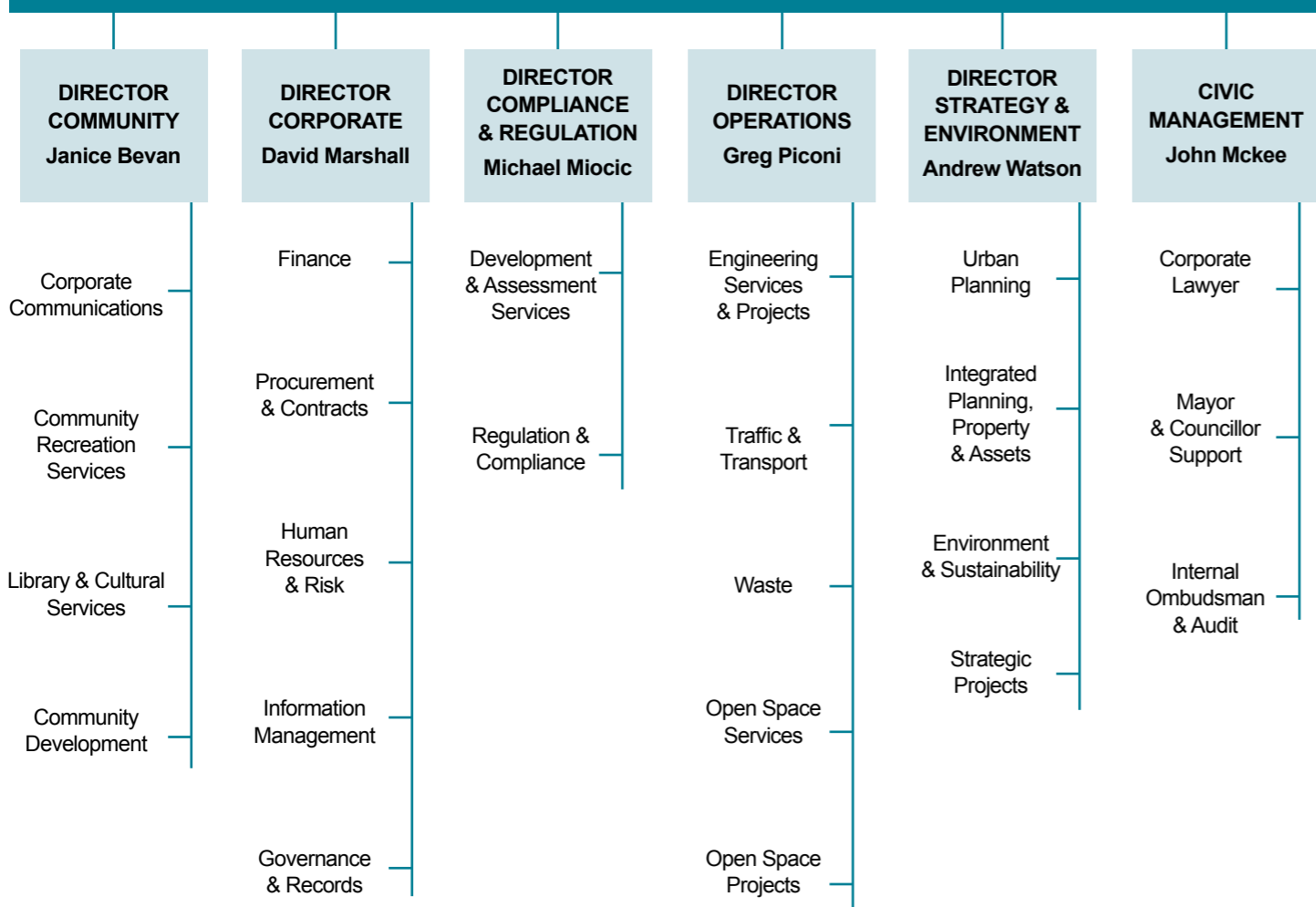
Greg was appointed to the position of Director Technical Services in 2002 and Director Operations in 2005. Before joining Ku-ring-gai he held the positions of Works Manager and later Executive Manager Engineering Services at Ashfield Council. Prior to this Greg had extensive experience working for State Government agencies in areas including roads, engineering and civic capital works. In his current role at Ku-ring-gai, Greg is responsible for the delivery of Council's capital works programs, infrastructure and building asset upgrade and maintenance programs, maintenance of open space areas, emergency management, bushland maintenance and hazard reduction, tree preservation, waste and recycling, litter and street cleaning and graffiti removal.



Andrew Watson Director Strategy and Environment
Bachelor of Town Planning, Graduate Diploma of Local Government Management, Certificate of Mediation, Corporate member of Planning Institute of Australia

Andrew was appointed to the position of Director Strategy and Environment in 2008. Before joining Ku-ring-gai Andrew worked for the NSW Department of Planning for 5 years, where he held the position of Regional Director for planning in South and Western Sydney and the Central Coast. Andrew brings extensive experience in planning to Council, having worked in the private sector and in local and state government in Western Australia, New South Wales and Tasmania. In his current role at Ku-ring-gai Andrew is responsible for long-term planning for a number of Council activities. This includes Integrated Planning and Reporting, asset management planning, property acquisition and management, land use and heritage planning, centre planning and design, open space planning and design, sport and recreation planning, traffic and transport planning, natural area and catchment planning.

GENERAL MANAGER John McKee



Our People

Council can only achieve the outcomes it seeks for the community with the aid of a skilled and motivated organisation focussed on working in the community's interest and continuously improving its delivery of services.

Council recognises that the quality of the people it can attract and retain in its organisation is vital to achievement of its program. It values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly rewarded.

Key Achievements 2013/14

- Completed a diverse learning and development program with support for over 700 training or conference attendances, Induction and Code of Conduct training and Bullying & Harassment training
- Completed a comprehensive leadership development program through the Australian School of Applied Management for directors and senior managers
- Completed our highly regarded annual Health and Wellbeing program that aims to create positive employee morale, reduce absenteeism and sick leave, reduce employee turnover, reduce workplace accidents and improve safety and improve staff productivity.
- Conducted an Employee Opinion Survey which had a strong response rate. The results of the survey have formed the basis for improving future communication with staff and strategic action planning around identified areas for improvement.
- Achieved a 70% reduction in workplace incidents and injuries since 2012 with a reduction in workers compensation insurance by around \$1million.

Employee Profile

As at 30 June 2014, Ku-ring-gai Council employed 441 full and part-time people and 425 casual employees in a diverse range of service areas including engineering and open space operations, traffic and transport, waste operations, customer service, finance, human resources, administration and governance, community and recreation services, aged and disability services, youth and children services, library and cultural services, regulation and compliance, development assessment, projects design and construction, urban and heritage planning, environment and sustainability, integrated planning, property and assets.

The table below shows the total number of Council employees.

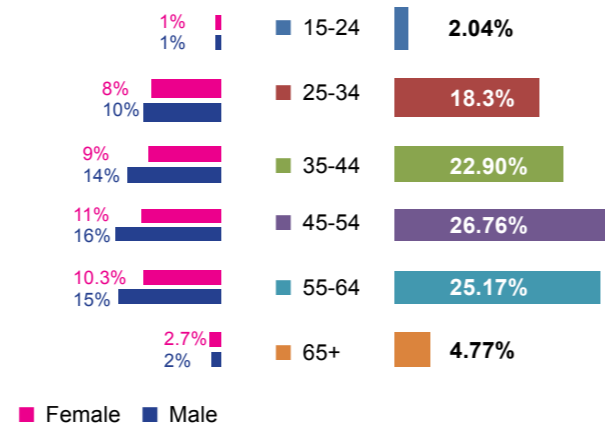
Workforce total headcount by employment type as at 30 June 2014

	Employees
Full time	370
Part time	71
Total Full and Part time	441
Plus Casuals	425

The median age range of our workforce was 45 – 54 years with over 50% of our employees aged between 45 and 65 years, and 43% of employees aged less than 44 years.

The gender profile of our workforce is 42% female and 58% male with employee positions spread across employment bands.

Workforce % by Age & Gender



Consistent with the changing population trends in the Ku-ring-gai local government area and Greater Sydney region the organisation's demographic profile increasingly includes employees who were born overseas or who speak a second language.

There were more women in senior roles (Technical Band 6 and above). At 30 June 2014 women made up 10% of the total workforce (up from 7.4% in 2010) compared to men at 17.2% (15.0% in 2010).

Council's retention rate is a stable 91% (turnover rate of 9%), a figure maintained over the last 5 years and supported by our average 9 years of service per employee. This indicates that Council's organisation remains an attractive employer for prospective applicants.

See pages 160-165 for more information about our workforce and activities during 2013/14.

A snapshot of our employee profile at 30 June 2014

Employee profile - snapshot	2013/14
Number employees (full and part-time)	441
Median age range (years)	45 – 54 years
Retention rate	91%
Percentage of females	42%
Percentage of males	58%
Females in Band 6 and above	10%
Males in Band 6 and above	17.2%

Ku-ring-gai Council staff at the September 2013 Twilight concert



Our performance in 2013/2014



Our performance against Council's four year Delivery Program 2013/17 and Operational Plan 2013/14

Our themes

Council's plans address the community's long term social, environmental and economic aspirations for Ku-ring-gai as well as its supporting leadership and governance under six themes, also called principal activity areas. The themes are drawn from the Community Strategic Plan 2030 for Ku-ring-gai, which came into effect in June 2013.

Council's Operational Plan 2013/14 and four year Delivery Program 2013/17

The Operational Plan is an annual plan that contains Council's planned actions, projects and activities for the year and the financial resources required to implement them. Achievement of the actions, projects and activities in the Operational Plan contribute to the achievement of Council's four year Delivery Program and aligns with the long term objectives identified in the Community Strategic Plan.

Summary of performance

During 2013/14 Council successfully completed or progressed a comprehensive program of both capital works and operational projects which addressed a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

Council also maintained or enhanced its level of service delivery across all areas, increased its resourcing capabilities and maintained its sound financial position.

This has strengthened Council's capacity to maintain its long term financial sustainability and to deliver services and facilities in response to community needs.

How we measured our progress

Information in the following sections provides details of our achievements and challenges in delivering the planned tasks, programs and projects for 2013/14, as well as our plans for the year ahead.

Our progress is measured through both qualitative and quantitative outcomes and performance measures for each of the themes or principal activity areas. This includes:

► QBL Trend Indicators

Our performance for key 'social, economic, environmental and governance' indicators is presented for the 2013/14 year for each theme, compared to the previous four years. These provide a measure of how we are addressing the four QBL parameters for each theme, over a continuous five year timeframe.

► Completion of 2013/14 Tasks

Our overall performance in achieving 2013/14 tasks is presented. This provides a measure of how effective we were in achieving our planned activities for the year.

► Performance Indicators

Our overall performance as well as performance for each indicator is presented for the 2013/14 year. These provide measures of our effectiveness in the delivery of particular services and activities.

► Projects we completed or progressed

Our completion and progression of key capital and operating projects is presented to provide a measure of the progress we made in delivering strategic planned outcomes for the year which contribute to Council's four year Delivery Program.

► Community survey results

The results of the 2014 community survey are presented to provide a measure of community priorities and satisfaction with key services and facilities.

► Capacity building projects, programs and initiatives

Throughout the following sections we highlight those projects, programs and initiatives that have significantly increased the capacity of Council to operate sustainably into the future.

These are shown with the symbol



The main objectives for each Theme, which are fundamental to achieving the Ku-ring-gai community's vision are:

Community, People and Culture

This theme is about building a healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning.

Natural Environment

This theme is about working together as a community to protect and enhance our natural environment and resources.

Places, Spaces and Infrastructure

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Access, Traffic and Transport

This theme is about ensuring access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Local Economy and Employment

This theme is about creating economic employment opportunities through vital, attractive centres, business innovation and technology.

Leadership and Governance

This theme is about ensuring Ku-ring-gai is well led, managed and supported by ethical organisations which deliver projects and services to the community by listening, advocating and responding to their needs.





THEME 1

Community, People and Culture

This theme is about creating a healthy, safe, and diverse community that respects our history and celebrates our differences in a vibrant culture of learning.

During 2013/14 we continued to provide new recreation and community facilities to our growing population. This included completing major upgrades to key community facilities, the \$1.7million Gordon Library, the AWOL youth centre, and completed all major works on the new \$17million Ku-ring-gai Fitness and Aquatic Centre, ready for opening in October 2014. These facilities significantly enhance our library and recreational services and are designed to provide services and facilities for our population well into the future.

We also delivered comprehensive programs responsive to our young people, children and older age groups as well as initiatives to welcome our new residents. Community groups were supported through small grant funds and training programs. We continued to foster our cultural vitality through an expanded range of cultural events provided by Council or sponsored in partnership with others.

Services provided under this theme:

- Libraries and art centre
- Youth services
- Aged and disability services
- Children's services
- Cultural development
- Community health, safety and wellbeing programs
- Community facilities and halls management
- Sports grounds and parks bookings
- Building asset works and maintenance
- Communications
- Community events

did you know

- 119,027 is our estimated current population
- 147,650 is our projected population in 2031
- 41 years is our median age
- 35.5%+ residents were born overseas
- 21%+ residents speak a language other than English at home
- 1,000+ new residents became Australian citizens
- 65,000 people attended our events
- 456,287 visitors to our libraries
- 904,149 library items borrowed
- 26%+ residents do volunteer work
- 12% of residents over 15 years are carers

Population statistics are sourced from the ABS Census 2011 and the NSW Department of Planning.



Ku-ring-gai Wildflower Garden Festival, St Ives

THEME 1

Key achievements 2013/14

- Completed a \$1.7million upgrade of Gordon Library with new and expanded services for our changing population and received very positive feedback from library users following its opening.
- Near completed the new \$17million Ku-ring-gai Fitness and Aquatic Centre at West Pymble which provides a range of facilities for the needs of Ku-ring-gai residents.
- Finalised a partnership arrangement with the YMCA for the management, operation and maintenance of the new fitness and aquatic centre
- Reopened the upgraded Gordon Youth Centre as the AWOL Youth Hub with new furnishings, IT equipment, café facilities and creative spaces for our growing numbers of young residents
- Strengthened the long-term sustainability of our community groups with capacity building workshops and over \$131,834 provided in grant funding for 55 community group projects
- Completed a review of community facilities needed for the Ku-ring-gai and Lindfield areas
- Obtained community ideas and feedback from local residents and businesses as part of our planning for new community facilities within the Lindfield Community Hub and Lindfield Village Green projects at Lindfield local centre
- Actively promoted awareness of Aboriginal culture and heritage through the annual Guringai Festival and NAIDOC Week
- Established a new friendship agreement with the French village of Pozières in recognition of the approaching First World War Centenary
- Attracted over 65,000 people to 184 major and minor events organised or sponsored by Council
- Introduced popular new events into Council's annual calendar, including Ku-ring-gai's Got Talent competition for young performers in March/April 2014 and the St Ives Medieval Faire to be hosted in September 2014
- Introduced sustainable event management for Council events to make our events more sustainable
- Completed a collaborative public art and environmental project at Ku-ring-gai Wildflower Garden
- Drafted a new Access and Disability Inclusion Plan that provides direction to Council and the community to provide a more accessible Ku-ring-gai
- Continued to increase participation in popular active health and fitness programs
- Continued to reach out to the community with sponsorship and partnership projects that support local business and welcome new residents
- Expanded communication connections to our community through an increase in our database for e-news to 6,500 subscribers, the addition of Instagram to Ku-ring-gai Council's Facebook, Twitter and YouTube sites and over 300 entries received to our Capture Ku-ring-gai photo competition.

Our challenges

- Delays experienced in completing the new Ku-ring-gai Fitness and Aquatic Centre
- Planning for the upgrade of older library facilities to meet the changing needs of the population and demand for our popular library services and events across all age groups
- Assessing and providing community facilities that meet the diverse needs of our changing population over the medium to longer term
- Vacation care centres operating at capacity due to their popularity
- Continuing to address barriers to new residents participating in our community
- Continuing to address the needs of both our growing young and older populations
- Continuing to address mental health issues across the population
- Complete and open the new Ku-ring-gai Fitness and Aquatic centre for the 2014 summer
- Continue planning for a new library and community facilities in Lindfield Local Centre
- Continue assessing the condition of existing community buildings.

The year ahead - in 2014/15 we will

- Assess opportunities to increase service level provision for vacation care
- Complete and implement the new Access and Disability Inclusion Plan
- Present existing popular community events such as the Festival on the Green and the new St Ives Medieval Faire.
- Maintain active health and fitness programs responsive to community needs
- Maintain a focus on the needs of both young and older residents as well as mental health
- Present events and programs that relate to Council's friendship relationship with Pozières and the Centenary of the First World War.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

What we achieved



Upgraded Gordon Library



Images clockwise from top left: Richard Glover Author Encounter, new Ku-ring-gai Library bus, Storytime hosted by Margie Abbott at St Ives Library and library local residents at the Blind Date for Library Lovers event at Gordon Library

Enhanced our library facilities

During 2013/14, Ku-ring-gai libraries were visited by 456,287 people who borrowed 904,149 items.

Libraries should be vital sociable spaces full of activity. Ku-ring-gai's four library branches in Gordon, Lindfield, Turramurra and St Ives host a vast array of popular events and programs for people of all ages.

With our growing population, particularly in the younger and older age groups, and increasing number of new residents from overseas, there is a need to provide library facilities and services that can cater for the needs of our changing population over the long term.

Major upgrade completed to Gordon Library - \$1.7million



Major upgrade works costing \$1.7million were completed on the community's main Ku-ring-gai library at Gordon during 2013/14 providing a brand new look and modern learning hub for all ages. With an increased range of services and modern fitout the library is an inviting social space full of activity, with quieter areas for study and work. Key new features of the library include:

- dedicated study and work rooms with device and laptop connectivity
- youth area with booth seating for group study
- children's area with relocatable furniture, interactive magnetic tree walls and acoustic panels for noise reduction
- large group communal table with portable acoustic panels for noise reduction
- leisurely reading area with a garden outlook
- the latest in technology including self-scanning of borrowed items
- expanded e-resources to cater for increased borrowing of e-resource items from home via our library catalogue, including e-books, e-music, e-magazines and e-films.

The new library provides an attractive communal space for work, leisure and study for all age groups, is located near to Gordon bus/rail interchange and the Gordon shopping centre and is adjacent to another new facility for young people – the AWOL youth centre.



FURTHER READING:
kmc.nsw.gov.au/library

Planned upgrade of other library facilities

Gordon Library is the first phase in upgrading and increasing Ku-ring-gai's very popular library facilities and services, which have been operating at capacity for some years. Planning for a new library at Lindfield Local Centre has commenced as part of a new community hub. The new library will replace the existing facility which has inadequate facilities to cater for the growing usage requirements of the local Lindfield area.

See p138 for more details on planning for the Lindfield Community Hub.

Year	Visitors	Loans
2009/10	681,760	964,492
2010/11	655,750	957,578
2011/12	581,441	907,712
2012/13	563,357	894,485
2013/14	456,287	904,189

Our popular library services

With an innovative program of events and diverse borrowing services our libraries continue to grow in popularity. Some highlights in 2013/14 were:

- The very popular monthly Author Encounters with hundreds of people attending. One of the most popular author encounters featured Richard Glover talking about his latest book George Clooney's haircut and other cries for help.
- Seniors Week's Internet for Seniors course and library tours were fully booked with long waiting lists.
- Weekly storytime sessions to cater for children of various ages including the very popular 'The Rock 'n' Tales' story time for children aged three to five, and Rock 'n' Rhyme and Rock a Bye sessions for babies up to 36 months.
- Little Bang Science Discovery Club which introduces children to science through experiments and library resources
- Our free door-to-door wheelchair accessible Librabus which continued to grow in popularity. This transport service to our library is available for less mobile residents to provide them with books, DVD's and music, and also go to the grocery store, post office and local shops. We deliver this service to around 70 residents each week.
- The Blind Date for Library Lovers event in February 2014, held as part of a national event to encourage people to borrow more books.
- A special storytime session held in May 2014, hosted by St Ives Library, as part of the National Simultaneous Storytime in both Mandarin and English. The English book reading was conducted by the Prime Minister's wife, Margie Abbott. The Mandarin book reading was screened on SBS Television.



Ku-ring-gai Fitness and Aquatic Centre, West Pymble

Ku-ring-gai Fitness & Aquatic Centre

Located within the 16-hectare Bicentennial Park at West Pymble, this multi-purpose facility worth \$17million will meet the current and future needs of our community.

The original West Pymble 50-metre outdoor pool was no longer meeting the growing demand for aquatic facilities and services in the local area. Community feedback highlighted the need for year-round swimming, new facilities and amenities, play areas for kids and a place to socialise and catch up with friends.

Near completion of our new Ku-ring-gai Fitness and Aquatic centre - \$17million



The new fitness and aquatic centre, opening in Spring 2014, will better meet the needs of our community into the future, providing new services that will comfortably accommodate our growing population.

Funding for the facility has been provided from numerous sources, including the development of a 26 lot subdivision at South Turramurra, which combined Council's surplus land holdings with the NSW Department of Planning's residue land from the abandoned B2 Freeway link.

[See p110 for more details of the B2 subdivision.](#)

Due to unforeseen delays the construction program was extended. This was due to periods of inclement weather during excavation, unavailability of key construction materials and to allow for an increase in scope, including fitout works and design refinements. During the construction period we kept the centre user groups and wider community regularly informed on progress and the revised timetable through direct consultation and social media updates.

Opening in October 2014, the centre will provide a refurbished outdoor 50-metre pool and learn to swim pool, new indoor 25-metre heated pool with eight lanes, warm water program pool, indoor and outdoor toddlers pool and water play area, child minding/play room, change rooms and amenities, gym, café, community swim club facilities, more car parking spaces, landscaping and shade trees. Council has also incorporated sustainability features into the design, including grey water recycling and a co-generation heat exchange system.

The centre has been designed as a multipurpose recreational facility for all ages and can also cater for recovery programs for the injured and unwell, normally only offered by health providers.



Partnered with YMCA

Council has entered into a partnership arrangement with experienced fitness and aquatic facility operator YMCA to establish the new centre and ensure its successful day to day operations.

Under the management arrangement Council has input into the quality and quantity of fit-out associated with the facility as well as the recruitment of key staff, marketing and program decisions. The YMCA is responsible for the establishment and running of all programs and services at the centre, staffing, bookings, and day to day administrative and financial management.

The management arrangement is for an initial 18 month period, followed by a performance assessment of the centre, and opportunity for further options subject to Council approval.

The centre is designed for all ages to enjoy the facilities. This includes children learning water skills in the pool, parents taking time out to exercise while their children are being minded, older adults enjoying active lifestyles, young people connecting and families enjoying time together.



KFAC outside view



Ku-ring-gai Council directors at KFAC



Centre entrance



FURTHER READING:
ymcansw.org.au



Ku-ring-gai's Got Talent

Responding to young people's needs

Young people aged under 19 years make up 28.6% of Ku-ring-gai's total population compared with 25.5% for the Greater Sydney Region. (ABS Census 2011)

Studies of the Northern Sydney region have highlighted mental health and depression, alcohol and drugs use, study pressures, cyber-bullying and use of social media as being important issues affecting young people in the region.

In response to this growing dynamic age group we provide a variety of services in partnership with local organisations and service providers and continue to find new ways to connect, engage and listen to our younger residents.

AWOL Youth Hub upgrade at Gordon - \$30,000



Formerly the Gordon youth centre, the AWOL Youth Hub was reopened in June 2014 after a six-month renovation and refit.

The refurbished youth centre has benefited not only from a name change but an upgrade valued at \$30,000. This includes new furnishings, IT equipment and other renovations. Many of the furnishings have been made and supplied by the volunteers of the Community Shed at St Ives Showground. AWOL Youth Hub is located next to the Gordon Library and offers free computer access and Wi-Fi, café facilities and creative spaces where young people can socialise or study.

Council also operates two other successful youth centres in St Ives and Turramurra where local teenagers are always welcome to drop in for a chat, study or just hang out. We also operate one of the most comprehensive youth programs in Sydney out of these centres.

Year	AWOL Centre visits
2009/10	3,418
2010/11	8,833
2011/12	3,138
2012/13	8,176
2013/14	6,502



FURTHER READING:
kmc.nsw.gov.au/youth

Youth focused programs



Programs delivered during 2013/14 included:

► Youth workshops

A series of classes were offered during 2013/14 to help increase self-esteem in young people. This included:

Shorefest - this annual free youth festival is a regional celebration of Youth Week provided in partnership with five other Northern Sydney Councils. Over 2,500 young people participated and the event included community information stalls focussed on the needs of young people.

Other popular classes included Shorefest Shootout Competition, Slam Skate & Scooter Competition, Eclectic Art Class, Recording and Production Workshop, David Taylor Music Gig and Harjot RnB Gig.

► Youth Support Programs

Our three youth centres provide safe spaces for young adults to approach us with issues, where we can then advocate on their behalf or refer them to appropriate services.

► Ku-ring-gai Youth Forum

350 students, 27 schools and 41 teachers attended the Ku-ring-gai Youth Forum held at Knox Grammar School in Wahroonga. The forum was organised by Hornsby/Ku-ring-gai Youth Network, along with 20 other partners and financial sponsors. The objectives of the forum were to:

- bring young people together to discuss issues of mental health, resilience and leadership in a safe environment.
- understand the importance of looking after your own mental health and explore ways in which this can be achieved.
- normalise the issue of mental illness amongst young people and the wider community.
- gain insight into service provision gaps in the school system and the wider community.
- receive feedback on how schools and communities can better work to engage young people on the issue of mental health.
- educate teachers, carers and parents about the key drivers of mental health issues amongst young people and how to assist.

A highlight of the day was the 'Take It Back' session, in which students gathered in their school groups to discuss how they can introduce positive mental health outcomes into their school.



Ku-ring-gai Youth Forum held at Knox Grammar School in Wahroonga



Above and below: upgraded AWOL Youth Hub



► Parent Forums

To complement the youth programs we provided five very successful forums for parents connecting them to issues facing teenage children. Topics included Help! I'm a parent of a teenager; Problematic Internet Use; Binge Drinking and Young People; Drugs and Alcohol; Youth Suicide and Youth Depression. The forums provided guidance, created a dialogue, and provided a powerful support network for parents who are experiencing issues.

► Performance

Opportunities were provided for young people to perform and showcase their talents in front of an audience of peers and family. Highlights included:

- **Ku-ring-gai's Got Talent:** Ku-ring-gai's Got Talent (KGT) was a talent contest that aimed to showcase and uncover the amazing performance skills that exist amongst young people in the local community. It attracted 35 acts, 90 performers and over 300 audience members involved in the three heats and grand finale. The contest was coordinated by Ku-ring-gai Council in partnership with Rotary Club of Turramurra, Rotary Club of St Ives and the Youth & Enterprise Legal Centre, and judged by entertainment industry professionals.
- **Annual Fitz band competition:** An annual band competition celebrating its 22nd year anniversary in 2013/14. The competition offers local up-and-coming bands the chance to have their music heard and played on stage to big crowds.
- **Fitz recording studio:** We provide opportunities for young music artists to record their songs/tracks at our state-of-the-art production studio.
- **School holiday program:** A very popular program that hosts a variety of fun activities and excursions including ice skating, skateboarding and Luna Park.



Curtilage Park Wahroonga after upgrade and inset: before upgrade

Provided for our children

With its residential areas surrounded by bush, access to open spaces, availability of schools and a vibrant community spirit Ku-ring-gai is a very popular place to raise children.

Nearly half of Ku-ring-gai households are families with children.

In response to the growing number of children in the area we provide an extensive variety of community services supportive of young families and facilities that are children and infant friendly. This includes school holiday activities; vacation care; Active Kids - a popular full-day sports program; art classes; Bushkids - a school holiday environmental activities for kids and toddlers held at Ku-ring-gai's Wildflower Garden and Family Day Care - providing high quality child care in a home environment.

New and improved play spaces



With the growing population across Sydney's northern suburbs there is a regional shortage of local parks and sports facilities. To address this we are implementing our Open Space Acquisition Strategy funded by development contributions. To date, Council has identified and re-zoned land for new parks and roads in St Ives, Turramurra, Gordon, Lindfield, Killara and Wahroonga and has spent over \$33million since 2007 acquiring land. These parks are providing recreation areas for all local residents, particularly those living in new apartment buildings. During 2013/14 Council acquired an additional 3,400 square metres of land for new local open space worth \$8.8million. New parks that were completed during the year included Greengate Park, Killara and Curtilage Park at Wahroonga.

In March 2014, Greengate Park in Killara was awarded the NSW Open Space Design and Management Award by Parks & Leisure Australia. A second award - the NSW Open Space Planning Award - was presented to Council for its Open Space Acquisition Strategy. The program was also recognised in 2013 with an award from the Australian Institute of Landscape Architects, NSW.

See pages 102-105 for details of local parks and playgrounds completed or upgraded in 2013/14.

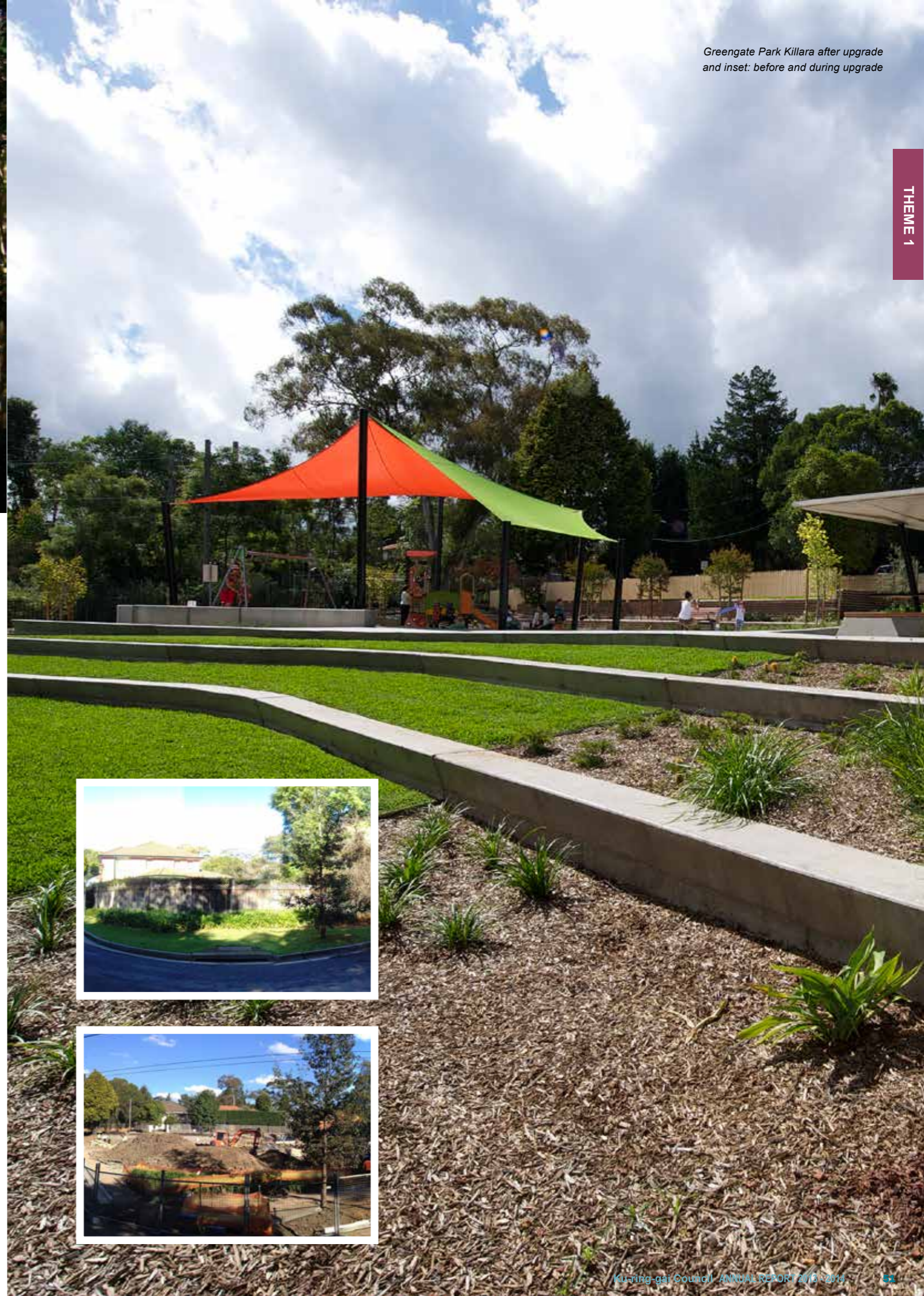
We also continued to address the shortage of sports facilities by working closely with sports clubs and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, and clubhouse facilities to provide for the needs of the population into the future.

See pages 106-109 for details of sports facilities completed and upgraded in 2013/14.



FURTHER READING:

kmc.nsw.gov.au/parksandreserves





Seniors festival event at Ku-ring-gai Wildflower Garden, St Ives

Looked after our older people

With 23.2% of our population aged 60 years plus and growing rapidly, compared with 17.8% for the Greater Sydney Region, our seniors make up a very important part of our community.

(ABS Census 2011)

To help us plan for the needs, interests and aspirations of older people living in Ku-ring-gai we have finalised an Ageing Strategy. This strategy is based on findings from feedback we received from the wider community, seniors and service providers, which we gathered through consultation workshops and surveys. The strategy will be considered by Council in August 2014.

To keep older residents active and fulfilled we provide a comprehensive program of activities, events and services with participants giving an overall satisfaction rating of over 96%. Highlights in 2013/14 were:

Seniors in Action

This offers a wide variety of activities for Ku-ring-gai residents over 55 years of age including educational experiences, guided tours, half-day or full-day tours, coach trips and overnight explorations to locations throughout Sydney and beyond.

Other activities offered were cooking demonstrations in Spanish, Vietnamese and Japanese cuisine and restaurant visits. We also hosted seminars on topics including tax help and estate planning, extreme weather preparation around your home, diabetes management, social media, how to read food labels, assertive communication, safe driving and sponsored a grandparents forum and hearing forum.

Seniors Festival

386 seniors attended 10 events run by Council during the Seniors Festival in March 2014. This included over 100 seniors at the Mayoral Awards and concert held at Turramurra Uniting Church. Five individuals and one community group received certificates of appreciation for their service to the community. The audience was then treated to an enjoyable performance by the Ku-ring-gai Philharmonic Orchestra.

See p19 for residents and groups who received awards in 2013/14.

Year	Senior's Festival attendance
2009/10	1,300
2010/11	1,700
2011/12	2,109
2012/13	2,017
2013/14	2,803



Helping seniors stay fit

The Fallproof classes being run in Gordon and Lindfield continue to be booked out with 45 seniors attending the 10 week series of classes. These classes are a very important tool in assisting seniors stay active and independent in the community for as long as possible.

A health seminar on Macular Degeneration was held in February 2014 with 36 seniors attending. Macular degeneration is the leading cause of blindness and major vision loss in Australia and accounts for up to 50% of all blindness. Other seminars were held on dementia awareness and keeping your brain healthy, hosted by Alzheimers Australia.

Disability services

Providing events and activities for the disabled in Ku-ring-gai is a priority for our Council, as is long-term planning for their needs. Key achievements in 2013/14 included:

► Access and Disability Inclusion Plan

During 2013/14 we drafted a new Access and Disability Inclusion Plan to ensure that all Council buildings and facilities are accessible in the future. The plan covers capital works such as footpaths, playgrounds and new buildings through to providing information that is accessible via our website and customer service centre and will replace our current disability action plan. Extensive community consultation is proposed for the draft plan prior to its completion.

► Fresh Tracks project

The Council supported a partnership with the Fresh Tracks Foundation, NSW Health and the HARTS Driving School in St Ives to create a rehabilitation program for young acquired brain injury patients. Fresh Tracks improves coordination, balance and mood by providing an exercise program using fixed bikes. The program was officially launched in May 2014 at the HARTS Driving School in St Ives.

► International Day of People with a Disability

In conjunction with the South Turramurra Uniting Church, we marked this anniversary with a concert featuring students with a disability from five schools in Ku-ring-gai. The aim of the concert was to showcase young performers and highlight the fact that they are defined by their ability to perform, not their disability. The concert was attended by over 100 people.

► Discobility

Our youth services team hosted a dance party for young residents with a disability during 2013/14, with around 100 attending.

► Outreach services

Council provides referral and outreach services to disabled residents on an ongoing basis.

Below: Fresh Tracks launch at the HARTS Driving School in St Ives





Merry Makers rehearsal at Ku-ring-gai Neighbourhood Centre



International Women's Day at the Secret Garden, Gordon

Actively supported community groups and volunteers



The work of community groups and volunteers is essential to the delivery of support services to our community and an important part of our economy.

The level of volunteering in an area also indicates the cohesiveness of the community and how readily individuals are able to contribute to that community. In 2011 the ABS Census reported that 26% of the Ku-ring-gai population did some form of voluntary work. The actual number of volunteers today is estimated to be much higher, taking account of population growth and the extent of unreported volunteering.

Provided Community Grants - \$131,874

During 2013/14 Council's Ku-ring-gai Community Grants program provided \$131,834 in grant funding to 55 local community groups to assist them to get their projects off the ground.

Projects funded under the program cover a range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations and promote the development of artistic pursuits in Ku-ring-gai.

We also negotiated a sponsorship agreement with Turrumurra and Lindfield Community Bank branches resulting in a successful community capacity building program, which has empowered local community groups to make real change in their chosen field, as well as encouraging residents to participate in and to engage with their community. Successful projects in 2013/14 included graffiti removal, materials for a new arts program, funding for teaching aids to assist with English language classes and Aboriginal cultural awareness projects for children.

[See p300 for full details of the funding allocations and recipients.](#)

Capacity building workshops for community groups

To further empower local community groups we ran a series of workshops to assist the long-term sustainability of local organisations and promote cross-sector collaboration. Topics that were covered included:

- **Media & Public Relations:** provided basics on media management and public relations skills and how to use these skills effectively.
- **Community Asset Building:** identified community assets, activities and benefits and ways to strengthen them.
- **Effective Advocacy and Lobbying:** guidance on how to engage in the political process and create successful campaigns to influence public opinion.

Welcomed our new residents

There are indicators of increasing isolation and vulnerability in some sections of the community, particularly those from a non-English speaking background.

With over 35% of our residents born overseas and 21% speaking a language other than English at home, it is vital that all new residents are welcomed into the community to encourage their active participation in and contribution to Ku-ring-gai community life. (ABS Census data 2011, based on population of 109,297).

To address this need Council and other local organisations have partnered to provide a program of initiatives aimed at removing barriers to participation and addressing social isolation.

Welcome Basket sponsorship

We are the major sponsor of an innovative business enterprise by a local Turrumurra resident. Welcome Basket began when Rachel Wilson moved to Turrumurra from the eastern suburbs and had difficulty finding local sources of information to help with settling into her new community. She was inspired by a similar initiative in Canada and began Welcome Basket in 2008. Since then, Rachel has personally delivered Welcome Baskets to more than 1,200 new residents.

New residents are welcomed to Ku-ring-gai by a friendly face delivering a gift basket that includes useful community information and discounts from local businesses. This supports our social and economic development objectives by creating a village atmosphere when welcoming new residents to the area and encouraging local shopping. As part of the sponsorship, Council holds welcome morning teas with the Mayor twice a year, increasing the social and community benefits.



Help for migrants

During 2013/14 we hosted a range of services and activities specifically aimed at providing a helping hand to settle newly arrived migrants, refugees and humanitarian entrants. This included partnering with the Community Migrant Resource Centre (CMRC) to introduce services and events targeted towards Ku-ring-gai residents from Chinese and Korean backgrounds.

Classes and events that were organised in partnership with CMRC during 2013/14 included:

- **Family Fun Day and Moon Festival:** A family event that included Chinese and Korean performances, traditional games and a delicious free lunch.
- **International Women's Day:** Attendees were treated to inspiring speeches, African drumming performances, the Chinese Cha Cha, a zumba dance workshop and free pampering make up sessions.
- **Talk! Share! Learn! Group:** Regular classes that encourage migrants to make friends while practising their English.
- **Chinese Class for Kids:** Language classes for children interested in learning Chinese.
- **Colourful Fitness Class:** A free fitness class that combines yoga, balancing, stretching, dancing and more.
- **At Home in Australia:** Through one of our community grants, we helped fund At Home in Australia, a book written by 33 students who tell their story about migrating to Australia. At Home in Australia challenged migrants to write and converse using the English language and document their unique and often inspiring stories. The book also acted as a useful teaching aid during classes. Copies of the book are available at Ku-ring-gai Council Library branches in Gordon, Lindfield, St Ives and Turrumurra.
- **Interpreter services:** Key publications such as the Ku-ring-gai Update resident newsletter carry details of interpreter services available via the Council. The Council also has a dedicated migrant worker from a non-English speaking background as well as key staff to provide interpreter services on an as-needs basis.



Pozières Mayor Bernard Delattre announces the friendship agreement between Pozières and Ku-ring-gai

Promoted cultural exchange

Our area is rich in culture and history.

From the remaining heritage sites and documented history of our original Aboriginal inhabitants – the Guringai people – through to our European residential heritage architecture, often designed by prominent twentieth century Australian architects

As our demographics are changing, so too is the cultural diversity of Ku-ring-gai.

We promote inclusion through our programs and events in the areas of visual and performing arts, music and food along with the celebration of both Aboriginal and early European heritage.

Aboriginal Heritage

Ku-ring-gai Council is a member of the Aboriginal Heritage Office (AHO), a unique partnership of eight councils in Northern Sydney which are working to protect Aboriginal sites and promote Aboriginal history and heritage.

In addition to protecting and preserving significant sites, the AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The Council presented an author talk by well-known author, social commentator and Wiradjuri woman Anita Heiss as part of the Guringai Festival in June 2014 and created a special program of children's activities to celebrate NAIDOC Week in July 2013.

The AHO is the only office in Australia working to protect Aboriginal archaeological heritage through a partnership of councils. This has allowed a holistic approach to heritage across Northern Sydney including the establishment of Aboriginal heritage planning procedures to prevent accidental damage to sites on Council land and, where possible, private property.

The Aboriginal Heritage Office (AHO) won the Cultural Heritage category of the prestigious Sustainable Cities Award for 2014. The award is for excellence in the management of Aboriginal culture and heritage.

Guringai Festival

Council collaborated with other Northern Sydney councils to present the 2014 Guringai Festival, an annual celebration of indigenous culture and heritage. The festival commences in May with National Sorry Day and runs through until the end of NAIDOC Week in July. The aim of the festival is to raise awareness of Aboriginal and Torres Strait Islander people living in the northern Sydney region, which was once inhabited by the Guringai tribe, and the need to close the gap in health and wellbeing between indigenous and non-indigenous Australians. As part of the Guringai Festival, Council held its annual Children's Voices for Reconciliation at Ravenswood School for Girls, involving many local school groups.

New friendship agreement with Pozières, France

During 2013/14 Council approved a new friendship agreement with the French village of Pozières, in recognition of the approaching First World War Centenary. The decision follows the recent acceptance by the Mayor of Pozières of a mutual agreement recognising Ku-ring-gai's historic ties as a result of the Great War.

Pozières became the final resting place for more Australian troops than any other First World War battlefield, many of whom came from Ku-ring-gai.

The Pozières Cross, an original carved wooden cross from the battlefield belonging to the 18th Battalion, is housed in the St John's Anglican Church in Gordon. A strong bond has developed between the battalion, the Church and Council in their commemorations of ANZAC Day.

The agreement will underpin a series of commemorations taking place in Ku-ring-gai to mark the First World War Centenary and commencing in August 2014.



War memorial in Pozières, France

New Heritage Reference Committee

A Heritage Reference Committee was established by Council in 2013/14 to provide advice to Council on heritage matters as well as promoting an understanding and appreciation of heritage through specific activities and events. The newly formed committee includes Councillors and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. *See p26 for more details.*

Historical Society

Council supports the Ku-ring-gai Historical Society through provision of a community venue and grant funding. The society collects, preserves and disseminates information on the history of the Ku-ring-gai local government area through a regular newsletter, volunteers assisting with research requests and providing information and advice on heritage matters.



FURTHER READING:
khs.org.au

Photos of our early European history

During the closure of Gordon Library for renovations, staff completed a project to digitize more than 2000 photographic images of Ku-ring-gai's early European history from the Local Studies collection. These were then added to the library catalogue for easier viewing by the community and Council staff.



FURTHER READING:
kmc.nsw.gov.au/history



Ku-ring-gai Art Centre Watercolour Exhibition 2014

Art, music and literature

Art, music and literature play an important role in community life in Ku-ring-gai.

In response this Council supports a broad range of facilities, services and events for the local community, including visual and creative arts, literary pursuits and a variety of cultural events.

Our calendar of events included an exciting mix of creative activity for all ages including monthly art exhibitions at the Ku-ring-gai Art Centre, Aboriginal heritage and cultural dance and storytelling, walks and talks on art and nature, a botanical digital photo workshop and our very popular annual Ku-ring-gai photo competition.

Ku-ring-gai Art Centre

Established in 1980, the Ku-ring-gai Art Centre is the largest community art facility provided by local government anywhere in Australia. The centre attracts hundreds of students who participate in term classes, master classes and school holiday activities.

The centre also runs night classes to ensure working professionals have access to involvement in the arts. The wide variety of classes include visual arts, creative writing and guitar classes for all levels of experience. The centre also offers classes on new trends such as glass bead making and silver jewellery making.

The art centre hosts monthly exhibitions including an annual tutors show. The Ku-ring-gai Art Centre holds regular free exhibitions for the public and also provides exhibition space at very low cost rates to the local community. Exhibitions during 2013/14 include the Abstraction & Contemporary Painting Exhibition in April 2014 and the Mixed Media exhibition in November 2013.

Public Art

Council has purchased and commissioned a number of public art pieces over the years. During 2013/14 an innovative sculpture using recycled steel was unveiled at the Ku-ring-gai Wildflower Garden as part of the rejuvenation of the facility. Using vehicle parts and pre-loved woks, the sculpture provides a bird bath and protective habitat for small birds. The sculpture was funded by Council's environmental levy and is another way of encouraging visitors to think laterally about recycling and protecting the environment.



FURTHER READING:
kmc.nsw.gov.au/artcentre



Ku-ring-gai Art Centre kids ceramics

THEME 1



2014 Australia Day celebration at Bicentennial Park, West Pymble

Expanded popular events



- attracted over 65,000 people

All Council events provide a great opportunity for local suppliers, stallholders, businesses and performers to showcase their products and services to the local community.

During 2013/14 Council delivered a diverse program of popular cultural events, which are free for the community to attend.

Events also allow people to experience a variety of cultures through a wide range of performance groups, crafts, food stalls and information about community organisations.

The events held in Ku-ring-gai continue to grow in popularity each year, with attendance to our signature event, Festival on the Green, attracting over 35,000 people in May 2014 – our largest audience ever. Over 65,000 people attended Council's major and minor events during 2013/14, (51,121 at major events) with event surveys showing 98% satisfaction by participants.

Festival on the Green

The 2014 Festival on the Green held in May 2014 included over 750 local community performers entertained on two stages. Highlights included a performance by Peppa Pig and cooking demonstrations by Masterchef's Jay Huxley. The festival offers a fantastic day out for the family, with free entertainment, stalls, food and wine, rides and activities for all ages. In addition to ongoing sustainable event management initiatives, the festival implemented a number of new waste and sustainability initiatives such as bin monitoring with assistance from the University of NSW 'Volunteer Army' and a 'Love Food Hate Waste' cooking demonstration by Jay Huxley.

Other major events include Australia Day celebrations, Twilight Concert in the Parks Series, the Guringai Festival, Dogs Day Out and the Wildflower and Garden Festival. The two Twilight Concerts during 2013/14 featured Daryl Braithwaite and Rhonda Burchmore attracting thousands of concert-goers.

The Festival of Wildflowers

The Festival of Wildflowers is a popular event in the unique setting of the Ku-ring-gai Wildflower Garden. The free event provides something for young and old, and showcases the garden's bushland in beautiful wildflower season. Over 100 smaller-scale events were also held at the Ku-ring-gai Wildflower Garden throughout the year.

[See p140 for more details on the Ku-ring-gai Wildflower Garden upgrade works completed in 2013/14.](#)



FURTHER READING:
kmc.nsw.gov.au/events

Dogs Day Out

Over 2,500 dog-owners and 500 dogs attended the Dogs Day Out event at St Ives Showground in March 2014.

There were 35 stall holders present and these included local veterinary surgeries, dog grooming, dog accessory providers, pet food product suppliers, boarding kennels, animal rescue organisations, breed clubs and dog training clubs. The educational message at the event was 'update your pet's details' to prompt owners to check and register their pets. Animal behaviour experts were also on hand to assist residents with queries on training, barking dogs, aggressive dogs, etc.

On the day, dogs competed in many activities including Doggie Races; Fetch the Paper, Fancy Dress, So you Think your Dog's got Talent and a Dog/Owner Look-alike competition. Entry to the competitions were by gold coin donation which resulted in over \$300 being donated to Guide Dogs NSW.

[See pages 20-21 for more details of events held in 2013/14.](#)

St Ives and Wahroonga Food and Wine Festivals

Council also actively supported two community based food and wine festivals held during 2013/14 with grants of \$3,000 and \$8,000 respectively. Both were very successful, with 3,000 people attending the St Ives festival and 6,000 people attending the Wahroonga festival.



St Ives Food and Wine Festival



THEME 1

Above: 2014 Dogs Day Out, St Ives Showground
Below: Peppa Pig at Festival on the Green 2014



Rhonda Burchmore, performing at the Twilight Concert in the Park Series at Selkirk Park, Killara



New bin caps and signage on all bins at our major events

Sustainable Event Management

During 2013/14 Council introduced a sustainable event management policy in order to make our events more environmentally sustainable. Some initiatives that have been successfully introduced at all Council's major events during 2013/14 include:

- New bin caps and clear signage to help people know which bin to place their waste. These caps and signage were purchased with grant funding from the Keep Australia Beautiful beverage container recycling program
- All event generators are run on 100% biodiesel made from soy oil, which is a by-product of soybean processing and is much more environmentally friendly than petroleum diesel
- All food stallholders must supply biodegradable serving ware
- We encourage and, in some cases, only accept fair trade products. For example, all coffee vendors must use fair trade
- Event promotional material is printed without the use of water, with soy-based inks on 100% recycled paper and cardstock. We re-use as much event signage as possible including laminated standard event signage and making dates generic on banners. We also reduce printed materials by using our website, Facebook page and e-newsletter to promote the event
- Provision of a free shuttle bus from the nearest train station if the event venue is not in walking distance of a train station.

Promoted activities for health and wellbeing

Sport and recreation is important to Ku-ring-gai residents. It helps to create a happier, healthier and more connected community. In our recent resident survey 66% of participants said that they participated in sporting and fitness activities 'several times a week'.

Active Ku-ring-gai Program

In addition to providing new and upgraded spaces for play, we also run fitness activities to directly encourage healthy lifestyles. Highlights for 2013/14 were:

- Our Active Ku-ring-gai program is growing from strength to strength. This program aims to encourage people of all ages and fitness levels to participate in fun physical activity. The program included tai chi, pilates, gym without walls, ballroom dancing, social tennis, junior golf, walking groups, yoga and the Active Kids school holiday program. The program achieved nearly a 5% increase in participation, from 984 attendees to 1,025 from the previous year. The Active Ku-ring-gai school holiday program achieved a 40% uplift in participation rates from the previous year, from 795 to 1,113
- Functional fitness for seniors which improves strength, mobility, balance and coordination
- Active Kids which aims to encourage primary school-aged children to get active, have fun and meet new friends, while developing important skills in team work and leadership.

Expanded social media connections

Council has embraced social media as an effective way to communicate and engage with our community and as a means of building community connections. We administer a range of social media channels used by different audiences and interests. In May 2014 we added Instagram to our existing social media sites and will use this channel to build connections with residents and community groups.

Our followers on social media continue to grow. For example, Council's facebook site now has nearly 5,000 'likers'. Highlights for 2013/14 were:

► Ku-ring-gai E-News

We increased our subscribers to this monthly e-newsletter to 6500. The monthly e-news provides a summary of events and news about Council's activities and every page on our website allows viewers to subscribe to it easily and quickly.

► Continued improvements to our website

We added the following new features:

- Find out what's near you: a function allowing residents to enter their home address and find out their bin collection dates, ward/Councillor information, what's on nearby and Council facilities within 5km
- Find a facility: allows the public to search for a facility that suits their needs. For example, searching for a park in St Ives with a playground and picnic table
- Online bookings for clean-up services
- Dynamic keyword search: starts looking for relevant pages before you even press 'search'
- Live chat: allows the public to instant message with a customer service officer online
- Social media integration: allows people to 'share' pages on their Facebook, Twitter or email networks.
- Dynamic translation: ability to translate the entire site into the four most popular languages spoken in homes in Ku-ring-gai
- A cut-down mobile version of the site: this includes a 'Report a problem' form that allows residents to take a photo and report problems direct to Council on the go such as pot holes, fallen trees and blocked drains
- Accessibility: a number of new accessibility features have been included to allow everyone, including people with disabilities, to access the website more easily, ensuring we met our obligations under the Website Content Accessibility Guidelines 2.0.

Capture Ku-ring-gai Photo Competition

We held our photography competition Capture Ku-ring-gai for a second year in August 2013 with over 300 entries being received. As part of the competition we included a community voting section on Facebook, which really engaged the community, receiving many positive comments about the beauty of Ku-ring-gai and generating a sense of community pride. The competition will be run again in 2014/15. Council continues to use the images in its social media, digital advertising and on its website to showcase the quality of the entries.



Active Kids program

Summary of our performance 2013/14

Community, People and Culture

Monitored health and safety

Council is responsible for monitoring and regulating a diverse range of health and safety matters. Key achievements in 2013/14 were:

Companion animal management

Ku-ring-gai has a high rate of companion animal ownership across all age groups and households. Council's Companion Animal registration rate of 97% is considered amongst the highest in the State. This high rate reflects Council's continued proactive audits of unregistered animals, education program which encourages owners to register their pets and regularly update their details as well as the dedicated work practices of Council's support officers and the area ranger team.

Considerable work in educating animal owners has now improved outcomes including reduced times for the return of lost animals to their homes. The 2014 Dogs Day Out event was also well attended by the community and provided a venue for both Council and other local service providers to showcase their products and services.

[See p303 for more details.](#)

There are currently 21 leash free areas in the Ku-ring-gai local government area.

FURTHER READING:
kmc.nsw.gov.au/offleash

Swimming Pool Safety

Ku-ring-gai has an estimated 18,000 private pools within its area. The *Swimming Pools Amendment Act 2012* placed a statutory requirement on all owners of private swimming pools to register their pools on a state wide register, with administration of the Act to be carried out by local councils.

As at 30 June 2014 there were 13,731 pools voluntarily registered by property owners in Ku-ring-gai, in accordance with the new legislative requirements. To increase this number of voluntary registrations we regularly advise residents of their responsibilities through our social media, media releases and advertising campaigns.

To ensure their pool complies with the State Government's safety regulations residents have the option of applying for a compliance certificate through a private certifier or Council. During 2013/14 Council received 559 applications for a Swimming Pool Compliance Certificate. As a result, Council issued 243 compliance certificates; the remainder being subject to formal compliance directions for pool barrier upgrades. The high non-compliance rate is proving a significant, ongoing burden on Council's resources.

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Major Events attendance	30,000	15,235	25,540	38,500	51,121	Increasing (1)
Library visitors	681,760	655,750	581,441	563,357	456,287	Decreased(2)
Library loans	964,492	957,578	907,712	894,485	904,189	Increased (3)
YourTutor customers	5,601	698	642	311	N/A	Significantly decreased (4)
Student Resource Centre visits (Gordon)	3,418	8,833	3,138	8,176	6,502	Decreased (5)
Utilisation rate of Council's Family Day Care service and Thomas Carlyle Children's Centre	94	95	95	93	94	Stable
Vacation care	4,480	4,500	6,007	6,309	6,212	Increasing (6)
Seniors Week Program	1,300	1,700	2,109	2,017	2,803	Increasing (7)
Immunisation	N/A	521	539	468	389	Decreasing (8)
Environmental Volunteers	850	850	800	764	812	Increasing (9)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance



2014 winners, Dogs Day Out, St Ives Showground

Notes:

- (1) The increase in numbers is due to increasing attendance at events and the introduction of new events.
- (2) Library visitor numbers have decreased due to the closure of Gordon Library for three months.
- (3) Library loans have increased due to the introduction of new technologies and e-resources.
- (4) YourTutor has been discontinued due to poor usage figures and increased subscription costs. The Library has subscriptions to other suitable alternative electronic databases for student use – Dynamic Learning Online, Early World of Learning, eLibrary, Gale Viewpoints, Gale History, Gale Science, Gales Global Issues, History Resource Centre and World Book Online.
- (5) The decrease in numbers is due to the nine month closure of the Gordon Student Resource Centre for refurbishment.
- (6) Vacation Care Centres are operating at full capacity and there is a need to increase service level provision (data is based on capacity in conjunction with the number of days available within the year).

- (7) The increase in attendances are due to increasing demand for seniors programs.
- (8) The reduced numbers are partly due to falling attendances at evening clinics and their subsequent discontinuation.
- (9) Council actively promotes and supports volunteering through many of its community and environmental programs and recognition events. In 2013/2014 there were an estimated 347 volunteers directly involved in community service based projects and 812 active bushcare volunteers. A further 8,069 residents are engaged in Council's environmental education programs and communications. These estimates relate to specific community projects and programs and do not include volunteering activities undertaken by residents for many other community service related organisations or the numerous sporting organisations in Ku-ring-gai.

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of Tasks * (One Operational Plan Task could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control)	81%
Achievement of Performance Indicators **	88%

Notes:
 * Of the 58 Tasks, 47 were achieved and 11 were not achieved during this period for varying reasons. All tasks not completed were carried over to the 2014/15 Operational Plan.
 ** Of the 17 Performance Indicators, 15 were achieved and 2 were not achieved during this period. See the table below for details of performance indicator results.

2013/2014 Performance Indicators	Target	Achieved
Utilisation levels for children's services	90%	94%
Participation in youth service programs	5,000 participants	6,502
Participation in aged and disability service programs	2,100 participants	2,803
Utilisation of art-centred courses	90%	90%
Visits to libraries	600,000 visits	456,287 (1)
Visits to library website	50,000 visits	55,046
Support for community organisations	90 organisations supported	96
Level of user satisfaction with community services and programs. These programs are inclusive of families, people with disabilities, older people, children, young people, people with culturally and linguistically diverse backgrounds.	85% user satisfaction with all programs	96%
Participation in leisure and cultural activities supported by Council	100,000 participants	66,000 (2)
Loans per resident per year	7.8 loans	7.9
Library loans per year	900,000 loans	904,189
Community participation at major supported community events	30,000 participants	51,121
Participation in active recreation programs supported by Council	800 registrations	2,138
Land acquired through s94 Contributions for new recreational open space	2,000m ²	3,400m ²
Swimming pool safety inspection program (within Council's responsibility)	100% completion of program	100%
Companion animal management compliance	90% compliance	97%
Fire trails improvements and hazard reduction	80% completion of agreed annual program	87%

Notes:
 (1) Library visitor numbers decreased due to the closure of Gordon Library for three months.
 (2) The reduction in the number of participants is due to the delayed opening of the Ku-ring-gai Fitness and Aquatic Centre.

 **FURTHER READING:**
kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
Gordon Library - upgrade	October 2013	1,690,400	100%	Infrastructure & Facilities, LIRS, General Funds
Turrumurra Library - roofing and insulation	May 2014	19,500	100%	General Funds
East Roseville Community Centre - storage space	February 2014	38,300	0%	Grants/Contributions
Youth Centre - upgrades	May 2014	113,900	100%	Section 94
Family Day Care Resource Centre Building - upgrade	June 2014	53,000	100%	General Funds
Pymble Soldiers Memorial Park - stonework refurbishment	April 2014	52,761	100	Infrastructure & Facilities Reserve
Memorial seats donations	June 2014	9,044	0	Donations (external funds)
Major events	May 2014	88,000	100%	General Funds
Ageing Strategy	February 2014	55,900	0%	Grants/Contributions
Shorefest	April 2014	29,500	14%	Grants/Contributions, General Funds

4. Projects we progressed

The following table shows key projects we progressed under this theme during 2013/14.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Council Funds
Indoor aquatic facility	90%	4,053,840	100%	Infrastructure & Facilities Reserve, Section 94 funds
Pool base building fitout - gym & Cafe	50%	853,100	100%	Infrastructure & Facilities, General Funds
Pool operator fitout - signage, shade, lockers & equipment	20%	773,900	100%	Infrastructure & Facilities, General Funds
Indoor aquatic facility - car parking	90%	335,409	100%	Section 94 funds
Art Centre Roseville - upgrade	90%	161,600	100%	Section 94
Warrimoo Ave, St Ives - scouts & guides halls	79%	107,798	100%	Infrastructure & Facilities Reserve
Turrumurra Memorial Park masterplan works stage 2 - youth precinct	45%	18,349	100%	Section 94 funds
St Ives Village Green masterplan works - youth precinct	5%	16,820	100%	Section 94 funds
St Ives Showground Army Relief Map	85%	1,165	100%	Infrastructure & Facilities Reserve
Interpretive Information RAAF Bradfield Park	40%	3,000	100%	Department of Veterans' Affairs (external funds)
Bicentennial Park, West Pymble - war memorial relocation and disabled access	40%	3,380	100%	Infrastructure & Facilities Reserve

5. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Support for people with a disability	Increased
Support for young people	Increased
Support for older people	Maintained
Support for children	Increased
Support for people from diverse cultural & language backgrounds	Increased
Provision and maintenance of playgrounds	Increased
Provision and operation of libraries	Increased
Festivals and major events	Increased

THEME 2

Natural environment

This theme is about working together as a community to protect and enhance our natural environment and resources.

During 2013/14 we increased our community's capacity to be sustainable with over 3,400 residents and businesses participating in a range of environmental initiatives and programs through Council's 'Loving Living Ku-ring-gai' program. We secured over \$2million in grants for environmental programs including \$1.6million annual funding in perpetuity to create a biodiversity site on three bushland reserves in Ku-ring-gai. To assist the community's preparation for bushfires we implemented a comprehensive bushfire risk management strategy and community education program and also won industry recognition for our climate wise communities program. We continued to look at ways of reducing our own electricity and water consumption and CO² emissions as well as providing assistance to residential apartments to reduce their water and electricity consumption.

Services provided under this theme

- Environmental Levy programs and initiatives
- Bushland conservation and protection programs
- Water conservation and reuse programs
- Environmental education
- Volunteer planning and development
- Climate change adaptation programs
- Bushland maintenance
- Waste management, recycling and education

did you know

- 44km of fire trails
- 70 pool to pond conversions
- 158 environment projects valued at \$557,000 delivered since 2006
- 350 stingless beehives distributed
- 812 bushcare volunteers at 160 sites
- 690 species of bushland fauna
- 800+ species of bushland plants
- 1,100 hectares of bushland managed by Council
- \$2.5million annual funding from the environmental levy
- 3,400 participants in environmental programs
- 8,000 residents engaged in environmental initiatives and communications
- 140,000 visits to our Youtube channel WildThings



Turramurra

Key achievements 2013/14

- Secured a total of \$2.17million in environmental grants
- Enhanced Ku-ring-gai's contribution to biodiversity conservation by creating a Biobanking site at Rofe Park, Sheldon Forest and Comenarra Creek Reserve, with annual funding of over \$1.6million dollars provided in perpetuity from the NSW Government's Linking Landscapes program, for the management of these three reserves.
- Increased our community's capacity to be sustainable with over 3,400 residents and businesses participating in a range of environmental initiatives and programs through Council's 'Loving Living Ku-ring-gai' program, including Council's Energy Smart, Water Smart, Smart Units, Smart Homes, Greenstyle, Walks and Talks, Bushcare, Better Business Partnership and Wild Things programs.
- Recognised as a leader in climate adaptation by winning the Division C and Overall Category Climate Action Award at the 2013 Local Government NSW Excellence in the Environment Awards for our Climate Wise Communities program
- Implemented a comprehensive bushfire risk management strategy for Council and the community
- Spent \$188,000 upgrading Council's fire trail network
- Created an artificial wetland at the North Turramurra Recreation Area which is attracting wildlife and birds not seen for decades
- Distributed \$50,278 in small grants to community environmental projects or individuals to complete projects that benefit our natural environment
-
- Provided tailored sustainability advice to over 90 local businesses to improve their sustainability performance
- Trialled a new program with commercial businesses to convert food waste into garden fertiliser and green energy
- Launched Beecam, a project unique to Australia, to monitor activity of native bees
- Reduced electricity consumption within our asset portfolio by 6% since 2010
- Reduced greenhouse gas emissions from our fleet by 29% since 2000
- Saved 11,554kL of drinking water through our leachate re-use and stormwater harvesting systems
- Reduced drinking water consumption in Council facilities by 2%
- Launched a new sustainability data management and reporting system, for automated collection of data for reporting against Council's sustainability performance targets
- Achieved a total of 350 stingless native bee hives now distributed and 70 pools now converted to ponds
- Achieved 40,000+ visits to our enviro Youtube channel
- Diverted nearly 60% of domestic waste from landfill through recycling, compared with the NSW average of 47%
- Engaged over 8000 residents in our environmental education programs and communications.
- Supported 812 active volunteers working individually or in groups at 160 bushcare, streetcare and parkcare sites.

Our challenges

- Managing urban wildlife on the bushland interface – the current location of the Grey-headed Flying-fox colony within the Ku-ring-gai Flying Fox Reserve in Gordon continues to impact on residents living in close proximity to the reserve. Finding effective and viable management solutions to reduce the impacts on residents, within current conservation management and legislative frameworks, continues to be a challenge
- Meeting Council's current (GHG) reduction target of 20% by 2020 based on 2000 levels, A Greenhouse Gas Inventory and Target Report prepared in 2013/14 has highlighted that Council is not on track despite dedicated Environmental Levy funding for energy management
- Continuing community education and preparation for bushfires
- Reducing water consumption in our facilities with increasing service levels and asset acquisition and upgrades
- Managing resident impacts and conservation outcomes in bushland on the urban interface.

The year ahead - in 2014/15 we will

- Continue implementing Council's Greenhouse Gas (GHG) Action Plan and Corporate Sustainability Action Plan, to continue to improve Council's sustainability performance
- Review and implement a number of natural areas and climate change related policies and strategies to ensure Council continues to deliver best practice environmental management
- Continue to build Council's and our community's resilience to the impacts of climate change.
- Continue to promote opportunities for our community to interact with the environment and live more sustainably.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

What we achieved



Richmond Park, Gordon

Capacity building projects, programs and initiatives

Ku-ring-gai has a number of particularly significant environmental assets that require special care and attention.

They include more than 150 bushland reserves, nationally significant ecological communities such as the remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest, a number of threatened flora and fauna and three surrounding national parks.

The area's natural attributes are enjoyed by those who live, work and play here. They are a major contributor to the health and wellbeing of the Ku-ring-gai community and continue to draw new residents to the area.

Council and the community have a joint responsibility to conserve and maintain these unique features of our area, not just for the benefit of our local population, but for the part it plays in keeping our planet healthy.

Looked after our natural areas



Secured environmental grants - \$2.17million

We secured a number of grants during 2013/14, which will directly assist with environmental improvement works, a flood study and the establishment of a biodiversity conservation site. The grants included:

- Linking Landscapes (Biobanking) at Rofe Park, Sheldon Forest and Comenarra Creek Reserve – permanent annual \$1,601,382 grant (NSW Office of Environment and Heritage)
- Avondale Creek catchment works - \$50,000 (Greater Sydney Local Land Services)
- Koola Park to Rocky Creek walking track development - \$40,000 (NSW Planning and Environment)
- Solar heat pump hot water installations - \$53,700 (Australian Department of the Environment)
- Lovers Jump Creek Flood Study - \$110,000 (NSW Office of Environment and Heritage)
- Fire trail upgrade works - \$248,000 (NSW Rural Fires Service)
- Weed control at St Ives Showground - \$20,000 (NSW Department of Trade and Investment)

Regenerated our bushland

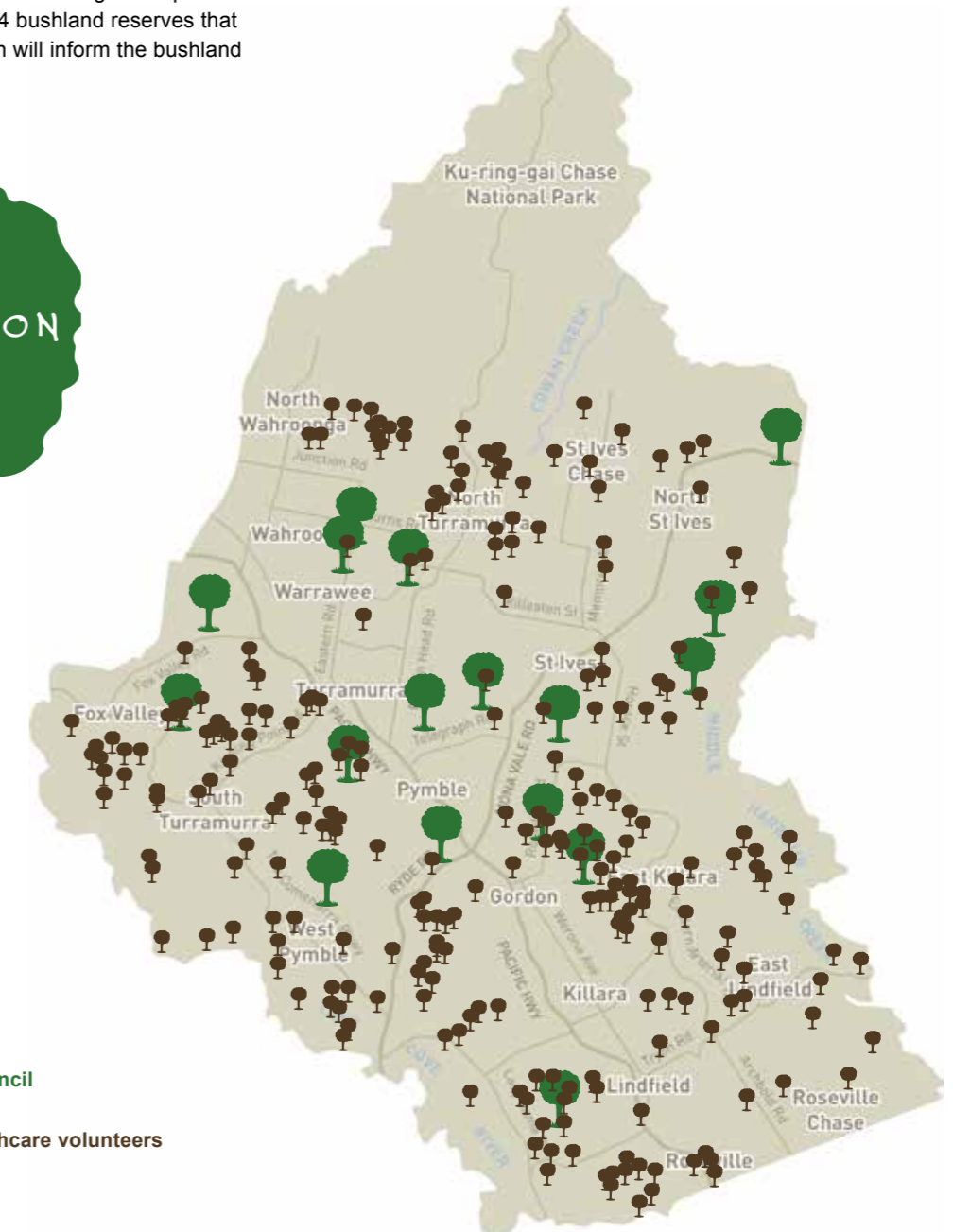
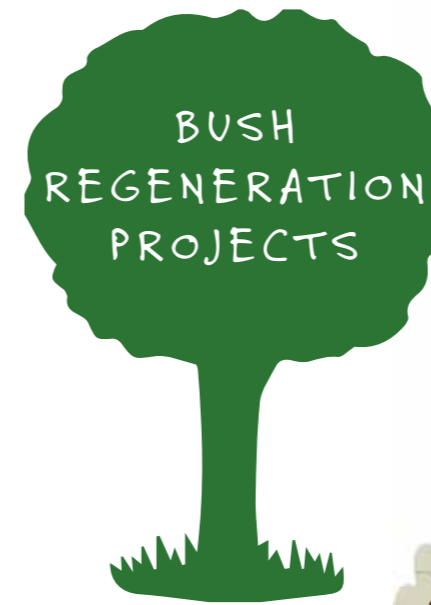
Council manages 1,100 hectares of bushland and in 2013/14 conducted bush regeneration works in 58 hectares of it.

Our bushland regeneration program is complemented by the efforts of our 812 passionate Bushcare, Streetcare and Parkcare volunteers working to improve our local bushland, parks and streets at 160 sites across the Ku-ring-gai LGA. The below map shows the locations of bushland areas that are regenerated by both our Bushcare volunteers and Council.

We have developed a bushland condition rating tool to measure the ongoing condition of the areas actively managed within Council's bushland reserves. This includes a resilience (the capacity of the site to recover from a disturbance event), weed (the total weed severity and density occurring on site) and threats (site impacts occurring) rating. Site management plans are currently being developed for the 34 bushland reserves that are actively managed by Council, which will inform the bushland condition rating.

Created Biobanking Site for biodiversity conservation - \$1.6million

Through the NSW Government's Linking Landscapes program, a Biobanking site was created at Rofe Park, Sheldon Forest and Comenarra Creek Reserve, and funding of over \$1.6million dollars received, for annual, in perpetuity funding for the management of these three reserves for the purpose of biodiversity conservation.



Bushland regenerated by Council and Bushcare volunteers



St Ives Chase



Artificial wetland at Turramurra

Managing urban wildlife on the bushland interface

Ku-ring-gai Council has an obligation to protect and conserve its threatened ecological communities, species and populations whilst protecting the interests and wellbeing of its residents.

Ku-ring-gai is home to an important maternal colony of the Grey-headed Flying-fox, located in the Ku-ring-gai Flying-fox Reserve, Gordon. The flying-fox is a declining protected species listed as 'Vulnerable' under the *Threatened Species Conservation Act, 1995* and the *Environment Protection and Conservation Act, 1999*. The colony consists on average of about 30,000 to 40,000 bats during summer. During the winter months the population may drop to a few dozen bats or even no bats at all as they leave the reserve to feed on flowering trees elsewhere in NSW or as far north as Queensland.

The current location of the Flying-fox colony in Gordon has resulted in severe impacts to the quality of life for residents living in close proximity to the Reserve over prolonged periods.

Finding effective and viable management solutions to reduce the impacts on residents, within current conservation management and legislative frameworks, continues to be a challenge.

Ku-ring-gai Flying-fox Reserve is subject to a long-term Conservation Agreement with the NSW Government. Fact sheets on the flying-fox and the reserve management are provided on Council's website. [See Further reading below.](#)

Ku-ring-gai residents have also reported an increase in the Brush Turkey population in Ku-ring-gai over the last few years. While this is wonderful news for our local wildlife, they can be a nuisance for residents as they sometimes scavenge food or build large nesting mounds in backyards. To assist residents with managing brush turkeys within their properties we have provided suggestions for discouraging nesting.



FURTHER READING:
kmc.nsw.gov.au

Enhanced our waterways



Our urban creeks connect people to waterways that define the natural character of Sydney.

Our vision for Ku-ring-gai is to ensure our creeks support riparian ecosystems, reflect community values and sustain economic activity.

Urban development is impacting on the health of our natural environment. Within Ku-ring-gai, this is evident through the degradation in the quality of the natural systems including creeks, bushland and fauna. To respond to this, Council is implementing integrated strategies to promote riparian systems that incorporate waterways and adjoining vegetation.

This includes restoring natural processes and flows to degraded urban streams and preventing channelisation and degradation of watercourses.

Protected our creeks and waterways

Through a \$50,000 grant from the Greater Sydney Local Land Service, and additional Council funding and in-kind contributions of \$221,800, Council is undertaking weed removal and creek stabilisation works, and installing sediment and filter basins in the Avondale Creek Catchment. These include works in Sheldon Forest, Rofe Park and Comenarra Creek Reserve and will reduce the effect of nutrients and litter washed into the creek and to protect the critically endangered Blue Gum High Forest and endangered Sydney Turpentine Ironbark forest which occupies the area.

Through Council's bush regeneration works program, 28 hectares within our riparian zones received weed removal and bank stabilisation works. Initiated through Council's staff sustainability network, the Ku-ring-gai Greenbacks. This year staff from across Council also participated in a tree planting day at Ku-ring-gai Creek, as part of Council's creek remediation program.

Created an artificial wetland at North Turramurra

This 500sqm wetland was created on the site of the existing water course and is located north of the former North Turramurra landfill site next to the National Park, which has been reclaimed, capped and stabilised. The wetland includes the third green and fourth tee which golfers access by crossing the wetland via timber bridges. It has been extensively landscaped and planted with large numbers of aquatic and land-based native plants. Controlled flows release water from the wetland into the existing creek and then on to Cowan Creek.

Since its completion in May 2014, the wetland is rapidly becoming home to increasing numbers of wildlife. Recent surveys have noted 31 species of birds, including ducks, eagles, powerful owls, parrots, finches and blue fairy wrens.

Unusual native animals including swamp wallabies, echidnas, lace monitors, pythons and green tree snakes have been observed, as well as more common ones such as possums, micro bats and frogs



Bushfire education at the Wildflower Garden Festival

Our climate is changing and we are adapting



Ku-ring-gai is particularly vulnerable to severe weather events such as storms, heat events and bushfires.

With over 28km² of bushland and an estimated 300,000 street trees, these events can be devastating to the community and costly for Council.

The severity and frequency of storms, heat events and bushfires is increasing as our climate changes so we are implementing our award-winning Climate Change Adaptation Strategy to increase the resilience of Council and the community.

Climate Wise Communities

Our Climate Wise Communities program won the Division C and Overall Category Climate Action Award at the Local Government NSW Excellence in the Environment Awards in December 2013.

This program delivered 7 community resilience workshops in 2013/14, with 141 participants in total. These workshops have targeted those community sectors deemed to be most vulnerable to extreme weather events, including Culturally and Linguistically Diverse (CALD) communities, seniors, aged care providers, residents in high bushfire hazard zones, in-home care providers for seniors living alone and children's services providers. In addition, a workshop was conducted for the North Turramurra Action Group (NTAG), in partnership with the RFS, Police, NPWS and local RFS brigade volunteers, to examine emergency evacuation capacity in North Turramurra.

During the workshops participants are actively engaged in a series of activities to assess their vulnerability, identify their strengths and determine priority actions to strengthen their resilience to extreme weather events. Participants are guided through a series of activities including: mapping local hazards, identifying property vulnerabilities, working through evacuation scenarios, testing plans with 'what if' contingency planning cards and sharing local knowledge and experiences.

Workshop resources including scenario cards, vulnerability assessments and action cards act as triggers to encourage participants to establish clear intentions of follow up actions to improve their resilience at a personal, property and community level.

Prepared our community for bushfires

Ku-ring-gai Council is responsible for the management of 1,100 hectares of bushland that largely intersects with densely populated residential areas. Much of the bushland connects larger natural areas to the north, south-west and east, making it one of the most bushfire-prone areas in Greater Sydney and Australia-wide.

► Completed bushfire risk management measures

The management of bushfire is driven by the core objectives to protect life and property, ensure the long-term conservation of natural values and responsibly care for our community. The application of traditional hazard reduction measures to reduce the risk of bushfire have proved inadequate in the face of large-scale, catastrophic fires (Victorian Bushfires Royal Commission, 2009). With this knowledge, Council implements a comprehensive bushfire risk management strategy for Council and the community, which includes the creation of Asset Protection Zones (APZs) as well as other protection measures, such as improving building resilience, property maintenance and evacuation risk measures.

► Community education

The importance of undertaking community education activities is highlighted by limitations in opportunities to undertake hazard reduction mitigation activities, such as prescribed burning. Through Council's Community Bushfire Education Strategy, developed in conjunction with the NSW Rural Fire Service, Fire and Rescue NSW and Hornsby Shire Council, and the first of its kind in NSW, Council has delivered a number of street meetings in high priority locations across the local government area as well as workshops, letter box drops and information sessions at festivals.

This coordinated approach has been successful in implementing positive, proactive community education that aims to increase neighbourhood cohesion, engage the community in risk management and increase resilience to bushfire events.



Local residents participating in a Climate Wise Communities workshop

As part of these commitments, Council has hosted or participated in numerous community engagement activities throughout 2013/14. A custom built bushfire education trailer is used at street meetings, bushfire intensive workshops and other community events, such as Council's Ku-ring-gai Wildflower Festival and Festival on the Green, to provide an interactive experience in bushfire risk management and preparedness. Council also distributes bushfire preparedness kits in CD format to residents.

During 2013/14 over 19,000 people received information on bushfire preparedness, fire behaviour and ecology and emergency response processes through presentations, workshops, street meetings, letterbox drops and festivals. Target audiences included seniors, people from culturally and linguistically diverse backgrounds and children.

► Direct action to reduce bushfire risk

Through an annual works program, Ku-ring-gai Council staff manage a 44km network of fire trails and 24.5km of asset protection zones on the bushland urban interface.

In 2013/14 Council spent \$188,000 on upgrade works on the Gwydir Samuel King Oval Trail, Bedford Waipori Trail and Lister Daly Trail. These works will aid response capability and suppression efforts both during hazard reduction burning and emergency situations.

In 2013/14, seven hazard reduction burns were undertaken across the Ku-ring-gai local government area, totalling 33.94 hectares. These burns collectively provide protection for approximately 223 assets (mostly residential houses). These are multi-agency activities involving Council, fire agencies, adjoining landowners and infrastructure service providers to reduce the spread and intensity of a bushfire.

Three ecological burns were completed in 2013/14. These burns were located in reserves containing Sydney Turpentine Ironbark Forest and Duffy's Forest which are identified as Endangered Ecological Communities. Council actively manages these reserves for bush regeneration purposes and ensures the ongoing maintenance and monitoring of regenerating vegetation.





Mayor Jennifer Anderson launched Council's Compost Revolution program for Ku-ring-gai residents at Lindfield East Public School

Delivered community partnership initiatives



3,400 participants

Through Council's 'Loving Living Ku-ring-gai' program we deliver a range of environmental initiatives and programs to engage the community and local business on a range of sustainability issues.

Our local programs, policies and strategies are aimed at influencing sustainable behaviour throughout the area. They include practical solutions such as reducing water and energy use, improving biodiversity values in our bushland areas and the protection and generation of native animal and plant habitat within urban backyards.

Small grants for community environment projects - \$50,278

Our Environmental Levy funds a small grants scheme, which provides money to community groups or individuals to complete projects that benefit our natural environment. During 2013/14 we gave out 16 grants valued at over \$50,278 for works that included weed removal at a number of environmentally sensitive sites, wildlife education and a weed awareness display/campaign. Since the scheme's inception in 2006, we have funded 158 environment projects worth \$557,000.

Energy Smart

In 2013 Ku-ring-gai Council launched the Energy Smart pilot program, testing the use of smart energy devices to enable residents to track their electricity use via their smart phone, tablet or computer. Our desire was to move beyond purely information-based energy efficiency campaigns and activate the education we provide with information relevant to the participants. Twenty households were involved in the trial and participants were supported with energy efficiency workshops, educational emails and support via Facebook and over the phone. During the three-month project period participants collectively reduced their electricity consumption by 27% compared to the same period in the previous year.

Based on the success of the 2013 pilot program, we have recently launched the Energy Smart Saver program, this time with the aim of engaging 200 houses over a one-year period through an innovative online community network, where members engage with one another as they invest in energy efficiency, renewable energy and smart energy devices and take control of their energy use, and reduce their bills and household greenhouse gas emissions.

Love Food Hate Waste

In 2013/14 Council secured a NSW EPA grant to deliver a community food waste avoidance program. The behavioural change program aimed to increase residents' awareness of the environmental impact of food waste and to reduce the amount of edible food going to landfill. A total of 120 Ku-ring-gai residents participated in four practical and engaging workshops and an estimated 1,200 people engaged with the program via social media channels or at cooking demonstrations held at two community festivals.

Compost Revolution

In 2014, in an effort to further address food waste and reduce waste to landfill, Council introduced the Compost Revolution website for residents. The Compost Revolution is a fun and convenient online platform where residents can learn how to compost or worm-farm with some quick tutorials. By successfully completing the online tutorial, residents qualify for a 25% discount on a worm farm (with worms) or compost bin which will be delivered to their home for free. In just three months we have quadrupled the number of worm farms and compost bins distributed by Council to the community, compared to 2012/13, with 26 compost bins and 14 worm farms ordered and delivered.

Water Smart

Ku-ring-gai Council has delivered a number of projects to manage urban stormwater run-off in our local area. However, a series of catchment studies has identified that the most effective way to protect our local waterways is to partner with the local community to deliver stormwater treatment measures on both Council and private land. Following the success of last year's pilot, the Water Smart program has expanded to offer rebates to residents across the entire LGA, to assist them to install a rainwater tank or raingarden on their property, to improve the health of our local creeks and to help the community save water and money. Three raingardens have been installed on residential properties and 21 rebates have been awarded for



Raingarden



Richmond Park, Gordon

the installation of rainwater tanks, or connections from tanks to internal domestic water systems (laundries and toilets), with a combined total capacity of 85,000 litres. A total of 111 residents participated in seven workshops designed to increase their skills and knowledge to confidently make installations.

Smart Units

Council's Sustainable Apartments Program, Smart Units, has engaged with nine owners' corporations of residential strata plans. These nine corporations collectively represent 624 residential units. Smart Units has provided eight common area energy audits and reports and nine water/waste audits and reports. As a result of the energy audits, a potential collective annual saving of 1,207,491 kilowatt-hours of electricity or a total of \$229,826 within the common areas has been identified, with numerous energy-saving measures recommended for the buildings participating. This represents a potential total collective carbon footprint reduction of 1,204 tonnes of greenhouse gas emissions. As part of the program, 103 residents have attended two workshops.

Smart Homes

Council's Smart Homes program is intended to engage the Ku-ring-gai community on the benefits of including sustainable design features in their retrofit, renovation or new-home build. We are trying to make residents aware that sustainable features make your home more comfortable to live in and cost effective to run, in addition to making it more environmentally friendly and in harmony with the natural surroundings of Ku-ring-gai. To initiate engagement on this topic we held a very popular workshop on 'Building sustainable homes' for residents. An informative web page has been created, while a comprehensive guide on the opportunities to make your home build or renovation more sustainable is being developed in consultation with Council's Development and Regulation Department.



FURTHER READING:
kmc.nsw.gov.au/sustainability

WildThings

Ku-ring-gai Council has pioneered an innovative program, WildThings, which has connected over 450 people with urban wildlife and improved our local environment.

Native beehives

Bees are essential members of our ecological communities as they pollinate our food crops. However, worldwide bee communities are under threat and bee numbers are decreasing. *Tetragonula Carbonaria* is a stingless bee that is native to Sydney. We have distributed over 350 stingless native beehives to Ku-ring-gai residents.

In May 2014 we launched Beecam, a project that is completely unique in Australia. It involves placing cameras at the entrance of native bee hives and monitoring activity of the native bees in real time. Beecam is accessible to the public via the Wild Things website atwildthings.org.au.

In 2013 WildThings commissioned 60 solitary bee hives, to distribute to Ku-ring-gai residents. The hives provide habitat for a large number of the over 160 solitary bee species that live in Sydney, a relatively unknown group of insects that are important pollinators and an essential component of Ku-ring-gai's biodiversity. To date over 40 have been sold.

 **FURTHER READING:**
kmc.nsw.gov.au/wildthings



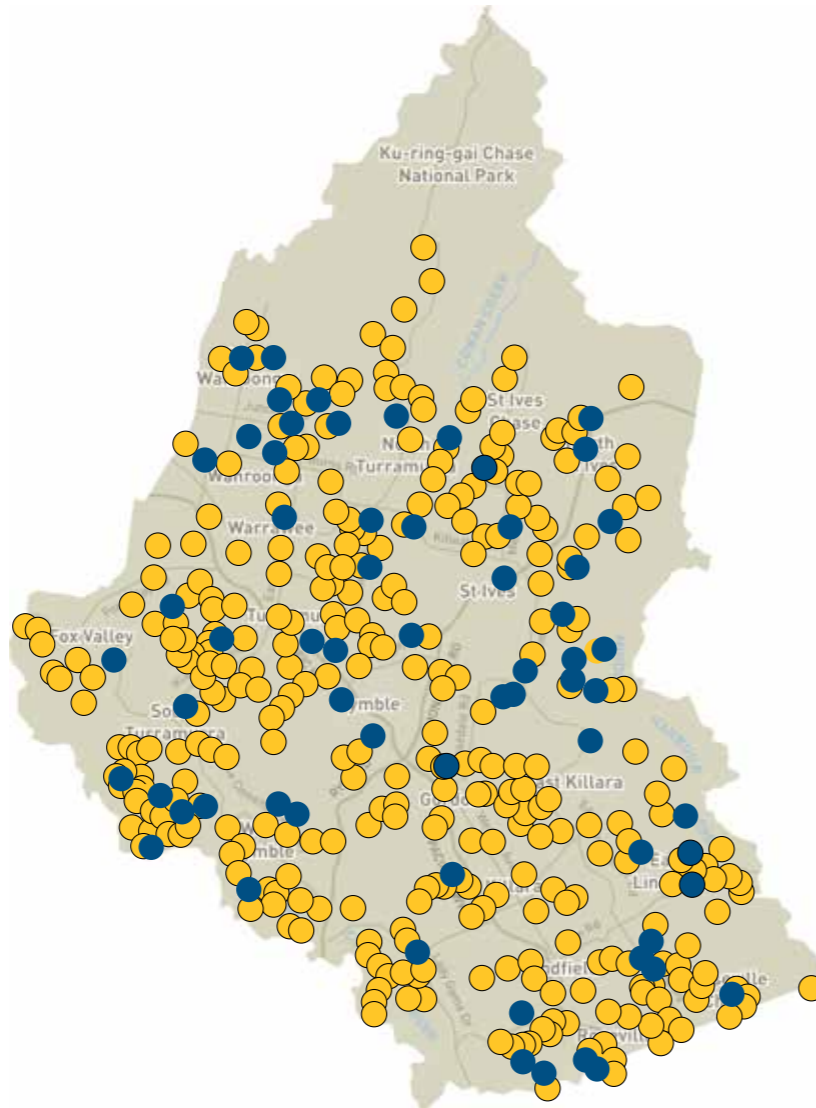
WildThings volunteer carrying out a beehive split

Pool to Pond

After their children grow up and leave home, many Ku-ring-gai residents have a backyard pool they maintain but no longer use.

We have helped over 70 local residents convert their unwanted pools into easy-to-maintain ponds, which are an eco-friendly, cost-effective alternative that promotes biodiversity.

Switching off the pool pump and filter saves residents up to \$1000 a year on their electricity bill, reduces toxic chemical use and their new pond provides a source of water for garden irrigation. We supply native fish, aquatic plants and technical advice for the conversion.



POOLS TO
PONDS
CONVERTED

NATIVE
STINGLESS
BEEHIVES
DISTRIBUTED

LEGEND

- Pool to Pond conversion
- Native beehive locations

Ku-ring-gai Wild Things program: Native Stingless Beehive (Tetragonula carbonaria) and Pools to Ponds locations

Community gardens

Council supports two community gardens, at Turramurra and West Pymble, with over 70 members. In the past year the Turramurra community garden members have terraced their site to assist with drainage and have built extensive and impressive stone walls to delineate the garden, and built a greenhouse (funded through the Environmental Levy small grants scheme) to grow seedlings for their own use and for sale to the community. They collect vegetative waste from local shops, including coffee grounds and fruit vegetables, for garden compost. The West Pymble community garden is currently undergoing a refurbishment to align it more closely with the successful Turramurra model. This will entail the development of a number of individual plots which at the moment are communal.

 **FURTHER READING:**
kmc.nsw.gov.au/communitygarden

Eco-events

Running environmental events is a great way to connect with the community and to facilitate behavioural change in our community. In addition to the events delivered through our 'Smart' programs, in 2013/14 we ran an environmental event series which attracted over 1,000 residents. This included:

- A candle-lit sustainable feast at a local Better Business Partnership restaurant, for Earth Hour, with 65 people attending in two sittings
- National Tree Planting Day at Jubes Mountain Bike Park, attracting over 100 residents who planted 1,500 tube stock
- Spring veggie garden and wildlife-friendly garden workshop workshops
- Natural green cleaning workshop and natural first aid workshops
- Tick protection talk
- Night spotlight walk
- Native fauna talks on the bandicoot, native stingless bee and grey-headed flying-fox
- Botanical digital photography workshop
- No Impact Man movie screening
- Gondwana rainforest talk

Fresh vegetables grown at Turramurra Community Garden



THEME 2

Personalised sustainability advice

Through our Greenstyle Program, we visit residents at their home to provide free, personalised home sustainability and garden advice.

After the visit, residents are given a range of recommendations to save energy and water and reduce waste in their homes, as well as improve biodiversity in their backyard. These recommendations can range from behavioural changes to purchasing environmental products such as rainwater tanks. We encourage residents to use our Climate Clever Shop, a website platform with reliable information on a range of quality discounted solar hot water, rainwater tank, heat pumps and solar PV products, all available from local suppliers.

Reaching our community

Utilising Council's Loving Living Ku-ring-gai (LLK) sustainability brand, we are making an effort to reach a broader audience in Ku-ring-gai. The brand has had excellent traction with the community and has been effective in creating recognition for Council's environmental and sustainability programs, particularly those funded by Council's Environmental Levy. Under the LLK brand, we have created a monthly sustainability e-news (1,662 subscribers), printed What's On calendar of environmental and sustainability events which is distributed three times a year to 999 residents, a LLK Facebook page which has 1968 followers and a LLK Twitter which has 92 followers. Environmental and sustainability videos from the section are shared on Envirotube which has now had more than 140,000 unique visits, equating to 1,000 unique visits per month. As part of efforts to engage a wider, more mainstream audience, the environment and sustainability team now hosts two bus tours a year for new residents, to showcase our environmental sites and programs.



Ku-ring-gai resident garden with multiple native stingless beehives



Some of the local business owners participating in the Better Business Partnership



250kL tank at Council's South Turramurra residential subdivision development, which will be used to augment the existing underground tanks at the nearby Auluba Oval.

THEME 2

Fostered business partnerships



One example of businesses supporting sustainable business practices is the Better Business Partnership, a joint initiative by Ku-ring-gai, North Sydney and Willoughby Councils, together with Sydney Water and the NSW Government (via its Environmental Trust).

The Better Business Partnership is a project designed to improve the sustainability of businesses on Sydney's North Shore. We work with businesses to save money through reduced energy and water bills, to improve their environmental performance and provide promotion and recognition of their actions. Small to medium-sized businesses can take part and the Better Business Partnership is free to join.

Food waste to green energy products

A new project is helping local businesses convert food waste into garden fertiliser and methane for power generation.

Thirty-five Ku-ring-gai businesses are currently enrolled in the trial, which began in April 2014 and is funded by a grant from the Environmental Protection Authority (EPA). Businesses range from delicatessens and bakeries through to fruit shops, cafes and restaurants. The trial is testing the feasibility of using specially marked 120 litre bins delivered free of charge to participating businesses. Unwanted food is placed in the bin which is then collected twice weekly.

The collected waste is sent to the EarthPower alternative waste treatment facility at Camellia, where it is turned into garden fertiliser and 'green energy', using methane to produce electricity. The trial will continue until August 2014, resulting in a financial feasibility study to assess whether the project can become a permanent service to local businesses.

Businesses participating in the trial reported they had cut general food waste by up to 40% and as a result, nearly half of them have been able to reduce the frequency of commercial waste collections.

Better Business Partnership

In 2013/14 the Better Business Partnership (BBP) program was successful in obtaining a grant of \$246,000 under the Waste Less Recycle More program, which will shift the focus of the program to business waste management. There are still over 90 active Ku-ring-gai businesses in the program that continue to receive tailored advice to improve their sustainability performance. Recently the BBP program introduced the Energy, Water and Waste Saver Service, which provides more specialised assistance to businesses, by benchmarking their energy, water and waste performance and identifying opportunities for efficiency improvements. Recruitment of new businesses to the program is also continuing, via face-to-face visits and a workshop series, which attempts to grow the skill base of the businesses in the four Council partner areas.

Enhanced Council's sustainable decision-making and performance



Meeting our greenhouse gas emission reduction targets – with predicted population growth and new and replacement assets coming online to service our community, is a continuing challenge.

During 2013/14 our emissions and energy consumption increased due to two electricity accounts being transferred from project contractors books to Council. Reductions in street lighting emissions and energy usage were not large enough to offset these increases.

Our plan is to decrease Council's greenhouse gas emissions to a level prescribed by our 2020 greenhouse gas emission reduction target (a 20% reduction based on 2000 levels).

Energy management

We continue to implement energy-saving initiatives for our assets in the key areas of street lighting, buildings and outdoor lighting.

In 2013/14, Council upgraded 12 of its hot water systems to solar hot water and heat pump systems, as part of the Local Government Energy Efficiency Program (LGEEP).

A Greenhouse Gas Inventory and Target Report was prepared in 2013/14, and a utility costs and net present value (NPV) conducted, which informed the development of a Greenhouse Gas (GHG) Action Plan for achieving Council's current GHG reduction target of 20% by 2020 based on 2000 levels. This Action Plan will guide Council's energy management program until 2020. Performance against this target will be measured through Council's sustainability data management and reporting system. Tracking Council's greenhouse gas (carbon) emissions is important to ensure we are meeting our carbon reduction targets and playing our part in reducing global emissions.

Year	Greenhouse emissions (tCO ₂ -e)	Energy consumption street lighting (kWh)	Energy consumption street lighting (\$)
2009/10	8,434	4,935,198	578,346
2010/11	8,550	4,851,842	557,925
2011/12	8,448	4,794,792	649,321
2012/13	8,427	4,721,871	814,357
2013/14	8,955	4,663,747	784,855

Recognising the potential for energy efficient lighting and LED technology to cut electricity consumption and costs, an open space lighting audit was completed last year, which outlines a number of recommendations for Council to consider and further evaluate – including installation of timers, active reactor controllers and LED luminaire/lamps. Our street lighting improvement program is continuing to assist Ausgrid to replace failing lights with newer more efficient lights. The significant increase in electricity costs over recent years is stabilising as large network upgrade works and associated costs taper off.

A recently installed solar PV system at the Bancroft Art Centre has helped to lower electricity at the Centre by 18% (11 MWh), with estimated equivalent savings of \$2,090 per annum. The Art Centre also had its lighting upgraded to energy efficient LED lighting which is expected to reduce electricity consumption by a further 20% (10MWh), with estimated savings of \$1,900 per annum. Council's total solar capacity is now 52kW.

Our latest energy snapshot shows that since 2010 we have reduced electricity consumption within our asset portfolio by 6%. We have reduced greenhouse gas emissions from our fleet by 29% since 2000. We have 8 Prius vehicles and 80 diesel vehicles out of total 110 in our fleet. In 2013/14 we introduced a staff bus from the Central Coast, which has reduced private car use by staff, with a 2nd to be introduced in 2014/15.

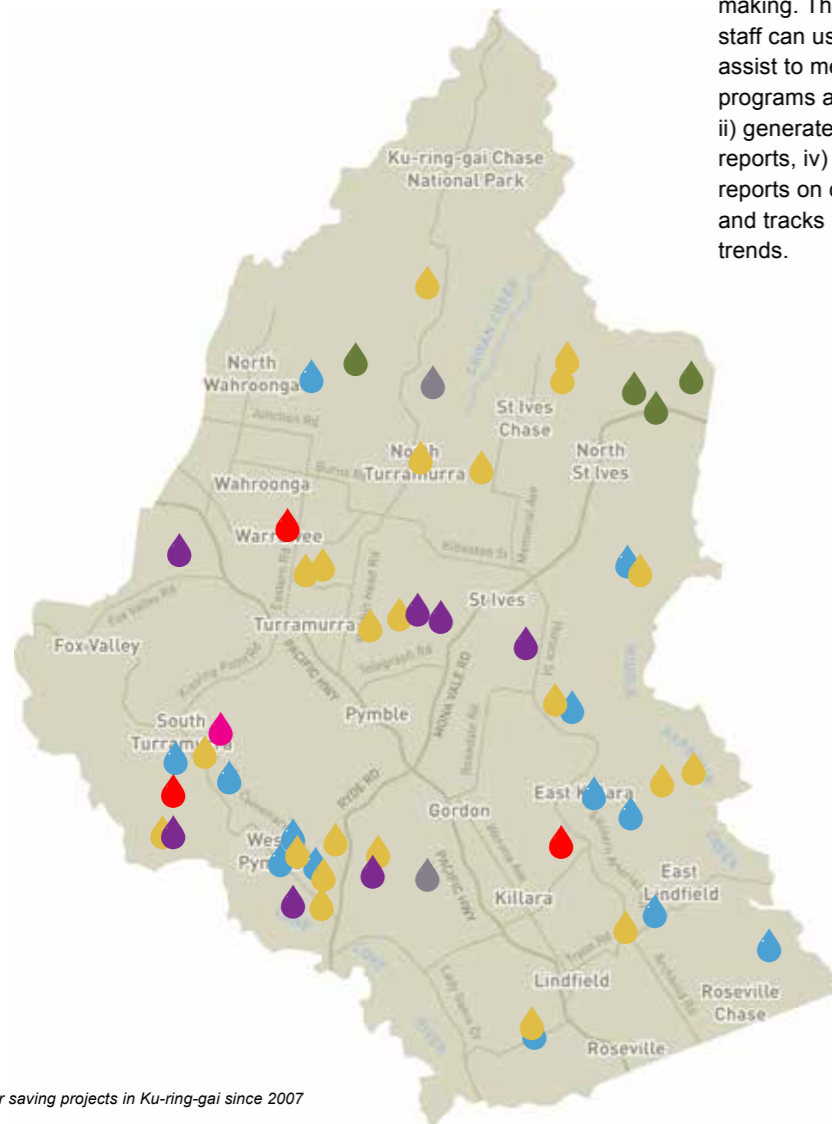
Created sustainable water supplies

We are leaders in implementing innovative water projects that reduce our reliance on Sydney's drinking water supply, are sustainable, reduce the impact of stormwater runoff on our bushland, save Council and ratepayers' money and can be used to maintain our assets into the future. Since 2007 we have installed 15 stormwater harvesting systems, one rooftop filter garden, two leachate systems, two sewer mining systems, 20 biofilter gardens, 70 Gross Pollutant Traps (GPTs) and 141 pit litter baskets.

In 2013/14 we installed a 250kL tank at Council's South Turrumurra residential sub-division development, which will be used to augment the existing underground tanks at the nearby Auluba Ovals.

Launched sustainability data management and reporting system

In 2013/14 we launched a new sustainability data management and reporting system (Envizi), to consolidate Council's disparate data sources/information; streamline manual and time consuming data input processes; manage anomalies; measure and report on Council's sustainability performance; and act as a continuous improvement platform for enhanced decision making. The system will improve the type of information that staff can use to manage energy and water consumption, and assist to measure the effectiveness of other sustainability programs and initiatives. The system (i) automates data entry, ii) generates organisational level reports, iii) generate site level reports, iv) integrate utility meters and private sub-meters, v) reports on carbon, energy, water and waste metrics, vi) defines and tracks KPIs/targets, and vii) flags anomalies in consumption trends.



Water saving projects in Ku-ring-gai since 2007



LEGEND

- Filter Garden
- Water Harvesting Reuse System
- Water Leachate System
- Sewer Mining
- Small Stormwater Filter Device
- Riparian Instream/end of Pipe Device
- 26 Small Pit Filter Baskets



Ku-ring-gai Council's staff sustainability network

THEME 2

Created a culture of sustainability



Sustainability is at the heart of everything we do and we have created an organisational culture where staff actively pursue measures to reduce their environmental impact.

Ku-ring-gai Council is a leader in creating a more environmentally sustainable local government area through its own actions and by increasing community participation and involvement in sustainability practices.

Jointly with the community we need to build on our successes and previous programs by enhancing community partnerships and planning for and managing environmental risks and their potential impacts.

Environmentally Sensitive Lands Training

Council's delivers an Environmentally Sensitive Lands (ESL) staff training program across a number of modules, including Ku-ring-gai Ecologically Sensitive Lands overview; ecologically sensitive lands mapping; environmental risk management; weed identification; threatened species & vegetation community identification; riparian environment and water sensitive urban design; and bushfire management for planners and operational staff. To date, this training has been delivered to 629 participants.

In addition to ensuring staff meet their legislative requirements, the training program supports cultural change and has resulted in on-ground improvements in environmental management, for example rain gardens and stormwater harvesting being incorporated into capital works projects and the development of an ESL checklist for operational staff working close to sensitive areas.

The KGB

The Ku-ring-gai Green Backs, also known as the KGB, is Ku-ring-gai Council's staff sustainability network, which promotes and facilitates sustainable actions and work practices amongst staff. KGB initiatives this year have included a series of lunchtime workshops educating staff on environmental issues including:

- Your energy future
- Biodiversity walk
- Biodiversity talk
- Christmas decorations using recycle materials
- Staff tree planting day at Ku-ring-gai Creek
- Worm farms in staff areas to divert food waste from landfill
- Soft plastic recycling collections in staff areas
- The purchasing of organic milk, with the added bonus of reduced plastic waste now that containers are 2 litres and not 1 litres

- Sustainable celebrations display at Customer Service, to encourage staff and the community to reduce their impact over the festive season
- Boomerang Bags – reusable shopping bags continue to be placed near all staff exits along with reminders to use the reusable bags instead of plastic bags and to return the bags when finished.

Policy development

Council has recently introduced a Sustainable Event Management Policy, to provide a framework for the integration of sustainability principles and practices into the planning, management, delivery and evaluation of events held in Ku-ring-gai. Supporting this Policy is a Sustainable Event Management Plan (for large scale community events) and a Sustainable Event Management Checklist (for internal Council events).

In consultation with every team across Council, the 2014/17 Corporate Sustainability Action Plan was reviewed this year, with implementation of the plan to commence in July 2014.

Through the Corporate Research Centre (CRC) for Water Sensitive Cities policy-partnership program, CRC researchers have been collaborating with Council to transition its Integrated Water Cycle Management Policy and Strategy into a Water Sensitive Cities Policy and Strategy. A policy development workshop was held in May 2014 with researchers from the CRC, representatives from other Sydney councils and the Greater Sydney Local Land Services and a number of Ku-ring-gai Council staff. Based on the outcomes of this workshop, a draft Water Sensitive Cities Policy has been developed, with development of the Strategy to follow. Actions from the existing Integrated Water Cycle Management Strategy continue to be rolled out.



Ku-ring-gai Council staff on a bushwalk in Gordon



Compost workshop at the Wildflower Garden Festival

THEME 2

Managed waste and education programs

We delivered a range of effective waste education and recovery programs and services during 2013/14 targeted at residents, businesses, schools and the general community.

This included the highly successful Business Food Waste Trial program, waste education programs and continued high 56% rate for diversion of domestic green waste and recyclables from landfill. Council engaged a Waste Project Officer under the Environmental Planning and Assessment Program to assist with waste diversion education programs.

Council also continued to actively participate in the Regional Waste Disposal Tender for a joint contract with Northern Sydney Regional Organisations of Councils (NSROC). The contract involves both end disposal and recovery via processing of the waste generated from NSROC Councils. Successful waste education and recovery programs were completed for schools and the community and waste recovery services were provided for special events.

Waste Characteristic Study

A waste audit was completed for business premises to measure the typical material contained in their waste streams. Approximately 18 tonnes of food has been recovered to date. Further waste audits are planned to assess the effectiveness of the trial and possible options for offering this as an on-going service, as part of Councils' Commercial Recycling Services.

Education programs

Waste education programs were completed for schools and the general community including Keep Australia Beautiful Waste Education program, Compost workshops and recovery of unwanted eye glasses and mobile phones through our libraries.

Waste recovery

Year	Waste Kg/resident	Recycling Kg/resident	Green Waste Kg/resident
2009/10	198.37	300.17	160
2010/11	196.87	303.05	166.5
2011/12	208.09	325.95	191.58
2012/13	202.84	294.73	171.83
2013/14	205.78	263.47	152.7

We conducted two chemical collections during 2013/14 with the assistance of EPA grant funding, and collected 105.9 tonnes of chemicals compared to the previous year's total of 73.58 tonnes.

Waste recovery services were provided for community events including St Ives Festival on the Green, Wahroonga Fair, St Ives Show, Australia Day events.

Summary of our performance 2013/14

Natural Environment

Council's recovery of domestic green waste and recyclables has continued to achieve a high diversion target. The slightly lower rates compared to previous years, shown in the previous table, is due to small reductions in recycling tonnages for:

- vegetation (contributing factors are a dry summer in Sydney)
- paper (contributing factors are a reduction in newspaper distribution worldwide)
- mixed (contributing factors are unknown at this point). There were small increases in waste across all residential sectors (ie. cleanup, houses and units waste) and these have also contributed to decreased waste diversion and more landfilling. There were also small increases in metal recycling and chemical collections totally nearly 50 tonnes.

 **FURTHER READING:**
kmc.nsw.gov.au/waste



Ku-ring-gai Council resident waste and recycle bins

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Bushland regeneration (area)	ha	52.1	69.3	67.7	68.3	58.6	Stable (1)
Identified Aboriginal heritage sites	Sites	97	97	97	97	101	Stable (2)
Greenhouse emissions	tCO ₂ -e	8434	8550	8448	8427	8,955	Increased (3)
Waste Kg/resident	kg	198.37	196.87	208.09	202.84	205.78	Stable (4)
Recycling Kg/resident	kg	300.17	303.05	325.95	294.73	263.47	Decreased (5)
Green Waste Kg/resident	kg	160	166.5	191.58	171.83	152.7	Decreased (6)
Fire trail maintenance	Km	44	44	44	44	44	Stable (7)
Major fire trail upgrades	Km	N/A	1.7	N/A	0.97	1.8	Variable (8)
Pile burns	No.	101	110	102	116	94	Variable(9)
Hazard reduction burns	Ha	81.5	72.4	1.36	7.06	33.94	Improving (10)
Fire break maintenance	Km	12.3	12.3	12.3	24.5	24.5	Stable (11)
Energy consumption street lighting	kWh	4,935,198	4,851,842	4,794,792	4,721,871	4,663,747	Decreasing (12)
Energy consumption street lighting	\$	578,346	557,925	649,321	814,357	784,855	Stable (13)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Notes:

- (1) The decrease in bushland area regenerated is due to the redefining of site boundaries to include area worked only.
- (2) The variation in number from 2012/13 is due to improved mapping accuracy within LGA boundaries. This number has been confirmed by the Aboriginal Heritage Office.
- (3) While emissions and energy consumption from street lighting decreased by approximately 1%, emissions and consumption for non-street lighting assets increased - most of the increase is due to two electricity accounts being transferred from the contractors books to Council books (sewer treatment plants at Gordon Golf Course and North Turramurra Golf Course) and the first full 12 month period of ownership of 828 Pacific Highway.
- (4) Based on the estimated resident population of 119,027 in 2013.
- (5) Based on the estimated resident population of 119,027 in 2013.
- (6) Based on the estimated resident population of 119,027 in 2013.

- (7) All trails are trafficable as per Hornsby/ Ku-ring-gai RFS Fire Trail Register.
- (8) This data varies dependent upon external grant money received and allocation of Environmental Levy funds. Completed 2013/14 funded projects included: Gwydir – Samuel King trail, Bedford Waipori Trail and Frog Hollow Trail.
- (9) The number of pile burns varies according to weather and vegetation growth patterns.
- (10) The area burnt varies greatly as operations are highly dependent on weather conditions.
- (11) All breaks inspected and multiple treatments undertaken on breaks where required across both rotation A and B.
- (12) The Street Lighting Improvement Program is continuing to assist Ausgrid to replace failing lights with newer more efficient lights.
- (13) Previous large state government network charge increases are stabilising as the work in previous periods is completed. Figures include GST.

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of Tasks *	89%
Achievement of Performance Indicators **	92%

Notes:

* Of the 28 Tasks, 25 were achieved and 3 were not achieved during this period for varying reasons. All tasks not completed were carried over to the 2014/15 Operational Plan.

** Of the 13 Performance Indicators, 12 were achieved and 1 was not achieved during this period.

2013/2014 Performance Indicators	Target	Achieved
Residents involved in community environmental programs	2,479 residents	3,348
Community activity that benefits the environment	1,565 residents	1,565
Area of bushland/habitat regenerated	20.5 hectares	20.5
Condition of bushland managed by Council (resilience rating)	79.9%	79.9%
Condition of bushland managed by Council (weeds rating) (lesser is better)	13.5%	13.5%
Condition of bushland managed by Council (threats rating) (lesser is better)	72.5%	72.5%
Creeks tested that maintain or improve their stream health score	100%	100%
Physical creek remediation projects completed	1 project	2
Rubbish diverted from our waterways (tonnes)	1,887 tonnes	2,141
Residents involved in climate change adaptation activities per year	106 participants	248
Percentage household waste diverted from landfill	60%	56.2% (1)
Household potable water consumption per capita (lesser is better)	83 kL/ capita	83
Household electricity consumption per capita	3,187 kWh/ capita	3,187
Potable water consumption (kL) in Council facilities (lesser is better)	98,282 kL	96,543
Water reuse / recycling (kL) used by Council operations (lesser is better)	22,879 kL	13,286
Electricity consumption (MWh) of Council's infrastructure assets (lesser is better)	3,273 MWh	3,767
Greenhouse gas emissions (tonnes CO ₂ -e) from Council's infrastructure assets (lesser is better)	9,527 tonnes CO ₂ -e	10,068 (2)

Notes:

(1) The slight decrease in household waste diverted to landfill for 2013/14 was due to small reductions in recycling tonnages for vegetation, paper and mixed waste. See p85-86 for more details.

(2) The increase in greenhouse gas emissions from Council's assets is due to the transfer of electricity accounts to Council for new buildings



FURTHER READING:

kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
BIODIVERSITY				
Maintenance of EEC Sites Regenerated Under Environmental Levy 1 (including Greenweb)	June 2014	172,631	0%	Environmental Levy
Riparian Weed Control	June 2014	52,712	0%	Environmental Levy
Bushfire Mitigation Program	June 2014	10,177	0%	Environmental Levy
Monitoring and Inspections	June 2014	57,446	0%	Environmental Levy
Ecological Burns, Pre and Post Weeding and Maintenance of High Profile Sites	June 2014	87,829	0%	Environmental Levy
Bush Regeneration on Conservation Agreement Land (Browns Forest and Ku-ring-gai Flying Fox Reserve St Ives and Gordon)	June 2014	52,265	0%	Environmental Levy
CATCHMENT MANAGEMENT AND ANALYSIS				
Water Sensitive Urban Design (WUSD) Projects from Catchment Management Studies	June 2014	133,506	67%	General revenue \$89,600 Grant \$25,000 Environmental Levy \$18,906
Catchment Management Research and Analysis / Partnerships	June 2014	81,290	100%	General Revenue
COMMUNITY PARTNERSHIPS				
Street Care	June 2014	29,853	0%	Environmental Levy
Bushcare support	June 2014	46,228	0%	Environmental Levy
WildThings	June 2014	20,387	0%	Environmental Levy
Community gardens support	June 2014	7,893	0%	Environmental Levy
Bushfire education	June 2014	5,411	0%	Environmental Levy
Community Environmental Education Programs, including Greenstyle, Climate Clever Shop and Climate Wise Communities	June 2014	53,597	0%	Environmental levy
Community small grants	November 2013	53,800	0%	Environmental Levy
Displays and promotion of sustainable behaviour and technologies	June 2014	32,000	0%	Environmental Levy
Environmental art installations	June 2014	17,155	0%	Environmental Levy
New Residents' Kits	June 2014	11,871	0%	Environmental Levy
Interpretive signs for natural spaces, including Brail	June 2014	9,746	0%	Environmental levy
Community environmental events and workshops	June 2014	37,951	0%	Environmental Levy
Better Business Partnership - phase 2	June 2014	129,212	0%	General funds
Business recycling	June 2014	50,000	0%	Grants/Contributions
SUSTAINABLE ENERGY				
Sustainability Data Management and Reporting System	April 2014	42,800	0%	Environmental Levy
Alternative energy and energy efficiency projects at council/community facilities	June 2014	118,300	0%	Grant \$53,700 Environmental Levy \$64,600
TRANSPORT				
Priority actions derived from Integrated Transport Strategy, Bike Plan and Pedestrian Access Management Plan	June 2014	286,904	0%	Grant \$100,000 Environmental Levy \$186,904
Development, maintenance and promotion of Walk Ways and Bushland Recreation Trails	June 2014	83,380	0%	Grant \$40,000 Environmental Levy \$43,380
WATER SENSITIVE URBAN DESIGN				
Maintenance of Environmental Levy 1 stormwater projects	June 2014	37,800	0%	Environmental Levy
Water sensitive urban design around asset protection zones	June 2014	11,385	0%	Environmental Levy
Bio filter systems	June 2014	52,036	0%	Grant \$25,000 Environmental Levy \$27,036
Rainwater tanks on council buildings		11,780	0%	Environmental Levy
Blackbutt Creek flood study	June 2014	89,750	0%	Grant - \$89,750
Love Food Hate Waste program	March 2014	5,000	0%	Grant - \$5,000
Grey water piping construction at Ku-ring-gai Fitness and Aquatic Centre	June 2014	40,000	0%	Environmental Levy

4. Projects we progressed

The following table shows key projects we progressed under this theme during 2013/14.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Council Funds
BIODIVERSITY				
Fire trail upgrade works	80%	188,048	0%	Grants
St Ives Cultural and Environmental Centre project	10%	1,449	0%	Environmental Levy
Business Food Waste Trial	75%	295,400	0%	Grants/contributions

5. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Condition of waterways and creeks	Increased
Protection of natural areas and bushland	Increased
Domestic garbage collection	Increased



Lizard in East Killara

THEME 3

Places, spaces and infrastructure

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

In 2013/14 we completed and progressed a diverse range of projects and initiatives designed to expand and improve facilities within Ku-ring-gai for the enjoyment of our community. These included new and upgraded parks, playgrounds, sports grounds and facilities at a cost of \$6.8million, an \$8million road improvement program, \$900,000 footpath program and upgrading of the Princes Street shops at Turramurra.

Council also initiated a number of projects which will transform its own significant land holdings into new community facilities, vibrant town squares and a renewed focus for shopping, eating and community activities at Lindfield, Gordon and Turramurra local centres.

Services provided under this theme:

- Urban design and planning
- Heritage planning
- Development assessment
- Development compliance
- Regulation and compliance
- Open space projects
- Landscape design
- Engineering design
- Civil works and maintenance
- Drainage works and maintenance
- Strategic asset management
- Building asset works and maintenance
- Parks and sportsfield works and maintenance
- Tree preservation and maintenance



did you know

- 21 leash free areas for dogs
- 51 Council-owned sportsfields
- 71 Council-owned tennis courts
- 191 Council-owned parks
- 66% of residents surveyed participate in sport and fitness 'several times a week'
- 36,000 people from 37 sports clubs use our sportsfields
- 101 identified Aboriginal heritage sites
- 878 identified European heritage sites
- 18,000+ private pools
- 28,000+ microchipped companion animals
- 300,000 street trees
- \$350 million estimated total value of development approvals



North Turramurra Recreation Area

Key achievements 2013/14

- Completed major new landuse plans for Ku-ring-gai - the Draft Ku-ring-gai Local Environmental Plan 2013 (Principal LEP) and Draft Ku-ring-gai Development Control Plan 2013 (Principal DCP) to replace existing planning controls
- Completed a major review of Ku-ring-gai's heritage controls, including identification of new heritage items and heritage conservation areas that have been incorporated into the Draft Ku-ring-gai Local Environmental Plan 2013 (Principal LEP)
- Successfully applied to IPART for a permanent continuation of our infrastructure levy providing an extra \$2.7million every year from 2014/15 to upgrade our roads
- Significantly improved local roads with an \$8million roads upgrade program completed
- Significantly improved footpaths with \$900,000 spent on new footpaths
- Created a 26-lot residential sub-division, through a partnership with the State Government, utilising jointly owned and under-used land in Turramurra
- Revitalised Princes Street neighbourhood shops at Turramurra with new wider footpaths, paved public area, landscaping and improved access
- Acquired 3,400m² of land for new local parks in Lindfield
- Spent \$4million on upgrading parks and playgrounds
- Spent \$2.8million on upgrading sportsfields and sports courts
- Completed construction of the new Greengate Park in Bruce Avenue, Killara
- Completed construction of the new Curtilage Park, Wahroonga – a heritage themed pedestrian-friendly park situated between two grand homes - Mahratta and Yaamba – which form part of the Mahratta Heritage Conservation Area
- Received multiple awards for Ku-ring-gai's Open Space acquisition program and the Greengate Park construction at Killara
- Completed substantial work on the \$28million North Turramurra Recreation Area project
- Completed an upgrade of sports facilities at Allan Small Oval, East Killara
- Completed, in partnership with Defence Housing Australia, Ku-ring-gai's first all-weather synthetic playing field and new community centre at Eton Road, Lindfield on the former UTS site
- Upgraded public toilets including a new Exeloo at Turramurra
- Progressed planning for community facilities at Lindfield Local Centre as part of the Lindfield Community Hub and Lindfield Village Green projects.
- Established a Heritage Committee to oversee protection of heritage items
- Reduced legal costs by \$510,000 through enhanced assistance and mediation provided to applicants prior to lodging development applications.

Our challenges

- Increased regulatory resources required to respond to a doubling of illegal dumping across Ku-ring-gai
- The complexity of works required to upgrade the golf course at the North Turramurra Recreation Area
- Managing the completion of an increased road and footpath improvement program
- Managing upgrade works at shopping centres at West Pymble and Princes Street in conjunction with business operators to minimise disruption to trading during construction
- Relocating and rescheduling user groups to other fields during upgrade works at Allan Small Oval and Golden Jubilee Ovals with flow on impacts to park booking schedules
- Consultation with adjoining residents on design plans and construction programs for new and upgraded parks and sportsfields to minimise disruption to their residential amenity
- Increased monitoring of compliance with development consent conditions and investigation of reported unauthorised works as a result of expanded exempt development options and privately certified developments
- Adjusting open space maintenance schedules to meet changing demands generated by new and upgraded parks and sport facilities.

The year ahead - in 2014/15 we will

- Implement the consolidating Ku-ring-gai Local Environmental Plan, following its gazettal, and exhibit the draft Ku-ring-gai Development Control Plan.
- Continue to review potential heritage items and heritage conservation areas
- Continue planning for the revitalisation of the Turramurra Local Centre
- Complete golf course upgrade works at the North Turramurra Recreation Area
- Complete road and footpath programs
- Commence Koola Park upgrade from 3 fields to 4 fields and complete sport court upgrades
- Commence planning for revitalisation works at the Warrimoo Avenue shops in St Ives Chase
- Continue our focus on illegal dumping with additional regulatory resources and community information
- Complete detailed designs for an extension of Cameron Park in Turramurra
- Progress a master planning process for the future use of Council-owned Gordon golf course.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

What we achieved

Porters Lane St Ives, new apartments blending well into the landscape

Completed new plans for Ku-ring-gai



With our population expected to increase by 24% in less than 20 years, Council is focused on the sustainable management of development.

We want to retain the unmistakable character of Ku-ring-gai, while accommodating an increase in population from 119,000 to over 140,000 by 2031.

New principal LEP and DCP

Over a number of years Council has been navigating the land use planning process to prepare major new Local Environmental Plans (LEP's) and Development Control Plans (DCP's) for the Ku-ring-gai area. This process has been complex and often required resolution of conflicting objectives of our community and the NSW Government in developing land use plans that meet our requirements under the Sydney Metropolitan Strategy.

The process has allowed us to plan for more development while reflecting the community's aspirations in preserving the village and bushland character of Ku-ring-gai. Council has previously completed a new plan for Ku-ring-gai's key local centres of Turramurra, Pymble, Gordon, Lindfield, Roseville and St Ives Village Green.

During 2013/14, a major new Local Environmental Plan (LEP) and Development Control Plan (DCP) were completed for all other areas of Ku-ring-gai. This followed extensive public consultation and assessment of over 500 submissions from the public and other stakeholders. Now awaiting gazettal by the NSW Government, Ku-ring-gai's draft Ku-ring-gai Local Environmental Plan 2013 will replace the existing LEP that has been the subject of over 200 changes since 1971.

The new LEP will provide the framework by which local land use planning can be undertaken in a more integrated and strategic manner. It addresses planning issues such as sustainability, physical and social Infrastructure, natural and built environment, heritage, housing and employment. It also provides greater environmental protection through the introduction of new environmental zones, as well as map overlays linked to local biodiversity areas and riparian lands. Another significant inclusion is heritage conservation areas and additional heritage items.

A complementary DCP sets out detailed guidelines for the location and design of future development on all land covered by the LEP. The DCP will help ensure new development is consistent with the local character, that development retains valuable elements of the site and its surroundings, that the

amenity of neighbouring properties is not compromised by development and any development is of a high design standard.

Both the LEP and DCP complete the policies that Council has been preparing over the last four years to establish and apply long-term planning, design and funding for the urban areas of Ku-ring-gai.

It is anticipated that the new LEP will be gazetted and come into effect in late 2014, followed by the new DCP.

Protected our heritage, biodiversity and riparian lands

As part of the preparation of the new LEP and DCP we completed a comprehensive review of Ku-ring-gai's heritage items and controls. In July 2013, 38 Heritage Conservation Areas (HCA) were approved in Ku-ring-gai. An HCA is an area recognised and valued for its special historical and aesthetic character. A Heritage Conservation Area protects not just single homes but whole areas from inappropriate development. Items of heritage significance were also reviewed and additional ones identified for inclusion in the LEP. These may include architectural buildings, trees and gardens.

Ku-ring-gai's new Local Environmental Plan (LEP) also includes planning provisions to protect biodiversity and riparian lands. The biodiversity provisions in the plan seek to protect, maintain and enhance biodiversity in Ku-ring-gai. This includes the protection and recovery of native flora and fauna, (including species and ecological communities listed as threatened in state or federal legislation), their habitat and linkages between habitat areas. The riparian provisions seek to protect or enhance waterways and riparian land in Ku-ring-gai and its downstream catchments. Scenic and cultural values are also sought to be protected.

Council has also formed a community-based heritage committee including representatives from the National Trust and the Ku-ring-gai Historical Society to oversee protection for heritage items in the local area. Among the initiatives the committee will consider in coming months are implementing a series of heritage walks and setting up a fund for owners of heritage homes to assist in conservation.

[See p26 for more details of the committee.](#)



FURTHER READING:
kmc.nsw.gov.au/planningdocs



Ku-ring-gai residents lending a hand on National Tree Day at Loyal Henry Park, Roseville



St Johns Avenue Gordon

Expanded our infrastructure program



Council is responsible for the maintenance and renewal of local roads, drainage and footpaths in the Ku-ring-gai area.

Funding available from our approved infrastructure levy and other operational improvements means that we can expand our asset renewal programs and continue to 'close the gap' on our infrastructure renewal backlog.

Secured extra \$2.7million to upgrade our roads

During 2013/14 the Independent Pricing and Regulatory Tribunal (IPART) of NSW approved our application to continue our Infrastructure Levy permanently. This will provide an extra \$2.7million every year from 2014/15 to upgrade our roads.

In addition to the funding that will be available from the Infrastructure Levy, Council has already set aside an extra \$36million over 20 years for asset renewal. This funding was provided from a rates restructure in 2012/13. A further \$18million has been generated from operating efficiencies over 10 years. [See p152 for more details.](#)

Delivered expanded asset renewal program

With additional funding already available from our rates restructure and operational efficiencies we completed a significantly expanded \$8million roads program and \$900,000 footpath program during 2013/14. Highlights shown in table on opposite page:

There are continuing difficulties ensuring permanent restoration works of Council's roads and footpaths by public utility authorities meet Council's standards. To address this issue a Memorandum of Understanding was developed between Council and the authorities. The purpose of the MOU is to explain the responsibilities of both Council and the authorities and the standard of works required. The MOU was signed and became effective in July 2014.

Street lighting costs continued to rise in excess of rate pegging. Under a joint Street Lighting Improvement Program, comprising over 20 other Councils, we continued to investigate opportunities to access technological improvements in street lighting. The benefits of this could include energy reduction and savings in expenditure, as well as savings from collective bargaining under the street lighting tender.



Ku-ring-gai Avenue Turramurra

Asset renewal highlights

Roadworks		
3570m ²	heavy road patching	25 streets (including Stanhope Rd, Junction Rd and Allara Ave)
3460m ²	road shoulder asphaltting	13 streets (including Bobbin Head Road, Millewa Ave and Fiddens Wharf Rd)
22.4km (168,000m ²)	road pavement rehabilitation/resurfacing	
Footpaths		
1786 linear metres	new concrete footpaths	Included Vale St and St Johns Ave, Gordon; Koola Ave, Killara; Arilla Rd, Pymble; Bangalla St, Warrawee; Kippara St, West Pymble and The Chase Rd, Turramurra.
3850m ²	asphalt footpath reconstruction	21 streets (including Wolseley Rd, Perth St and Turuga St)
2090m ²	concrete footpath reconstruction	25 streets
1000m	trip edges ground	25 streets
Drainage		
<ul style="list-style-type: none"> Local flood studies were completed for Doncaster Ave, West Pymble and Cassandra Ave, St Ives to address high overland flow impacts. Council is discussing directly affected residents on options. Design for a new pipeline in Oliver Rd, Roseville progressed with design constraints and approval process from Sydney Water and Agility required. An aging pipe was replaced across Addison Ave, Roseville. Minor drainage works were completed across Ku-ring-gai. 		



Greengate Park, Killara

Delivered new and upgraded play spaces



Through land acquisition and innovative designs to increase capacity at existing sites, we are creating new and improved places for play and leisure activities

During 2013/14 we spent \$8.8million acquiring land for new local parks and another \$4million on construction of new and upgraded parks and playgrounds.

Greengate Park - Bruce Avenue, Killara

We identified a need for a new local park in Killara to support new residents of medium-density residential apartments. The park would provide opportunities for passive recreation, healthy outdoor pursuits and community interaction. Three houses were purchased on the corner of Greengate Lane and Bruce Avenue, Killara to develop the new park which is designed to be a safe, open and child-friendly venue within walking distance for local residents.

The park provides a range of accessible and visible spaces for activities such as free running play, an amphitheatre embankment for informal community events and gatherings, a picnic shelter and barbecue, a children's playground, and a quiet contemplative space, all within a landscape setting of native and exotic trees and shrubs that complement the character of the neighbourhood. The park was completed and opened to the public in December 2013.

Greengate Park was awarded the NSW Open Space Design and Management Award by Parks & Leisure Australia in March 2014. A second award – the NSW Open Space Planning Award – was presented to the Council for its Open Space Acquisition Strategy. The program was also recognised in 2014 with an award from the Australian Institute of Landscape Architects.

Year	Provision of new local open space (m ²)
2009/10	1,625
2010/11	4,167
2011/12	2,893
2012/13	4,000
2013/14	3,400



FURTHER READING:
kmc.nsw.gov.au/greengatepark



Curtilage Park, Wahroonga after upgrade

Curtilage Park, Wahroonga

Curtilage Park at 1536 Pacific Highway Wahroonga was developed in 2013/14 at a cost of around \$300,000. The park takes its name from the term 'curtilage', which refers to an area of land surrounding heritage items. The park is situated between two grand homes – Mahratta and Yaamba – which form part of the Mahratta Heritage Conservation Area.

Following a subdivision of the Mahratta property in the 1990's approximately 2000m² of land was given to Council. Due to funding priorities in other suburbs of Ku-ring-gai the land remained undeveloped for some time. After completion of a Conservation Management Plan, our park design was approved by Heritage NSW and construction was completed in February 2014.

The park retains the existing open lawns, perimeter gardens and front fence and gates of the original property with added seats, playground, paths, fences, bubbler and interpretative signage.

Bancroft Park Playground, Roseville

New play equipment has been installed at Bancroft Park, Roseville. The revitalised play space includes a dinosaur climber and sandstone dinosaur eggs, speaking tubes, a Viking swing and playhouse set within the toddler's cycle path that provides new play opportunities for local children and attendees of the school holiday program at Council's adjacent Ku-ring-gai Art Centre and sculpture garden.

The next stage is a unisex accessible toilet to be installed nearby, due for completion by the end of 2014.



Bancroft Park Roseville after upgrade

Other works that were progressed

► Extension to Cameron Park, Turramurra

Turramurra's popular Cameron Park is set to double in size following Council's purchase of four residential properties in Gilroy Road. A concept design plan has been approved by Council, which includes open grassy areas, trees, gardens, toilet and a multi-use area with picnic shelter, barbecue, outdoor ping pong table and perimeter fencing. The park will provide for passive and active play and recreation and add to the existing popular playground and junior cycle track site. The park is expected to be completed by the end of 2015.

► Wahroonga Park, Wahroonga

The much loved playground at Wahroonga Park, built in 1996, was a priority to be refurbished in the adopted Wahroonga Park Precinct Landscape Masterplan. Plans were completed and tenders called for with works commencing in March 2014. The works include a fenced area with enlarged toddlers' playground under shade sail with equipment for inclusive play, a cubby house, train with platform, musical elements, chalk drawing, swings, slide and rocker, plenty of seating and a bubbler. The remaining area contains an imaginative play area with a sunken shipwreck, spinner track ride, and rodeo springer that will suit older children. The existing swing area has been increased to provide an additional net swing and an accessible swing. The site planting includes new feature trees and ornamental shrubs and groundcovers in keeping with the existing site landscape character. Works are due to be completed by September 2014.

Wahroonga Park playground after upgrade



► **Turrumurra Memorial Park and Karuah Park**

Design was completed and tender documents are underway for an additional recreation activity area as proposed in the adopted Turrumurra Memorial Park and adjacent Karuah Park Landscape Masterplan. While most playgrounds in Ku-ring-gai cater for infants and primary school children, the recreation precinct will cater for older children and families and include a picnic shelter, ping-pong table, basketball practice area, spinning net climber and hammocks surrounded by accessible paths and seating walls. The static exercise area will be relocated and renewed and link paths are being designed to enable access around the park while retaining a large open grassy space for informal games. This visible new activity area will add to the recreation opportunities for everyone in the local community and beyond. Works are due to be completed in 2015.

► **Roseville Park Master Plan**

Council is proceeding with a master plan for Roseville Park, located between Clanville Road and Chelmsford Avenue in Roseville. Consultants were appointed in April 2014 to undertake the Landscape Masterplan, including community consultation.

Two community meetings were held with residents in May 2014 to gain insights and feedback into how the park is currently used and potential future uses. Residents in the area were also invited to complete a survey.

Following the meetings, and consideration of the site heritage and existing vegetation, a draft master plan has been prepared, incorporating facilities and improvements to guide any future development to the park over the next 10 to 15 years. The masterplan will be publicly exhibited in August 2014, before being finalised and presented to Council.



FURTHER READING:

kmc.nsw.gov.au/rosevilleparkmasterplan

SPORTSFIELD,
PARK AND
PLAYGROUND
WORKS

1. Curtilage Park, Wahroonga
2. Greengate Park, Killara
3. Cameron Park, Turrumurra
4. Charles Bean Sportsfield, Lindfield
5. Allan Small Park, East Killara
6. North Turrumurra Recreation Area
7. Bancroft Park, Roseville
8. Wahroonga Park, Wahroonga
9. Golden Jubilee Field, North Wahroonga
10. Koola Park, East Killara
11. Turrumurra Memorial Park & Karuah Park
12. Roseville Park, Roseville
13. St Ives Village Green tennis courts



● Works completed 2013/14

● Works in progress at 30 June 2014

Works completed or in progress in 2013/14





Charles Bean Sportsfield, Lindfield

Provided new and upgraded sportsgrounds and facilities



We maintain and manage 51 sportsfields and 71 tennis courts across Ku-ring-gai.

To address our shortage of sports facilities we continued to work closely with sports clubs, sportsfield users and residents to build and manage sustainable sports grounds, netball, tennis, and multisports courts, clubhouse facilities and amenities.

Charles Bean Sportsfield, Lindfield

During 2013/14 Ku-ring-gai's first all-weather synthetic playing field and a new community centre were completed at the former University of Technology Sydney (UTS), Lindfield oval site and dedicated to Council as part of a voluntary planning agreement between Council and the developer of the site, Defence Housing Australia (DHA).

The voluntary planning agreement was initiated by DHA, as part of a development approval to build a 345 dwelling and apartment housing project on the former university site. Under the agreement DHA was required to pay both monetary contributions and undertake works in kind to build a sportsfield, community centre, new public access roads and parking. Council paid the cost difference between a natural turf field and a synthetic field, as well as adding floodlights and an extra storey on the community centre for change rooms and accessible public toilets. Other partners contributing to the project include Northern Suburbs Football Association (\$100,000) and the NSW Community Building Partnership (\$40,000). The oval and community centre were opened in December 2013 and are now being extensively used for sports such as soccer and hockey.

The new synthetic surface allows the playing field to be used during wet weather and is more durable than grass fields, withstanding four times the amount of play.

The new two-level community centre includes new change rooms, public toilets, storage areas, and multi-purpose rooms available for hire to the community. The new development has been well integrated with surrounding bushland and in keeping with the site's heritage qualities.

Council's urban design staff worked closely with DHA to develop guidelines for high quality and sustainable housing and community facilities that reflect the overall ambience and native appeal of the former university site.

Allan Small Park, East Killara

East Killara's sport and recreation precinct has undergone a major upgrade to increase capacity of the space and improve drainage to enable water to be stored and recycled for irrigation.

The works have included staged delivery of:

- A multi-sports court – a fenced and enclosed space with a rebound wall that allows tennis, basketball, netball, touch football and soccer to be played in it. This was partly funded by a \$37,000 grant from the NSW Department of Sport and Recreation.
- Stormwater harvesting and storage facility for irrigation, plus a stormwater filter garden, all funded by our Environmental Levy.
- Reconstructed sportsfield with a newly graded surface, synthetic wicket and field drainage, including recycling leftover fill material from the Ku-ring-gai Fitness & Aquatic Centre project. \$20,000 was funded by the NSW Government's Community Building Partnership.
- Floodlights jointly funded by Northern Suburbs Football Association, Gordon Soccer Club and a NSW Department of Sport and Recreation grant.
- Upgrading the tennis pavilion and amenities block to include an accessible unisex toilet.
- Construction of a storage room with the assistance of a \$2,000 contribution from Gordon Football Club.

Works currently being finalised include the toddlers' playground upgrade and improvements to the access roadway and car park as well as the accessible space to meet revised access standards. Runoff from the car park will be collected into rain gardens for treatment prior to entering the stormwater system. This final stage of the work is planned for completion in early 2015.

Managing design and construction works for improvements to our highly utilised sportsfields can be very challenging. Ku-ring-gai has well over 36,000 people from 37 sports clubs using our sportsfields during the year and many fields cater for different sports during the summer and winter seasons. To minimise disruption to sports clubs, competitors and casual users we consult with stakeholders and user groups before and during the design phase. We also ensure that adjoining residents are consulted and have an opportunity to provide feedback on proposals.

When planning for construction works, particularly where sporting fields cannot be used during seasons, we liaise closely with affected clubs and users to stage the works or relocate competitions. Information updates are regularly provided either directly to clubs or put on Council's website. Adjoining residents are also kept informed of construction works to address any potential impacts on their residential amenity and to ensure safe access within their streets.

Upgraded sports courts and fencing

As part of our annual Sports Courts Refurbishment Program, we provided resurfaced acrylic courts, put in fences at Allan Small Park, Roseville Park, St Ives Village Green and Kent Road Oval. We also replaced fencing at Browns Field, Gordon Recreation Ground playground, Turramurra Oval and West Pymble shopping centre playground.



Multi-sports court at Allan Small Park, East Killara

Other works that were progressed

► North Turramurra Recreation Area

We are remediating the disused waste tip and landfill site next to our North Turramurra Golf Course to create a sports precinct known as the North Turramurra Recreation Area. The project, costing \$28million, will provide much needed sports and recreational facilities for Ku-ring-gai residents. It will include:

- Eleven newly constructed golf holes and an overhaul of seven existing holes to deliver a longer, more challenging golf course
- A fully constructed artificial wetland
- State-of-the-art irrigation from dam and sewer mining systems making the use of water at the site fully sustainable year round
- New floodlit synthetic and turf multipurpose sportsfields covering over 33,000m²
- Four new floodlit practice netball courts
- Separate off street parking for golf patrons and sportsfield users
- New change rooms and community meeting rooms

- New surrounding parkland with children's playground, barbecue and picnic facilities
- Walking track linking the recreation area to bushland trails.

During 2013/14 we finished construction of the sewer treatment plant, integrated the water storage dam, relocated the telecommunication tower and constructed five new golf holes. Stabilisation and capping of the former landfill site is complete and the artificial wetland is fully constructed.

Management of this major project continues to be challenging, particularly due to the complexity of the required works. During 2013/14 this involved the coordination of different contractors for the golf course reconstruction and ensuring that environmental controls were applied to prevent damage to adjoining bushland. Consultations with local residents and interest groups continued to enable concerns to be identified and addressed. The construction time required to finish the golf course works and return it back to a full 18 holes has impacted on income generation from the facility. We have continued to address noise and dust impacts on local residents from the heavy use of Bobbin Head Road by delivery vehicles importing fill material to the site.

The community has shown overwhelming support for the project, which is funded by a special rate variation, Section 94 funds, a \$2million Federal Government grant and Council's Golf Course Improvement Reserve.

► Golden Jubilee Field

One of the busiest baseball grounds in Sydney, Golden Jubilee Field is built on a rehabilitated landfill site in North Wahroonga, prone to settlement, sink holes and minor landslides. It is also the site shared by model aeroplanes, soccer and dog off-leash users. We are now implementing the masterplan, which improves the safety of the grounds as well as adding great new features including:

- Two senior and six junior baseball diamonds
- Floodlights to allow night time training and competition games including power upgrade
- Practice batting cages
- Recycled leachate irrigation system and storage tank
- Car park upgrade with more spaces
- Twin barbecues
- Installation of dugouts and scorers' shelters
- Perimeter exercise path.

The existing playground will be refurbished in 2015.

► Koola Park

Ku-ring-gai's largest recreation facility, Koola Park in East Killara is set to become even bigger with a major upgrade of staged works. Works completed by June 2014 include:

- An innovative stormwater harvesting system that collects water from nearby Rocky Creek when flows are high and pumps the water uphill and underground for 500m to a 600,000-litre storage tank located under the four new cricket nets
- the sewer upgrade connection, from a septic system
- cricket backnet fence extensions
- removal of environmental weeds

Planning and design works for tender documents to deliver future stages are well underway for:

- Reconstruction and levelling of the three existing playing fields with new sub-surface drainage, irrigation and turf, including an extra playing field, bringing it to four
- New turf wicket table and synthetic wicket
- Floodlights for night competition and training
- A shared exercise circuit around the park's boundary for walking, jogging and cycling.
- A children's playground
- Additional parking spaces and a drop-off zone within the park to ease parking pressure and improve safety at peak periods for park users and high school students opposite the site
- New fencing, landscaping and tree planting
- Drainage swales to manage stormwater runoff into surrounding bushland.

We secured a \$332,000 NSW Office of Water grant for installation of a stormwater harvesting system and a NSW Sport and Recreation grant of \$100,000 to help fund the construction of the additional playing field. North Shore Junior Cricket Association also secured a \$30,000 grant from NSW Sport and Recreation to assist with the relocation and expansion of the cricket nets.

Works on the staged project began in May 2012 and will be completed by the end of 2016.



FURTHER READING:
kmc.nsw.gov.au/goldenjubilee



North Turramurra Recreation Area hole 2 completed. Inset: During construction.



Princess Street Turramurra shops after upgrade

Urban Planning and Design



The revitalisation of our local centres and the delivery of key community facilities remains an enormous challenge for Council.

How we progress and fund these projects is an ongoing body of work which will be delivered over a number of years.

Council has initiated a number of transformational projects which will see its own significant land holdings, generally in the form of ground level car parks, transformed into new community facilities, vibrant town squares with a renewed focus for shopping, eating and community use.

Revitalised Turramurra's Princes Street Shops

The Princes Street Shops have received a \$600,000 upgrade offering a better shopping experience and making it easier for people to park, shop and socialise. The new area offers an expansive paved public area, improved accessibility, much-needed landscaping, as well as creating a new outdoor dining experience with tables flowing onto the street.

The new wide concrete footpaths at the lower level in front of the shops creates more space for shoppers, with the extra space also meaning retailers can show off their products on the street.

Princes Street has also benefited from our environmental innovation – with a sump installed which collects rainwater and then automatically waters the trees. Other improvements include new paving, seating and landscaping, wide concrete footpaths at the lower level in front of the shops for pedestrians and outdoor dining, garden walls low enough to provide seating, garden beds with low shrubs, fixed timber seats and litter bins, steps and ramps at key locations and bundling overhead power lines so large deciduous trees can grow on the upper level for shade and shelter.

Construction works were staged to minimise disruption to business trade and residents' access. Some delays were experienced with the replacement of service authority pits and lids which were found to contain asbestos.

New sub-division at Turramurra

Council has for many years owned several parcels of vacant land between Chisholm Street and Barwon Avenue at South Turramurra. The adjoining land owner is the NSW Government. This land was originally reserved for the now discontinued B2 freeway link between the M1 and the M2. Council and the NSW Government have jointly developed this land into a 26 lot residential subdivision.

The project includes the creation of 26 residential lots ranging from 844 square metres up to 1,563 square metres; the

construction of a new link road between Chisholm Street and Barwon Avenue, South Turramurra and significant upgrade works along the creek corridor, including construction of an artificial wetland. Once construction of the road is complete, lots in the sub-division will be offered for sale by the end of 2014.

During construction a pathway was maintained between Chisholm Streets and Barwon Avenue for residents wishing to walk between these two streets.



FURTHER READING:
kmc.nsw.gov.au/b2

Progressed Activate Lindfield projects

Activate Lindfield is part of the Activate Ku-ring-gai program, designed to breathe new life into our public spaces. Over the coming years Lindfield will receive a much-needed facelift to its commercial and shopping area on the eastern and western side of the Pacific Highway. Ultimately Lindfield local centre will become a vibrant village green and community hub.

► Lindfield Village Green

Council's Local Centres Public Domain Plan 2010, identifies the car park on Tryon Road, Lindfield as the location for a new village green. The project will create a much needed community space in the heart of Lindfield and will involve relocating existing car parking to basement parking under the new park. In April 2013 Council allocated funding for the first investigative and design stage of the project. A community 'Family Fun Day' was held in February 2014 at Lindfield local centre to engage the local community in planning for community facilities in the centre. The event was a big success with over 120 surveys being completed. The results of the surveys have been reported on Council's website and will inform the next stage of concept design work.

Ultimately the \$20million Lindfield Village Green project will result in the construction of a new park/civic space in the heart of Lindfield within 50 metres of the rail station.



FURTHER READING:
kmc.nsw.gov.au/lindfieldvillagegreen



Lindfield Family Fun Day



Turramurra sub-division during construction

► Lindfield Community Hub

We have started planning a new community hub for Lindfield, which will provide new community and commercial facilities. The plan is in response to an announcement by the NSW Government that it would build a new 240-space commuter car park on Council land at Woodford Lane, Lindfield.

While this announcement came without prior consultation, council has taken the opportunity to bring forward vital urban design and community facilities in the Lindfield Local Centre that might otherwise be delayed for many years. The masterplan is investigating opportunities for a new multi-purpose community facility including a new branch library, a new public street, road improvement works, a major new park and public plaza, short-stay and commuter parking and commercial uses to activate the precinct including a full line supermarket and specialty shops. Council is currently preparing a masterplan for the site in partnership with Transport NSW.

Planning staff continue work on master plans for key facilities in Gordon and Turramurra to identify new opportunities with key stakeholders to realise these facilities.



FURTHER READING:
kmc.nsw.gov.au/lindfieldcommunityhub

Master planning for Gordon Golf Course

Council currently operates and maintains two public golf courses, with a further four private golf courses servicing the Ku-ring-gai golfing community.

During 2013/14 Council resolved to begin a masterplan for a regional park at the Gordon Golf Course site. This project will involve extensive community consultation and communication with all residents and stakeholders.

A substantial investment is also currently being made to improve the facilities and amenities at North Turramurra Golf Club.



FURTHER READING:
kmc.nsw.gov.au/gordongolf



St Ives Village Green

Maintained our open spaces

We're responsible for the maintenance of all Council owned parks, reserves and trees and horticultural maintenance on Council properties, within business centres, nature strips, roundabouts and laneways.

This includes regional parks (Bicentennial Park and St Ives Showground), 15 district parks, 191 local parks as well as council gardens and landscaping within 19 business centres. We also maintain landscaping within 8 railway gardens and traffic roundabouts and other roadway landscaping areas.

Parks, playgrounds and sportsfields

During 2013/14 our parks, playgrounds and sportsfields were kept clean, safe and accessible, ensuring a pleasant environment in which residents can live, work and play.

Council continues to maintain its playgrounds to a high standard, achieved through a strict program of fortnightly, quarterly and annual audits of playground conditions. This proactive approach ensures that all playgrounds are compliant with the Australian Standard and the safety of users is not compromised. Our annual external audit revealed no issues requiring immediate responses.

With the addition of new and upgraded parks to our maintenance programs, we continue to review and adjust maintenance schedules and work teams to enhance efficiencies and improve our capacity to meet the changing needs generated by these works.

Sportsfields continued to improve in condition with the implementation of maintenance programs consistent with service levels and the use of more sophisticated watering systems and chemical and cultural analysis of soil. We continue to work with sporting clubs and associations to reduce wear on sportsfields by managing training times and compliance with wet weather closures.

Council is also responsible for our Tree Preservation Order, tree canopy replenishment program and plant nursery, including the maintenance of over 300,000 street trees. During 2013/14 we actioned 3,185 requests for tree works on Council owned land of which 1,300 were for fallen trees or branches.



The Glade Oval, Wahroonga



Powell Street, Killara

Improved regulatory outcomes

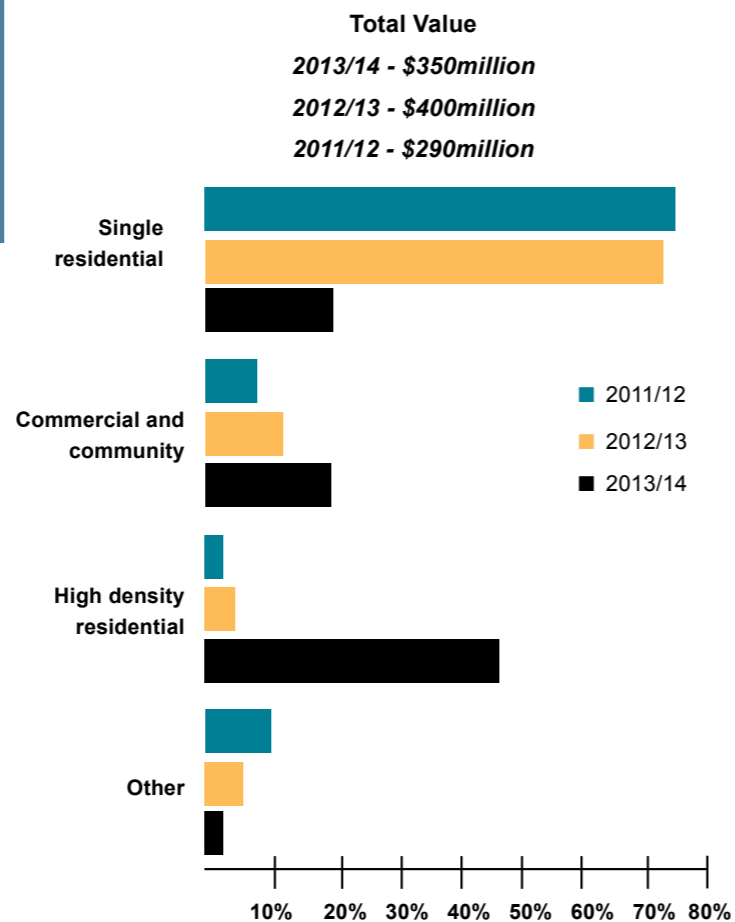
The protection of Ku-ring-gai's character, heritage and precious natural environment is important to the Ku-ring-gai community.

Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations.

Determined Development Applications valued at nearly \$350million.

During 2013/14 development approvals had a total estimated value of nearly \$350million. In 2012/13 the approval value was \$400million.

The following graph and table show the breakdown of development approvals for 2013/14 in comparison to the previous two years.



DA's	2011/12	2012/13	2013/14
Single residential	77%	75%	29%
Commercial and community	9%	13%	19%
High density residential	3%	5%	49%
Other	11%	7%	3%
Total	100%	100%	100%
Total Value	\$286,839,147	\$405,242,278	\$348,787,277

While development remains buoyant in Ku-ring-gai, particularly for new residential housing, there are two significant changes to Council's determination of DA's:

- Single residential DA's decreased from 75% to 29% due to more developments now being included in the Exempt and Complying Development category.
- High density residential DA's significantly increased from 5% to 49%, due to rezonings under the Local Centres LEP 2012 that permit higher density development.

DA median processing time(days)

Year	Days
2009/10	40
2010/11	45
2011/12	40
2012/13	47
2013/14	52

An increase in the median processing time for development applications to 52 days for 2013/14 (47 days in 2012/13) can be attributed partly to the time required to assess more complex applications, with many simpler DA's now being approved through private certification. The more complex applications, requiring input from various disciplines with often competing objectives, may also be determined at a Council meeting or the Sydney West Joint Regional Planning Panel, which can add further to processing times. We are also focusing on assistance to applicants and mediation to achieve positive outcomes and a reduced number of applications proceeding to appeal.

While the median processing time has increased above 2012/13 it remains well below the 60 day target and the average for other Group 3 councils.

Continued to reduce legal costs

Council continued to reduce its legal costs during the 2013/14 financial year, down to \$502,525 from \$827,038 the previous 2012/13 year. We have also continued to focus on mediation as a means of resolving disputes with applicants, with 47 complex or deemed refusal development applications successfully mediated and the number of DA's proceeding to court reduced down to 14, from 23 in 2012/13.

Development related legal costs

Year	Cost
2009/10	\$1,500,000
2010/11	\$2,000,600
2011/12	\$1,396,000
2012/13	\$827,038
2013/14	\$502,525

Managed development compliance

The Ku-ring-gai community places high importance on new development meeting the design and construction standards set by Council's policies and codes and government regulation.

Recent changes to the State Environmental Planning Policy (Exempt and Complying Codes) 2008 has included more forms of development. Given this change, more people are taking up the exempt development options. This has resulted in more complaints being lodged with Council from residents unaware that they are not notified of exempt developments. More informed residents are also reviewing the SEPP codes on privately certified developments adjoining their premises and lodging complaints on perceived non-compliances. The most common action is complaints of alleged non-complying works on privately certified sites. Residents request Council intervention instead of referring the matter to the certifier to review and respond. In cases where Council becomes involved, developments are often well advanced, resulting in lengthy investigations. We are continuing to monitor this trend.

Responded to illegal dumping

Incidences of illegal dumping in the Ku-ring-gai local government area have been steadily increasing over the last few years. Dumped materials are varied and include wood chippings, asbestos, construction and demolition waste and general household goods. Locations where dumping has occurred includes nature strips, reserves and parks, car parks and roads.

Year	Instances reported
2011/12	691
2012/13	965
2013/14	1225

The cost to Council to remove and dispose of materials, particularly large or hazardous materials, is significant. To address this increasing problem, we have undertaken a community information campaign to inform residents of Council's regulations and also how to lodge complaints regarding illegal dumping in their area online or by telephone. Additional ranger resources have also been directed to this issue to deal with dumping complaints as quickly as possible. Council will continue to monitor instances of illegal dumping and the effectiveness of crime prevention campaigns and initiatives.

Summary of our performance 2013/14

Places, spaces and infrastructure

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Non-Aboriginal heritage sites	Sites	765	1,005	906	878	878	Stable
EPA registered contaminated land sites	No.	3	3	3	3	2	Stable (1)
Noise complaints	No.	160	362	382	140	139	Stable (2)
DA median processing time	Days	40	45	40	47	52	Increasing (3)
Development related legal costs	\$	1,500,000	2,000,600	1,396,000	827,038	502,525	Reducing (4)
Provision of new local open space	m ²	1,625	4,167	2,893	4,000	3,400	Stable
Water consumption (Council) (KL)	KL	108,891	89,895	66,230	98,281	96,550	Decreased (5)
Water consumption (Council)	\$	286,525	292,754	286,237	289,875	275,769	Decreased (6)
Energy consumption (Council) buildings	kWh	3,021,203	3,213,932	3,174,654	3,228,439	3,771,000	Increased (7)
Energy consumption (Council) buildings	\$	555,891	590,228	678,321	841,006	999,000	Increased (8)
Fuel cost	\$	533,147	556,872	607,800	587,675	616,999	Increased (9)
Street light maintenance costs	\$	1,214,857	1,797,465	1,857,816	1,919,023	1,996,184	Increasing (10)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Notes:

- (1) A reduction in sites is due to two adjoining sites being incorporated into one EPA registered site.
- (2) The number of complaints has remained steady with the previous year results. Our core focus being pool pumps, air conditioners and power tools. The results may be attributed to the mild weather patterns and improvements in mechanical equipment.
- (3) The increase in the median processing time can be attributed to the time required to assess more complex applications, with many simpler DA's now being approved through private certification, as well as assistance and mediation provided to applicants to achieve positive outcomes and a reduced number of applications proceeding to appeal.
- (4) The reduction in costs can be attributed to a continued focus on mediation as a means of resolving disputes with applicants.
- (5) Data is for 12 months to March 2014, to match the invoicing cycle in Council's new automated Sustainability Data Management System Envizi.
- (6) Data is for 12 months to March 2014, to match the invoicing cycle in Council's new automated Sustainability Data Management System Envizi.

- (7) The net increase in energy use was less than 2% across most of Council's buildings. Most of the increase is due to two electricity accounts being transferred from contractors to Council (sewer treatment plants at Gordon Golf Course and North Turramurra Golf Course) and the first full 12 month period of ownership of 828 Pacific Highway, Gordon. Data is for 12 months to May 2014 to match the invoicing cycle in Council's new automated Sustainability Data Management System Envizi.
- (8) The average unit cost for energy that Council paid in 2014 was similar to 2013. The increase in total cost is mainly due to increased consumption from building assets described in footnote above. Data is for 12 months to May 2014 to match the invoicing cycle in Council's new automated Sustainability Data Management System Envizi.
- (9) Fuel cost increase due to the higher cost in purchasing fuel.
- (10) Following a large increase in street light maintenance costs in 2010, increases have generally been slightly above CPI.

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of 2013/14 Tasks * (Seven Operational Plan Tasks could not be progressed or completed due to Council's reliance on external organisations or external factors outside Council's control)	73%
Achievement of 2013/14 Performance Indicators **	64%

Notes:

- * Of the 93 Tasks, 68 were achieved and 25 were not achieved during this period. All tasks not completed were carried over to the 2014/15 Operational Plan.
 ** Of the 14 Performance Indicators, 9 were achieved and 5 were not achieved during this period.

2013/2014 Performance Indicators	Target	Achieved
Tree management requests actioned within agreed service delivery standards.	90% consistently maintained	85%
Percentage of development applications assessed largely consistent with relevant policies and legislation.	100%	100%
Development application determination times.	80 days	68
Percentage of Land and Environment Court matters that result in successful outcomes.	80%	100%
Open space projects.	95% completion of agreed annual program	95%
Satisfaction with the condition and maintenance of Council sporting fields.	75%	75%
Playground Safety Audit Program.	100% completion of agreed annual program	100%
Condition rating of community buildings.	3.0 condition rating	2.5 (1)
Potable water consumption (kL) in Council facilities. (lesser is better)	98,282 kL	96,543
Water reuse / recycling (kL) used by Council operations. (lesser is better)	22,879 kL	13,286
Electricity consumption (MWh) of Council's infrastructure assets. (lesser is better)	3,273 MWh	3,767 (2)
Greenhouse gas emissions (tonnes CO ₂ -e) from Council's infrastructure assets. (lesser is better)	9,527 tonnes CO ₂ -e	10,068 (3)
Utilisation of community halls and meeting rooms (during core times).	75%	88%
Capital works programs for roads, footpaths and drains.	95%	93% (4)

Notes:

- (1) Council is currently completing a condition assessment of its community buildings. The lower than target condition rating is due to more detailed information becoming available for particular assets. This has lowered the overall condition rating figure.
- (2) The net increase in energy usage of Council's assets was less than 2% across most of Council's buildings. Most of the increase is due to two electricity accounts being transferred from contractors to Council.
- (3) The net increase in greenhouse gas emissions from Council's assets is due to the transfer of electricity accounts to Council for new buildings.
- (4) Some drainage works were significantly delayed due to extended approval process times by Sydney Water. This has affected the overall program delivery target.



FURTHER READING:
kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
INFRASTRUCTURE WORKS				
New street - 32 Dumaresq to Moree St, Gordon	June 2014	166,400	100%	Section 94
New street between McIntyre and Dumaresq St, Gordon	August 2013	333,300	100%	Section 94
Water main replacement Curagul Rd, North Turrumurra	November 2013	58,200	100%	Infrastructure & Facilities Reserve
West Pymble Pool - relining of sewer service	January 2014	46,100	100%	Infrastructure & Facilities Reserve
New footpaths	June 2014	427,560	100%	General Funds
Footpath reconstruction (existing footpaths that are in poor condition)	June 2014	295,000	100%	General Funds
Roads program	June 2014	8,282,000	100%	General Funds
Drainage upgrade works	June 2014	233,000	100%	General Funds
Public toilets refurbishment	June 2014	170,000	100%	General Funds
CENTRES REVITALISATION				
Business centre streetscape improvement program – Princess St, Turrumurra	December 2013	470,000	100	Infrastructure and Facilities Reserve
Development Public Domain Stage 2	April 2014	359,200	100%	Section 94
Lindfield Village Green - scoping study Tryon Rd, Lindfield	May 2014	99,300	100%	Section 94
PARKS AND PLAYGROUNDS				
Parks Development Program	June 2014	223,500	100%	Infrastructure & Facilities Reserve
Greengate Park, Killara - construction	December 2013	970,371	100%	Section 94 funds
Curtilage Park (Mahratia), Wahroonga	February 2014	322,731	100%	Section 94 funds
Bancroft Park, Roseville - playground upgrade	December 2013	21,162	100%	Infrastructure & Facilities Reserve
West Pymble Shopping Centre - playground fence	June 2014	10,193	100%	Infrastructure & Facilities Reserve
Gordon Recreation ground - playground fence	September 2013	23,354	100%	Infrastructure & Facilities Reserve Section 94 funds
SPORTSFIELDS AND FACILITIES				
Charles Bean Sportsfield, Lindfield - synthetic grass field	December 2013	479,019	100%	Infrastructure & Facilities Reserve Section 94 funds and N.B. \$100,000 Northern Suburbs Football Association contribution 2012/13
Charles Bean Sportsfield, Lindfield - public amenities	December 2013	163,183	100%	Infrastructure & Facilities Reserve Section 94 funds and N.B. \$40,000 NSW Community Building Partnership grant 2012/13
Matching funding opportunities - Lindfield Oval floodlights, Charles Bean Oval floodlights	December 2013	167,330	47%	Infrastructure & Facilities Reserve and Lindfield Junior Rugby Club contribution and NSW Community Building Partnership grant (external)
Charles Bean Sportsfield, Lindfield - floodlights	February 2014	99,500	0%	Grants/Contributions
Project management - new lighting installations including Lindfield Park	February 2014	198,100	41%	Grants/Contributions Infrastructure & Facilities
Allan Small Park, East Killara - upgrade	March 2014	390,341	95%	Infrastructure & Facilities Reserve Section 94 funds and NSW Sport & Recreation grant (external)
Koola Park, East Killara masterplan works - upgrade from septic to sewer connection and cricket screen fence	December 2013	226,745	100%	Section 94 funds
North Turrumurra Recreation Area - landfill rehabilitation civil works	May 2014	3,682,802	100%	Domestic Waste Reserve Section 94 funds
Turrumurra Oval - fence replacement	April 2014	45,783	100%	Section 94 funds
Karuah Park, Turrumurra - rail fence and retaining wall	June 2014	62,000	100%	Infrastructure & Facilities Reserve
Allan Small Park, East Killara - acrylic courts & fences	April 2014	62,596	100%	Infrastructure & Facilities Reserve
Roseville Park - acrylic courts & fences	April 2014	143,582	100%	Infrastructure & Facilities Reserve
St Ives Village Green - 2 acrylic courts southern courts	April 2014	28,574	100%	Infrastructure & Facilities Reserve
Kent Road, Turrumurra Oval - acrylic courts & fences	April 2014	38,852	100%	Infrastructure & Facilities Reserve
Browns Field, Wahroonga - Fence Replacement	May 2014	22,728	100%	Infrastructure & Facilities Reserve

4. Projects we progressed

The following table shows key projects we progressed under this theme during 2013/14.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Council Funds
INFRASTRUCTURE WORKS				
Slope stabilisation works	80%	90,000	0%	Grants/Contributions
New footpaths	80%	95,000	100%	General Funds
Oliver Rd, Roseville - drainage upgrade works	25%	60,000	100%	General Funds
Bancroft Park, Roseville - new toilet	75%	114,000	100%	General Funds
Greengate Rd, Killara - footpath reconstruction	25%	15,000	100%	General Funds
B2 Land Subdivision, South Turrumurra	70%	2,905,875	100%	Infrastructure & Facilities Reserve
Echo Point Park, Roseville Chase - seawall reconstruction	50%	11,864	100%	Infrastructure & Facilities Reserve
ENVIRONMENTAL REGULATION				
Illegal dumping	80%	40,000	0%	Grants/contributions
Litter prevention	20%	130,000	0%	Grants/contributions
COMMUNITY BUILDINGS				
Warrimoo Ave, St Ives - scouts & guides halls	79%	107,798	100%	Infrastructure & Facilities Reserve
PARKS AND PLAYGROUNDS				
Parks Development Program - range of projects	72%	161,382	100%	Infrastructure & Facilities Reserve
The Mall Park Playground, St Ives - upgrade	5%	5,680	50%	Infrastructure & Facilities Reserve and NSW Sport & Recreation grant (external)
Wahroonga Park masterplan works - toilet block design	85%	22,665	100%	Section 94 funds
Wahroonga Park playground - upgrade	65%	80,319	100%	Section 94 funds
Cameron Park, Turrumurra - extension	40%	130,358	100%	Section 94 funds
Lofberg Rd, West Pymble - playground upgrade	35%	10,423	100%	Infrastructure & Facilities Reserve
McKenzie Park, Wahroonga - shelters	60%	4,054	100%	Section 94 funds
Caroolia Reserve, St Ives - investigation design and consultation	30%	58,207	100%	Section 94 funds
SPORTSFIELDS AND FACILITIES				
Golden Jubilee Field, Wahroonga - masterplan works	90%	1,024,170	100%	Section 94 funds
North Turrumurra Recreation Area - project management all stages	80%	1,356,819	100%	Section 94 funds golf course levy
North Turrumurra Recreation Area - golf finishing works	60%	2,321,163	100%	New Facilities Levy, Section 94 funds
North Turrumurra Recreation Area - services infrastructure	40%	170,134	100%	New Facilities Levy, Section 94 funds
Golden Jubilee Field, Wahroonga - playground upgrade as part of masterplan	5%	12,155	100%	Section 94 funds
Warrimoo Oval, St Ives - car park and hall access	75%	44,998	100%	Infrastructure & Facilities Reserve
Norman Griffiths Oval, West Pymble - design	20%	10,965	100%	Infrastructure & Facilities Reserve
Kent Road Oval, Turrumurra - car park	5%	4,509	100%	Infrastructure & Facilities Reserve

5. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Condition of local roads	Decreased (1)
Development compatible with the local area	Increased
Quality of footpaths	Maintained
Revitalisation/beautification of local centres and neighbourhood shops	Maintained
Providing adequate drainage	Maintained
Protecting heritage buildings and conservation areas	Increased
Public toilets	Decreased (2)
Litter control and rubbish dumping	Maintained
Provision and maintenance of local parks and gardens	Maintained
Provision and maintenance of sporting ovals, grounds and facilities	Maintained
Street cleaning	Decreased (3)

Notes:

(1) and (2) The decrease in satisfaction level corresponds to an increase in importance for this indicator, as identified by survey participants.

(3) There was a relatively small decrease in satisfaction level for this indicator



THEME 4

Access, Traffic and Transport

This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

To improve access to transport connections and encourage use of alternative transport we completed an expanded \$900,000 footpath program, upgraded bus stops, built new bicycle facilities and provided an additional 5.0 km of signposted and resurfaced cycle route and education programs during 2013/14.

Planning for long-term parking needs in Ku-ring-gai continued, with completion of a transport study of pedestrian, bus, rail and vehicle movements for Lindfield Local Centre. Information from this study will inform our planning designs for the new Lindfield Community Hub on the western side of Lindfield Railway Station, and the Lindfield Village Green project on the eastern side of the railway.

We continued to address the issue of long-stay commuter parking by assisting Transport for NSW with the temporary management of traffic and pedestrian access during its construction of the major new rail/bus transport interchange and commuter car park at Gordon Railway Station. An agreement with Transport for NSW also confirmed permanent commuter parking at the Culworth Avenue car park in Killara, adjacent to Killara Railway Station, as part of the sale of land to the NSW Government.

Services provided under this theme:

- Traffic and transport strategy and research
- Road safety
- Engineering design
- Civil works and maintenance



did you know

- 9km of designated cycle routes
- 68% of working residents travel outside the area daily
- 23.2% of working residents travel to work by public transport
- 482km of roads



Wahroonga Station

Key achievements 2013/14

- Negotiated guaranteed permanent commuter parking at the Culworth Avenue car park in Killara, adjacent to Killara Railway Station, through an agreement with Transport for NSW.
- Assisted Transport for NSW with traffic and pedestrian access management during the construction of the major rail/bus transport interchange and commuter car park at Gordon Railway Station.
- Completed the first stage of a cycleways project to provide safer cycle routes through Ku-ring-gai with line markings, sign postings and resurfacing for over 3.6km of new cycleway from Lindfield to Roseville.
- Implemented improvements to transport connections in Ku-ring-gai including 2.6km of additional footpath network, additional cycleway network, five new and upgraded bicycle facilities and upgrades to bus stops.
- Completed a transport study of pedestrian, bus, rail and vehicle movements for Lindfield Local Centre to assist with planning for the new community hub and village green projects.
- Promoted alternative transport options with popular test rides of electrically assisted bicycles and free bicycle checks and tune-ups at the 2014 Festival on the Green and study of alternative transport options for Ku-ring-gai, undertaken in partnership with post-graduate Macquarie University students.

Our challenges

- Addressing local residents' concerns that commuter car parking at the Culworth Avenue car park site would be lost through Council's proposed reclassification of the land.
- Ongoing monitoring and managing of car parking to balance the supply and demand of available parking spaces, particularly in local centres.
- Developing programs of activities that effectively engage with schools and the wider community to promote alternative transport options.
- Progressively upgrading public transport facilities and connections to provide improved access, within available resources.
- Advocating on behalf of Ku-ring-gai residents regarding the NSW Government's draft Environmental Impact Statement (EIS), released for public comment for the North Connex tunnel proposal, which will run between the M1 and M2 motorways linking Wahroonga and Pennant Hills.

The year ahead - in 2014/15 we will

- Complete Council's submission to the NSW Government in response to the draft Environmental Impact Statement (EIS) released for public comment for the North Connex tunnel proposal.
- Complete the next stage of the Ku-ring-gai Bike Plan to extend the cycleway to Turramurra.
- Continue planning upgrades to bus stops in line with Disability Act requirements.
- Complete organisation of a Ride2Work day event in October 2014 to encourage people to start riding to work and to promote commuting by bike as a regular habit.
- Develop a program of activities to effectively engage with schools to promote alternative transport options.
- Continue to provide input into the Gordon commuter car park and interchange project at Gordon Railway Station, currently under construction by the NSW government.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

What we achieved



Gordon bus/rail interchange project. Photo courtesy of Transport for NSW

Addressed long term parking needs



As part of our long term planning for Ku-ring-gai we are addressing the need for short, medium and long stay parking in our key centres

Access to and within our local centres, including the availability of car parking, is becoming increasingly important as Ku-ring-gai's population grows and our centres develop. In our recent community survey, participants identified the availability of car parking in local centres as an area of high importance.

Council officers participated in both local and regional transport initiatives for improved bus and rail infrastructure for residents and commuters, in particular the Gordon interchange and commuter car park works, which commenced during the year.

New commuter parking - Gordon bus/rail interchange project

Council officers assisted Transport for NSW, as part of its construction of a new multi-storey commuter car park and bus/rail interchange at Gordon Town Centre, which commenced in 2013/14. This included monitoring construction to ensure works are consistent with Council's design objectives for the precinct and assisting with temporary pedestrian and traffic movement arrangements around the works.

The interchange project will provide much needed public transport facilities to cater for the increasing volume of bus and rail commuters at this busy interchange point. The project is the result of Council's long term advocacy for improved bus/ rail facilities for Gordon Town Centre and close collaboration with State Government departments for its delivery. New facilities include a looped bus interchange, a three-storey car park below the interchange and improved way finding and pedestrian facilities on the western side of Gordon Station, off Henry Street. This will create an additional 135 long stay commuter car spaces to those previously provided.

The existing Werona Avenue Commuter Car Park (located on the eastern side of the railway station at the corner of Werona Avenue and Park Avenue), was also upgraded and extended with an additional 30 long stay car spaces.

Formalised commuter parking – Killara Railway Station

During 2013/14 Council entered into an agreement with Transport for NSW to guarantee permanent commuter car parking at the Culworth Avenue car park, opposite Killara Railway Station. The car park is currently owned by Council.

In a deed of agreement signed in June 2014, Transport for NSW will acquire 3667m² of the site, in return for taking over the permanent management of car parking on this portion of the site.

An independent valuation has ensured the best possible return for the community, which has a high level of interest in the car park's future. In July 2014 the Council received \$7million from Transport for NSW for the compulsorily acquired portion of the site. A reclassification process for the remainder of the site, to change its use from community to operational land, is continuing in 2014.

To address community interest we have kept the community informed of the original reclassification proposal regarding the site and subsequent decision by Council to accept Transport for NSW's compulsory acquisition of part of the site for commuter car parking.



FURTHER READING:
kmc.nsw.gov.au

Reviewed parking in Lindfield local centre

Planning for long-term parking needs in other Ku-ring-gai centres continued, with completion of a transport study of pedestrian, bus, rail and vehicle movements for Lindfield local centre. Information from this study will inform our planning designs for the new Lindfield Community Hub on the western side of Lindfield Railway Station, and the Lindfield Village Green project on the eastern side of the railway. In particular Council's utilisation of its own landholdings, particularly substantial ground level car parking areas that exist on both sides of Lindfield Railway Station.



Turramurra Station



Improved road markings and signage for cyclists throughout Ku-ring-gai

Enhanced accessibility and transport choices



We are committed to promoting sustainability across all areas of living and working in Ku-ring-gai.

Over 34,206, or 68% of Ku-ring-gai Council area's working residents travel daily outside of the area to work, mainly to Sydney CBD and surrounding local government areas (2011 ABS Census) many of these residents travel by private car. Transport and access offer opportunities for more sustainable alternatives for travel to work, such as public transport, cycling and car pooling.

During 2013/14 we improved public transport connections to make them more accessible to a wider range of age groups and community needs and to better match the travel needs of the community.

Improved public transport connections

Works to upgrade bus stops continued during 2013/14, as part of an incremental improvement program. Priorities for works were determined on the basis of patron usage and timetabling information. Key works were completed at Kintore Street in Wahroonga as well as other locations in Ku-ring-gai. Improvement works are also designed to be consistent with the requirements of the *Disability Discrimination Act*, to provide more universally designed facilities and better access that increasingly meets more diverse community needs.

There were 11 new and upgraded pedestrian facilities completed during the year in addition to 2.6km of new footpath network.

Promoted cycling and sustainable transport

During 2013/14 we continued to roll out Council's Ku-ring-gai Bike Plan, including new road markings and signage for cyclists and resurfacing of roadways to make them safer for travel.

In December 2012 Council adopted the Ku-ring-gai Bike Plan, which aims to increase safety for riders, introduce more cycle routes and bike facilities, encourage more people to cycle and improve driver awareness of cyclists. The plan was informed by consultation with over 600 people including local cycling groups, schools, the NSW Roads and Maritime Services and the general community through surveys and workshops.

As part of the roll-out we produced a popular bike map that charts all the cycling routes throughout Ku-ring-gai, including cycleways and popular low-traffic, flatter routes recommended by cyclists. We are also improving road markings and signage for cyclists throughout the local government area.

Informed by the Bike Plan, Council has previously completed line markings, sign posting and resurfacing for over 4km of new cycle route (Lindfield through to Roseville). During 2013/14 this work was extended by an additional 5km, through Killara and Gordon. As a result it is now possible to cycle on a fully signposted route from Boundary Street, Roseville to Park Avenue, Gordon.

Stage three works will commence in 2014/15, extending the cycle route further north to Turramurra.



FURTHER READING:
kmc.nsw.gov.au/cycleways
bicycleinfo.nsw.gov.au

Educated our community

An important part of increasing more sustainable modes of transport is educating the community about their benefits to our daily lives and their contribution to longer term objectives to protect the environment.

We delivered popular community promotion and educational programs in 2013/14. These included:

- Two cycling promotion stalls in May 2014 as part of the 2014 Festival on the Green. These included the display and test ride of electrically assisted bicycles and a free bicycle check and tune-up stall
- A 'Cycling to the Event' promotion for the Festival on the Green website page. This promotion was also included in September 2014 'Medieval Faire' event promotion
- Promotion of a Ride2Work day event, to be held on 15 October 2014, to encourage people to start riding to work and to promote commuting by bike as a regular habit
- Educational school programs focussed on encouraging the wider community to walk or take public transport as an alternative to driving.

During 2013/14 Council staff engaged Macquarie University post-graduate students in a project to explore how Council can more effectively communicate the benefits of alternative transport options to the Ku-ring-gai community. The research covered areas of road safety, transport and sustainability. Recommendations from the research included opportunities to engage more effectively with schools regarding alternative transport options as well as suggestions for activities and events to promote alternative transport. A program of activities will be developed from the project in 2014/15.



New cycleways through Roseville and Killara



Cycling promotion stall at 2014 Festival on the Green



Improved safety on our cycle routes

Improved road safety and efficiency



The largest asset Council has responsibility for is the local road network.

During 2013/14 Council continued to manage that network to reduce congestion, particularly around local centres, to maximise the efficiency of parking and to improve safety and accessibility for pedestrians, cyclists and motorists.

Adequate, accessible regional public transport and road connections are also vital to the area's efficient operation. Council continued to press the State Government for the delivery of improvements to the regional transport network.

Focused on road safety

We continued to work with NSW Roads and Maritime Services, the NSW Police and other local councils to continue improving road safety for the community.

Road Safety Projects delivered in 2013/2014 included the Drink Drive Program, Pedestrian Safety Program targeting distracted pedestrians (this included a range of outdoor advertising across neighbouring councils), two Learner Driver Workshops, Child Restraint Checking Days and the Safety Outside Schools Program, which provided primary schools with valuable resources, such as highly visible reflective bag tags, resources encouraging students and carers to walk to school and also a banner competition which was implemented during Term 2, 2014. A 2014 Senior Road Safety Calendar was also produced and distributed to our senior community.

Audits of four schools were completed in consultation with school communities to review current pedestrian and traffic safety facilities and recommend improvements. Where changes to on street facilities were required, reports were prepared for the consideration of the Ku-ring-gai Traffic Committee.



FURTHER READING:
kmc.nsw.gov.au/roadsafety

Bike safety

In addition to providing convenient and suitable cycle routes within Ku-ring-gai, Council's Bike Plan is also significantly improving safety for cyclists to travel in our area, and connect to other destinations such as Chatswood, St Leonards, North Sydney and the City.

The safety measures are part of Council's ongoing commitment to increasing safety and awareness of cyclists generally in Ku-ring-gai, in direct response to previous community feedback.

Improving safety on our cycle routes aims to encourage residents to hop on their bike and enjoy an active lifestyle - whether that's an easy Sunday ride with the family, pursuing cycling as a hobby or abandoning the car to cycle to work.

Managed parking compliance

There are a range of regulated public parking areas within Ku-ring-gai. These include Council managed car parks within local centres or adjacent to railway stations, street parking with sign posted time restrictions and specially restricted parking zones, mainly outside schools and child care centres. The operation of these parking areas is regularly monitored and reviewed by Council and the Ku-ring-gai Traffic Committee to ensure they are operating safely and efficiently.

Council has responsibility for ensuring the proper and safe functioning of these car parking areas and surrounding road network. Parking across the entire local government area is regulated in accordance with Council's adopted compliance policy. During 2013/14 over 13,000 infringements were issued, with the value of fines in excess of \$1.89million. The Safety Outside Schools program was given priority, with patrols at each school conducted on a routine basis. Licence Plate Recognition technology, which was introduced during the year, has significantly assisted rangers with regulatory parking enforcement in Council owned car parks, on-street restricted areas and school zones.

Delivered expanded asset renewal program

With additional funding already available from our rates restructure and operational efficiencies we completed a significantly expanded \$8million roads program and \$900,000 footpath program during 2013/14. These works have significantly enhanced the safety and efficiency of the local road network and pedestrian footpath network across Ku-ring-gai.

See page 100-101 for details of the works.

Council submission on proposed North Connex tunnel

Announced by the NSW Government, the proposed North Connex tunnel will run between the M1 and M2 motorways linking Wahroonga and Pennant Hills.

In 2013/14 the Government released a draft Environmental Impact Statement (EIS) for public comment including any potential effects on local residents living in the vicinity of the proposed tunnel. Council subsequently sought submissions from affected residents of Ku-ring-gai and engaged independent consultants to help compile a submission to the Government on the proposal.

Council's submission on the EIS addressed the following areas:

- Impacts on residents
- Air quality
- Ecologically sensitive areas where the tunnel will be constructed
- Traffic and access issues, including the impact of any tolls
- Noise
- Any impacts on local heritage
- Geology and hydrology
- Emergency management
- Construction impacts.



FURTHER READING:
www.northconnex.com.au

Summary of our performance 2013/14

Access, traffic and transport

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Roads upgraded	\$	3,464,302	7,683,072	6,627,090	6,848,018	8,160,787	Increased (1)
Fuel cost	\$	533,147	556,872	607,800	587,675	616,999	Increased (2)
Street light maintenance costs	\$	1,214,857	1,797,465	1,857,816	1,919,023	1,996,184	Increasing (3)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Notes:
 (1) Increased Council funding of over \$2million was redirected from organisational savings. Funding includes Federal and State government funding.
 (2) The fuel cost increase is due to the higher cost of purchasing fuel during the reporting period.
 (3) Following a large increase in street light maintenance costs in 2010, increases have generally been slightly above the Consumer Price Index (CPI).

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of 2013/14 Tasks *	69%
Achievement of 2013/14 Performance Indicators **	83%

Notes:
 * Of the 23 Tasks, 16 were achieved and 7 were not achieved during this period. All tasks not completed were carried over to the 2014/15 Operational Plan.
 ** Of the 6 Performance Indicators, 5 were achieved and 1 was not achieved during this period.

2013/2014 Performance Indicators	Target	Achieved
Additional footpath network.	0.9km	2.6
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands).	10	11
Additional cycleway network.	2.5km	6.7
Number of new and upgraded bicycle facilities.	5	4
Increase in use of alternative modes of transport: Bicycle count data.	5%	9%
Reduction in the number of recorded collisions per year involving vehicles or pedestrians.	1.5%	1.5%

 **FURTHER READING:**
kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
TRANSPORT				
Priority actions derived from Integrated Transport Strategy, Bike Plan and Pedestrian Access Management Plan	June 2014	286,904	0%	Grant \$100,000 Environmental Levy \$186,904
Development, maintenance and promotion of walk ways and bushland recreation trails	June 2014	83,380	0%	Grant \$40,000 Environmental Levy \$43,380
New Street - 32 Dumaresq to Moree St, Gordon	June 2014	166,400	100%	Section 94
New Street between McIntyre and Dumaresq St, Gordon	August 2013	333,300	100%	Section 94
New footpaths	June 2014	427,560	100%	General Funds
Footpath reconstruction (existing footpaths that are in poor condition)	June 2014	295,000	100%	General Funds
Roads program	June 2014	8,282,000	100%	General Funds
Lindfield Village Green scoping study Tryon Rd, Lindfield	May 2014	99,300	100%	Section 94

4. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Availability of car parking in the local centres	Decreased (1)
Traffic management	Increased
Access to public transport	Increased
Access to cycle ways, footpaths, walking tracks	Maintained

Note:
 (1) The decrease in satisfaction level corresponds to a significant increase in importance for this indicator, as identified by survey participants.



THEME 5

Local Economy and Employment

This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

The people who live in an area are one of the most important resources that an economy draws upon, both as a market that consumes goods and services and as a source of labour.

Over half of Ku-ring-gai's working age population are employed in the service sectors of healthcare and social services, education, professional services and retail. Ku-ring-gai also has a higher proportion of households in the medium to high income category compared to New South Wales.

As our population increases it will be important for the local economy to expand and diversify to support the community into the future.

During 2013/14 we commenced a number of initiatives focussed on building local economic and employment capacity. This included initiatives to stimulate business vitality and community pride, promote Ku-ring-gai as a destination for visitors as well as support for local business.

Services provided under this theme:

- Economic and social development
- Marketing
- Events coordination

did you know

- 17,900 visitors to the Ku-ring-gai Wildflower Garden
- 13,173 businesses in Ku-ring-gai
- 34,369 local jobs in Ku-ring-gai
- 57,391 of residents are employed
- \$5.14 billion is the total of Ku-ring-gai's Gross Regional Product



Wahroonga Shopping Village

Key achievements 2013/14

- Launched the Activate Ku-ring-gai program to stimulate civic pride and economic development in key suburbs in Ku-ring-gai.
- Held a Family Fun Day in the Lindfield Local Centre as part of the activate Ku-ring-gai program. This attracted several hundred local residents and business people who discussed future ideas for Lindfield with councillors and council staff.
- Completed major improvements and a targeted events program for the Ku-ring-gai Wildflower Garden attracting an unprecedented 17,900 visitors.
- Completed major improvements to the Princes Street shops in Turramurra as part of a revitalisation program for neighbourhood shopping precincts.
- Significantly increased attendee numbers across all regular and new events. A highly successful marketing campaign focussed on Ku-ring-gai as a provider of diverse visitor activities and experiences both to visitors from within the area, other parts of Sydney and beyond.
- Identified a range of projects and initiatives that Council will either undertake, support or promote to boost economic outcomes in Ku-ring-gai.
- Hosted Small Biz Bus to provide free advice to small business owners and aspiring entrepreneurs.

Our challenges

- Effectively engaging with residents and businesses to discuss ideas and options for improvements to neighbourhood and local centres.
- Helping to create conditions that will attract a greater variety of business types in our local and neighbourhood centres. These include new retail and food outlets, which will in turn generate more pedestrian movement and expenditure within Ku-ring-gai.

The year ahead - in 2014/15 we will

- Organise a Family Fun Day at Turramurra Local Centre as part of the 'Activate Turramurra' project.
- Organise a series of educational and network information sharing opportunities through Business Breakfast seminars.
- Present Council's new signature tourism event, the St Ives Medieval Faire, to be held over two days in September 2014.
- Produce easy to use How to Open guides to assist people to navigate the development approval process and open businesses in Ku-ring-gai.
- Continue to plan and market events that will attract visitors from outside Ku-ring-gai.
- Continue to strengthen local and neighbourhood centres.
- Continue to promote the St Ives Precinct through specialist event venues and unique visitor experiences.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

What we achieved



Ku-ring-gai Council staff

Initiated the 'Activate Ku-ring-gai' program



A strong local economy, able to provide and attract quality jobs, is an important contributor to Ku-ring-gai's long term sustainability.

The Activate Ku-ring-gai program was launched in 2013. It aims to stimulate civic pride and economic development – both public and private – in key suburbs in Ku-ring-gai. So far the program is being rolled out in two suburbs – Lindfield and Turramurra – with more to come. The main drivers of Activate Ku-ring-gai are community engagement through informal events and surveys; master planning based on community ideas and feedback and consultation with local business owners and on-the-ground action to stimulate civic pride and a sense of community ownership in local centres.

Activate Lindfield

In February 2014, we held a Family Fun Day in Lindfield to gain feedback and ideas from the community on what they would like to see happen in Lindfield in the future. The event attracted several hundred local residents and business people to face-to-face discussions with Councillors and staff about long term planning for the area. A petting zoo, free drinks and food and face painting added atmosphere and a relaxed setting for people to share and discuss ideas. The event provided valuable feedback and input from residents, businesses and the Chamber of Commerce that will help with the development of plans for improvements and ongoing engagement with the over 200 residents and businesses who signed up to participate in the Activate Lindfield project.

For the Activate Ku-ring-gai program to be successful, it is important that local residents and businesses are engaged throughout the planning, decision-making and implementation phases of projects. While the Lindfield community has clearly indicated their wish to be involved in improvement planning for the centre, we will need to ensure that opportunities are provided for a wide cross-section of residents and businesses to have their say. In particular, people who are only available out of business hours, older people or people with disabilities and people who have language barriers. To reach these groups and others, we will be using a variety of communication and engagement methods tailored to their specific needs. Council has a strong record in effective community consultation and engagement over many years.

[See p111 for more details](#)



FURTHER READING:
kmc.nsw.gov.au/activatelindfield

Activate Turramurra

The success of our community engagement approach in Lindfield provided the basis for a similar Family Fun Day event planned for the Turramurra Local Centre in 2014/15, as part of the Activate Turramurra project initiative. This event will be supported by an online survey which will be open to all interested residents and businesses up to the event. In the interim, an anti-litter campaign and 'adopt a planter box' campaign was launched in Turramurra in June 2014. The campaign will see attractive new litter bins installed in the shopping centre, streets and footpath cleaning and maintenance stepped up and planter boxes pruned and cleaned. Business owners are being encouraged to take care of planter boxes located outside their businesses.



FURTHER READING:
kmc.nsw.gov.au/activateturramurra

Revitalised neighbourhood centres - Princes Street Shops, Turramurra

As part of Council's neighbourhood centre improvement program we completed the next improvement project at Princes Street shops, Turramurra during 2013/14. The works have given the shopping precinct a fresh look with new paving, seating and landscaping. This has significantly improved presentation of the neighbourhood centre and made it more accessible and attractive for customers.

[See p110 for more details.](#)

Economic and Social Development Advisory Committee (ESDAC)

To help drive and support local economic and employment growth in Ku-ring-gai, ESDAC was established as an advisory group of Councillors and Directors, with the primary function of reviewing ideas and initiatives, and making recommendations regarding the allocation of resources to best support our economic development program.

Initiatives include strengthening support for local business, upgrading neighbourhood centres, finding new ways to activate local spaces, increasing our use of social media and improving our website. We are also investigating opportunities to better promote our shopping centres, attract new investment into the area and expand tourism.



FURTHER READING:
kmc.nsw.gov.au/esdac

Princes Street Shops Turramurra opening





Angus Stewart, presenter on the ABC's Gardening Australia opens a garden he designed in the Ku-ring-gai Wildflower Garden

Supported and marketed events



Events are an important factor in attracting visitors and feature prominently in the development and marketing plans of most destinations.

A number of major events were organised or sponsored by Council within the Ku-ring-gai area during 2013/14. These events, which have the potential to attract visitors from all over Sydney and beyond, were supported by extensive marketing campaigns. The events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres.

Ku-ring-gai Wildflower Garden

The Ku-ring-gai Wildflower Garden is a well-known and much loved attraction. During 2013/14 we completed major renovations and improvements to the garden's facilities. These included:

- new commercial kitchen, facilities and equipment to cater for conferences, functions and weddings within Caley's Pavilion function area.
- creation of an enclosed presentation garden, designed by Angus Stewart, presenter on the ABC's Gardening Australia television program.

Concurrently with these works, new and expanded programs were developed for the garden to attract both local and regional day visitors.

With the completion of the improvement works, new and expanded programs and enhanced marketing of annual events the Ku-ring-gai Wildflower Garden experienced a significant increase in visits during 2013/14. Highlights were:

- a very successful Wildflower Garden Festival featuring Angus Stewart attracting 4,000 day trippers.
- a 45% increase in overall numbers of garden visits from 12,384 to 17,900 during the year.
- commencement of a new 'Bush to the Beach' program aimed at passing tourist buses.
- broadening of the visitor centre education program with opportunities to display more fauna, including lizards, snakes and insects.
- commencement of an online booking system for most programs.

Ku-ring-gai Wildflower Garden visits

2009/10	5,350
2010/11	5,380
2011/12	9,434
2012/13	12,384
2013/14	17,900

St Ives and Wahroonga food and wine festivals

Council actively supported two community-based food and wine festivals held during 2013/14.

The St Ives Food and Wine Festival was held in the St Ives Village Shopping Centre with approximately 3,000 people attending. Council provided financial support of \$3,000 to assist with the organisation of this successful event.

The Wahroonga Food and Wine Festival was held in the Wahroonga shopping precinct and attracted 6,000 people from across Ku-ring-gai and beyond. The event was coordinated and hosted by a commercial entity with Council providing financial support to establish and grow this initiative. Council will provide \$8,000 funding to help continue this event in 2014/15.

Both events will deliver significant economic and social benefits to the local business communities.

St Ives Precinct

As an initial step to activate the St Ives precinct, which includes the Ku-ring-gai Wildflower Garden, St Ives Showground and Ku-ring-gai Community Nursery, we created a new position of St Ives Precinct Coordinator. The role of the precinct coordinator is to attract tourism to the area through increased events and marketing.

During 2013/14 major planning progressed on two new events that will attract tourists from Sydney and other regions. The September Medieval Faire and Lost in the 50's event are well underway and will be supported by extensive marketing. These events will potentially attract over 7,000 day trippers to the St Ives Precinct with local day tourists, estimated at 18,000 people, making up the balance of people attending the precinct for these events.



FURTHER READING:
kmc.nsw.gov.au/wildflowergarden



Wahroonga Food and Wine Festival



Small Biz Bus in Lindfield

Initiatives to promote business



Economic development is about creating an environment that promotes sustainable business growth, investment, employment generation and making it easier for people to do business with Council.

Ku-ring-gai has 13,173 local businesses, which is above the average for other similar Councils. Many of these businesses are small to medium sized.

Ku-ring-gai Council area's Gross Regional Product is estimated at \$5.14billion, which represents 1.1% of the state's GSP (Gross State Product).

Free advice for local businesses

We hosted the Small Biz Bus in Lindfield in April 2014 and Gordon in June 2014 to deliver business advice to local residents and business operators. The Small Biz Bus, sponsored by the NSW government, provides practical, free and independent advice to local business owners.

Over 20 people received advice and information from the staff on the bus. Also planned for 2014/15 are 'How To' guides to help new businesses better navigate the regulatory approval processes of Council and other government authorities.

Business Breakfast Seminar Series

During 2013/14 we designed and developed a new business education and networking program 'Business Breakfast Seminar Series'.

The series aim to provide an overview of the common issues involved in setting up and running a small business and offer practical advice on how to tackle these issues as well as networking opportunities. The breakfast series will also offer specialised sessions for aspiring entrepreneurs, helping them turn their creative talents and ideas into a business. The series will commence in 2014/15.

Building Business Partnerships

During 2013/14 we collaborated with Pittwater and Warringah Councils to boost the regional economy and grow employment opportunities for residents. Work has begun with Pittwater and Warringah Councils to co-develop a regional economic development action plan.

A briefing with Northern Sydney Regional Organisation of Council's (NSROC) was also conducted to understand regional economic goals and strategies. Synergies with NSROC's plan were identified and helped inform Council's economic development objectives and priorities. Working relationships were also progressed with other government and private organisations including:

- Sydney Business Limited, which aims to deliver business advice across Ku-ring-gai and promote valuable support services via Council's website.
- Economic Development Australia, to provide networking and advice.
- Sydney Business and Business Enterprise Centre, which aims to provide new training and education programs for our local businesses.
- NSW Trade and Investment, to identify funds and grants available for local businesses.
- Destination NSW, to assist in identifying funding and support for a local visitation program.



Business breakfast seminar

Summary of our performance 2013/14

Local economy and employment

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social and economic' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Ku-ring-gai Wildflower Garden visits	No.	5,350	5,380	9,434	12,384	17,900	Increasing(1)
Major Events attendance	No.	30,000	15,235	25,540	38,500	51,121	Increasing (2)

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Notes:
 (1) The completion of upgrades to the Wildflower Garden's facilities and Council's enhanced marketing program in 2013/14 resulted in a significant increase in visitor numbers.
 (2) The increase in numbers attending major events is due to Council's enhanced marketing program and the introduction of new events.

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of 2013/14 Tasks *	94%
Achievement of 2013/14 Performance Indicators **	83%

Notes:
 * Of the 17 Tasks, 16 were achieved and 1 was not achieved during this period. All tasks not completed were carried over to the 2014/15 Operational Plan.
 ** Of the 6 Performance Indicators, 3 were achieved and 3 were not achieved during this period.

2013/2014 Performance Indicators	Target	Achieved
Businesses in Ku-ring-gai Local Government Area (LGA).	13,499 number of businesses	13,173 (1)
Economic employment promotion initiatives delivered or facilitated by Council (annual program).	100%	100%
Local jobs in Ku-ring-gai Local Government Area (LGA).	34,835 local jobs	34,369 (2)
Participants involved in economic employment forums, workshops and initiatives facilitated by Council.	45 participants	40 (3)
Visitation promotion initiatives delivered or facilitated by Council.	100% completion of agreed annual program	100%
Visits to selected Ku-ring-gai attractions (Ku-ring-gai Wildflower Garden).	12,000 visits	17,900

Notes:
 (1) The slight decline in the number of local businesses below the target figure is likely due to annual fluctuations. Further review into factors affecting growth trends is being undertaken in 2014/15.
 (2) The slight decline in local jobs below the target figure is likely due to annual fluctuations. Further review into factors affecting growth trends is being undertaken in 2014/15.
 (3) The number of participants was below target in 2013/14 due to timetabling for some initiatives, which moved into the next 2014/15 year.

 **FURTHER READING:**
kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
Princes St, Turramurra - business centre streetscape improvement program	December 2013	470,000	100%	Infrastructure & Facilities Reserve

4. Projects we progressed

The following table shows key projects we progressed under this theme during 2013/14.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Council Funds
Upgrade Ku-ring-gai Wildflower Garden centre	95%	345,100	100%	Infrastructure & Facilities Reserve
Warrimoo Ave, St Ives shops - business centre streetscape improvement program	10%	4,096	73%	Infrastructure & Facilities Reserve and NSW Community Building Partnership (external)

5. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Availability of venues to eat out and socialise	Maintained
Tourism in the local area	Decreased (1)
Opportunities to work in the local area	Decreased (2)

Note:
 (1) and (2) These indicators are outside council's direct responsibility. The decrease in satisfaction level also corresponds to an increase in importance for these indicators, as identified by survey participants.



THEME 6

Leadership and Governance

This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs.

During 2013/14 we built capacity across the organisation to deliver the community's long-term objectives for Ku-ring-gai. This included securing ongoing funding to upgrade our roads in addition to previous cost savings and efficiencies, as well as securing funding for the management of a new designated biodiversity area. This additional funding and our healthy financial position all contribute to our ongoing long term financial sustainability. Community engagement was a continuing focus throughout the year for a number of initiatives including our application to continue Council's infrastructure levy, the Activate Ku-ring-gai program and a survey of resident priorities and satisfaction with Council services.

Our sound financial and asset management means our service delivery is sustainable for the future and our commitment to staff health and wellbeing creates a safe and productive work environment to deliver those services

Services provided under this theme:

- Integrated planning and reporting
- Financial management
- Property and asset management
- Revenue accounting
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

- Ku-ring-gai in top 16 of 152 NSW Councils for financial strength and stability
- 700 staff completed learning and development courses
- 5,000 people 'liked' Council on Facebook
- 435,455 visits to our website
- 73,000 items of outgoing mail
- 82,000+ documents registered in our record system
- 18,500m2 of land acquired since 2007 for public use with a \$33.7million value
- \$47million spent on capital works



AR Bluett Memorial Award presentation afternoon tea

Key achievements 2013/14

- Joint winner of the 2014 AR Bluett Memorial Award for the highest achieving urban council in NSW for 2013/14.
- Maintained and enhanced our long term financial sustainability to deliver the community's objectives contained in our Community Strategic Plan 2030.
- Successfully applied to IPART for a permanent continuation of our infrastructure levy, providing an extra \$2.7million every year to upgrade our roads. The Levy will ensure that Council has the capacity to provide additional funding to reduce the asset renewal gap, and continue to improve Council's local roads.
- Saved \$1 million in workers compensation premiums since 2012 through the Safestart program.
- Reduced legal costs by over \$300,000 from 2012/13.
- Progressed a comprehensive program of land acquisition to provide for new parks and road linkages.
- Progressed the reclassification of Council owned lands from community to operational to provide flexibility for the use of the land either for commercial leasing or potential sale.
- Progressed plans for the refurbishment of the commercial office space at 828 Pacific Highway Gordon, for the relocation of Council's administration offices and chambers.
- Completed a program of engagement and consultation with the community including obtaining feedback on the delivery of over 44 service areas.
- Received a community satisfaction rating of 84% overall for Council services and facilities.
- Won a Silver Award in the Australasian Reporting Awards for our 2012/13 Annual Report.
- Councillor Elaine Malicki and Director Community Janice Bevan received 2014 Ministers' Awards for Women in Local Government in recognition of their outstanding service at a metropolitan NSW council.
- Completed an organisational climate survey of staff which has provided a sound platform for future change management and learning and development programs.
- Enhanced Council's procurement and contract management procedures and risk management processes.
- Fully integrated our Asset Management Plans and Strategy with the Long Term Financial Plan, consistent with Integrated Planning and Reporting legislation and good practice.
- Implemented major new systems including a new sustainability data management and reporting system, phase 2 asset enterprise management system and enterprise budgeting system and progressed integrated risk management and performance planning systems.
- Rationalised our records storage system to comply with state legislation and free up badly needed storage space.
- Undertook a comprehensive leadership program called The Colloquium through the Australian School of Applied Management. All Directors and Senior Managers participated in the program.

Our challenges

- Responding to NSW State Government reforms to local government including the most recently released 'Fit for the Future' proposal.
- Continuing to implement productivity and efficiency improvements, with any funding available from efficiency gains being redirected towards expenditure on renewal of infrastructure assets.
- Providing service levels that meet community needs within available resources.
- Managing the retrofit and refurbishment of existing commercial office space for the relocation of Council's administrative centre to new premises.
- Managing upgrades to Council's systems with minimal disruption to customer service.
- Continuing to seek new funding sources and innovative opportunities for the delivery of the community's long term objectives.
- Undertaking transparent consultation with the community regarding Council's proposed reclassification of specific lands from community to operational.



This symbol represents projects, programs and initiatives that have increased Council's capacity to provide services and facilities in response to community needs and progress the community's long term objectives for Ku-ring-gai, as stated in the Community Strategic Plan 2030.

The year ahead - in 2014/15 we will

- Continue to liaise with and respond to the State Government on its proposals to reform local government.
- Maintain our long term financial sustainability and annual operating surplus.
- Continue to satisfy all performance measures for financial sustainability.
- Commence refurbishment of 828 Pacific Highway, Gordon for Council's new Chambers & Administration premises.
- Commence masterplanning the existing Council Chamber's building site to provide for a future civic and community hub.
- Progress service level reviews to document existing services and assist in identifying productivity improvements.
- Review our workforce plan to respond to Council's future workforce needs and the delivery of the Community Strategic Plan.
- Continue to develop a high performing collaborative work environment.
- Maximise funds available for projects to upgrade or renew infrastructure.
- Proactively investigate new funding sources for our projects, programs and services.
- Continue to upgrade Council's systems.
- Continued role out of the leadership Colloquium program to supervisors and team leaders across Council.

What we achieved



Golden Jubilee Oval, Wahroonga

Implemented our long term plans



The Integrated Planning and Reporting (IP&R) Framework has introduced a hierarchy of plans which aims to ensure a more sustainable local government sector.

Integrated corporate planning and consultation underpins everything we do, and ensures we are making the right decisions on behalf of our community.

Integrated Planning and Reporting

This is our first annual report completed under Council's new Community Strategic Plan 2030 and Four year Delivery Program under the integrated planning and reporting framework. The report groups our performance and achievements into six key themes, reflecting our Community Strategic Plan, namely:

- Community, People and Culture
- Natural Environment
- Places, Spaces and Infrastructure
- Access, Traffic and Transport
- Local Economy and Employment
- Leadership and Governance.

In 2009 Ku-ring-gai Council was one of the first groups of NSW councils to adopt a Community Strategic Plan (CSP) under the new Integrated Planning and Reporting legislation. The Community Strategic Plan was complemented by a four-year Delivery Program, Resourcing Strategy and one year Operational Plan.

In 2012/13 we reviewed our CSP in line with the new Integrated Planning and Reporting (IP&R) guidelines. The resultant suite of plans, adopted by Council in June 2013, are now more closely aligned with contemporary community priorities. Resourcing and funding options are detailed in the Resourcing Strategy while annual tasks, projects and services are detailed in the Delivery Program and Operational Plan. This provides the community and Council with a clearer road map for their delivery. Key local land use plans and other policies are also integrated with the documents with specific actions incorporated into the IP&R plans.

Key achievements for the year were:

- Fully integrating our Assets Management Plans and Strategy with the Long Term Financial Plan, consistent with IP&R legislation and good practice.
- Aligning reporting and decision-making processes with the new plans.



FURTHER READING:
kmc.nsw.gov.au/integratedplanning

Land use planning - Principal LEP and DCP

Council made another step forward in replacing its 40 year old principal land use plan with the completion of the new Ku-ring-gai Local Environmental Plan. This plan covers all areas outside of our local centres and was adopted by Council on 26 November 2013, following exhibition during 2013. The plan is awaiting state government approval. A Principal Development Control Plan has also been prepared to support the KLEP 2013 once it is gazetted.

The Local Centres LEP and DCP have been in place since February and June 2013 respectively and apply to all development within local centres boundaries.



FURTHER READING:
kmc.nsw.gov.au/lep
kmc.nsw.gov.au/dcp

Maintained a high level of community engagement

Community engagement was a continuing focus throughout the year. Key consultation included:

► IPART application

We surveyed residents and facilitated focus group discussions to determine community priorities and satisfaction with our assets and resident views on continuing our infrastructure levy to fund renewal of roads. The consultation identified which assets were most important to our community and if they would support a levy to sustain them. Roads, footpaths and drainage are our community's highest priorities and over 80% of those consulted supported a levy.

► Reclassification of Council owned lands

The reclassification of Council-owned land is a legal requirement to change the status of how public land is used. Under the Local Government Act, public land can be classified in several ways, with the majority being either 'community' or 'operational'. Community land is generally open to the public, for example parks, reserves or sportsgrounds. Operational land is public land used for other purposes such as work depots, car parks or investment properties held by Council.

Council is currently seeking to change the status of a number of sites across Ku-ring-gai from community to operational through the reclassification process. The reasons for changing public land from community to operational vary, but are mainly in order to provide flexibility in the management or future use of the land including commercial leasing or potential future sale. As a result some of these sites may be sold, and some have been earmarked by Council to fund asset purchases, including our new Council administration building.

The reclassification process is comprehensive and transparent and allows full discussion of any community interest. During 2013/14 this included public exhibition of the proposal, followed by an opportunity for residents to submit their views on particular lands at a public hearing chaired by an independent person.



FURTHER READING:
kmc.nsw.gov.au

► Community satisfaction survey

In June 2014 we carried out an independent survey of resident satisfaction with 44 Council services and facilities. The survey also asked resident views on positive aspects of living in Ku-ring-gai, issues facing the area over the next 10 years, and views on community and lifestyle questions.

84% of residents indicated that they were somewhat satisfied, to very satisfied, with Council's overall performance in delivering services and facilities. More information on specific service areas is provided under the 'Summary of our Performance 2013/14' section for each Theme.



Roseville Chase Bowling Club

Strengthened our financial capacity



Council's overall guiding principle is to maintain a healthy financial position. This is underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

Ku-ring-gai Council was assessed as being in a 'sound' financial position with a 'neutral' outlook for the future in the NSW Treasury Corporation's (TCorp's) Financial Sustainability of the NSW Local Government Section – April 2013.

This puts us in the top 16 councils in NSW and is the result of prudent and innovative financial management over many years.

Received IPART approval to continue our infrastructure levy

Following extensive community consultation we successfully applied to IPART to continue our infrastructure levy permanently. IPART granted this application in June 2014. This will provide an extra \$2.7million every year from 2014/15 to upgrade our roads. A previous rates restructure has also provided an extra \$36million over 20 years for asset renewal and improved operating efficiencies have diverted \$18 million over 10 years.

Continued to close our asset funding gap

Our assets are vital in delivering our community services. We are well on the way to closing the funding gap and having sustainable assets that provide improved service delivery now and into the future.

In 2013/14 we implemented the new Asset Management Strategy that integrates with our other strategic, financial and delivery plans. This ensures the strategy is adequately funded and maintenance and upgrades are scheduled into annual work programs.

To develop the strategy, we conducted a complete audit of our assets and consulted closely with the community. The audit helped us to determine the value, condition and remaining life of all infrastructure assets and found we had an annual funding gap of \$5.6million. With additional funding now secured and the support of our community we are now working towards reducing the funding gap.

Financial strength and planning

Council's Long Term Financial Plan is reviewed each year and focuses on funding capital works and upgrade and renewal of our infrastructure assets to meet community expectations.

The Council continues to refine and strengthen its Long Term Financial Plan by fully integrating it with the Asset Management Plans & Strategy. The emphasis is on providing additional funding for infrastructure and major capital works.

Ku-ring-gai's strong financial position was further underlined during the 2013/14 financial year. Working capital increased to \$4.6million in 2013/14 and a strong investment performance was achieved with \$3.9million in interest and investment revenue against a budget of \$3.8million. The Council's investment portfolio outperformed the benchmark for the majority of the year. Another operating surplus was achieved during 2013/14 – our eighth consecutive surplus year.

See p15 for a summary of Council's financial performance and p178-295 for Council's audited Financial Statements for 2013/14.

Other cost efficiencies

- We completed the implementation of the rates restructure, which will provide \$36million over 20 years for asset renewal. The rates restructure was made in response to our growing population. It recognised that land value did not necessarily correlate with people's capacity to pay and unit dwellers use Council facilities just as much as owners of large properties. This has resulted in a fairer distribution of the rates burden and extra funding to improve our infrastructure.
- We redirected approximately \$18million of savings from operations over the next 10 years towards expenditure on renewal of infrastructure assets.
- We continued to reduce legal costs during the 2013/14 financial year, down to \$502,525 from \$827,038 the previous year. We also continued to focus on mediation as a means of resolving disputes with applicants, with a 60% reduction in appeals lodged in the Land & Environment Court during 2013/14 compared with the previous year.
- We saved \$1million in workers compensation premiums since 2012, through the Work Health and Safety 'Safestart' program. *See p 165 for details.*



THEME 6

Turrumurra Memorial Park



Mayor Jennifer Anderson, SES and Council staff at the Twilight Concert in the Parks Series

Strengthened risk management and governance



Risks are inherent in every business decision and identifying and managing those risks and related opportunities for improvement is critical to ensuring our business is robust and sustainable.

We are committed to proactive management of risks and good governance in the way we do business at all levels, clearly communicating how managing risks benefits not only economic outcomes, but also contributes to environmental and social outcomes too.

Evolving our risk culture

During 2013/14 we developed a new risk management system which is integrated into Council's core IT system. The new system will streamline the organisation's risk processes and integrate them into normal management processes. This will ensure that responsibilities for risk and accountabilities are clearly allocated within the organisation. The new system meets the requirements of the international standard, and benchmark, AS/NZS ISO 19001– Risk Management.

We recognise that all of our employees and Councillors are responsible for managing risk. However they also need assistance and technical support.

To assist and support our staff, senior executive team and Councillors a small multidisciplinary team, the Human Resources and Risk Unit has been established to provide a more coordinated and customer focussed response to risk issues. This team replaces what was a previously fragmented reporting approach to different managers across two departments. The new risk team consists of the following functions

1. Enterprise Risk Management
2. Insurance Management
3. Work Health and Safety
4. Workers' Compensation and Return to Work.

A key priority during 2013/14 was the review of our Business Continuity Plan and development of four new separate but integrated contingency plans for workplaces, people, IT and communications. This multiplan approach will assist in faster contingency plan responses.

Audit and Risk Committee

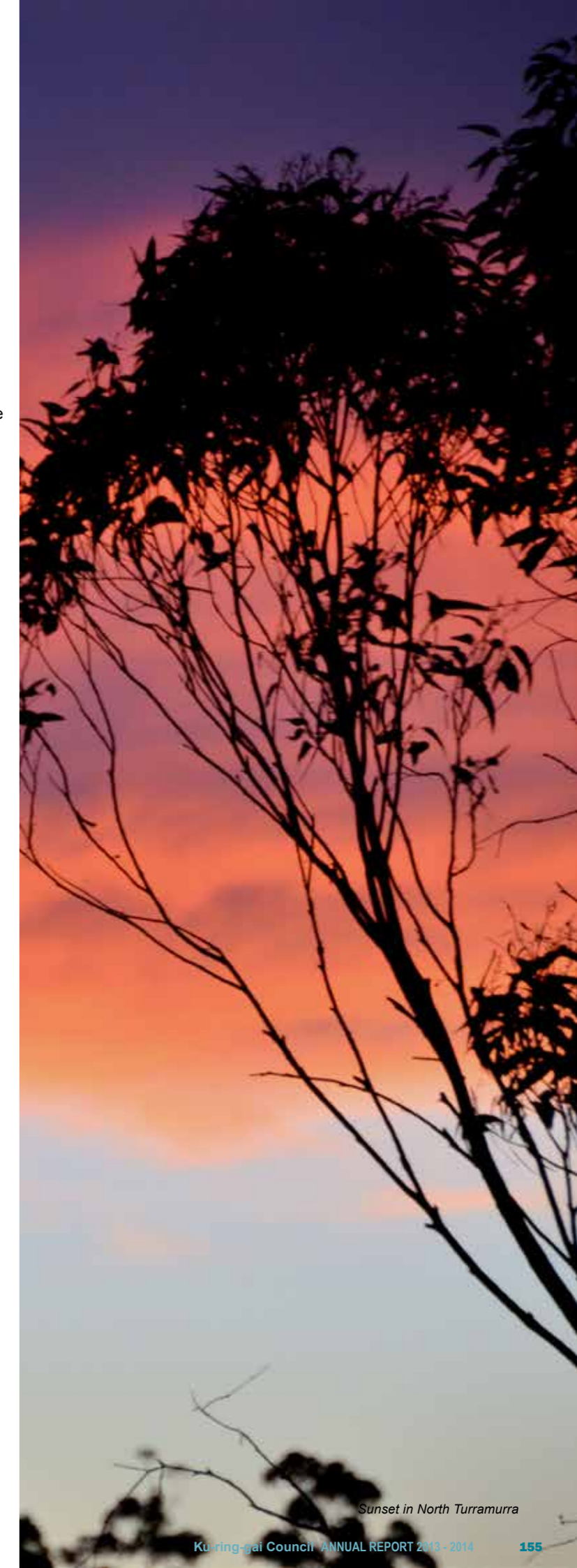
Our Audit and Risk Committee includes two external independent members (one of whom is the chair), and two Councillor representatives. It provides independent assurance and assistance to our internal audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations.

The other focus of the Audit and Risk Committee is to provide independent oversight of, and strategic input into our Enterprise Risk Management Framework. Key tasks carried out by the committee are the monitoring of significant risks and the completion of strategic risk treatment actions.

During 2013/14 the Audit and Risk Committee completed key reviews of project outcomes, revenue generation activities, financial statements, procurement compliance and an ongoing review of key controls and statutory audits.

Procurement

During 2013/14 we reviewed our procurement processes to ensure transparency and accountability in the management of tenders, contracts and purchasing of goods and services. This included a review of our procurement policy and guidelines and preparation of new procurement probity guidelines. Over 130 staff were trained in the use of Council's procurement system.



Sunset in North Turramurra



Graeme Fleming Chairman AR Bluett Award

Received industry recognition for excellence

During 2013/14 we received industry recognition in a number of service areas.

This reflected our strong financial performance, ability to plan for our expanding population through a comprehensive program of land acquisition and urban planning, plus our innovative environmental and sustainability projects.

AR Bluett Memorial Award

Ku-ring-gai Council received the 2014 AR Bluett Memorial Award for being the highest achieving urban Council in NSW, along with Bankstown Council.

The award is recognition of Ku-ring-gai's ability to deliver major projects for our community by a combination of good planning, financial acumen and innovation. This includes, over the last two years, the new emergency services headquarters, the new Council depot at Pymble, the refit of Gordon Library and construction of the Ku-ring-gai Fitness & Aquatic Centre.

We also demonstrated a strong financial performance and ability to plan for our expanding population through a comprehensive program of land acquisition for public open space.



FURTHER READING:
kmc.nsw.gov.au/bluett

Silver Award for 2012 - 2013 Annual Report

The Council is continuously improving its reporting processes so residents, stakeholders and the wider community can obtain accurate information about Ku-ring-gai and the organisation is able to make informed decisions about its future.

In June 2014 Ku-ring-gai received a Silver Award from Australasian Reporting Awards for the high standard of its 2012/13 Annual Report.

The annual report, which was compiled and produced internally, was recognised for the 'quality coverage' of Council's performance and achievements during the 2012/13 financial year.

The Awards, which are open to all public and private industry sectors, provide an opportunity for organisations to benchmark their reports against the ARA guidelines, based on world best practice for preparing reports.

NSW Ministers Awards for Women in Local Government

The Council's Director of Community, Janice Bevan, received the Local Government NSW Women in Local Government Award in 2014 for her services as a senior staff member at a Metropolitan NSW Council. Councillor Elaine Malicki also received a Highly Commended Award for her services as an elected representative at a Metropolitan NSW Council.

Ku-ring-gai Open Space Acquisition Program

During 2013/14 we received two awards for this program:

- Parks and Leisure Association, Regional Award for Open Space Planning, 2014 - Award
- AILA NSW, Excellence Award for Landscape Architecture, Planning, 2013 - Award

The program has now been entered into the National Awards for these organisations with the winners to be announced in late 2014.

Thinking Outside the Box - Key Design Elements for Apartments in Ku-ring-gai

During 2013/14 we received two awards for this booklet which we produced in 2011:

- AILA NSW, Landscape Architecture Award, For Research and Communication - Award
- Planning Institute of Australia - Policies, Programs and Concepts category - Commendation



Cr Elaine Malicki and Janice Bevan, Director Community



828 Pacific Highway, Gordon

Improving organisational productivity



Council can only achieve the outcomes it seeks for the community with the aid of a well-managed and resourced organisation focussed on working in the community's interest and continuously improving its delivery of services.

With change continuously taking place in Council's activities the workplace must be able to adapt to these and other changes as they emerge.

Council recognises its obligation to provide a safe, secure and satisfying workplace with appropriate resources for staff to carry out their responsibilities and deliver effective and efficient services to the community.

Planned our relocation to more efficient premises

The Council's current administration building is at 818 Pacific Highway Gordon, within the Gordon Town Centre. In 2012 Council purchased the \$22 million building at 828 Pacific Highway, Gordon for its main administration centre to replace the current site at 818 Pacific Highway.

Council's current premises at 818 Pacific Highway is at full capacity, in poor condition and needs significant upgrades to meet current Australian building standards. The building has been deemed unsuitable accommodation for staff, Councillors and the public by both Workcover and the NSW Office of Local Government.

As part of Council's decision-making process to purchase and relocate to 828 Pacific Highway:

- The NSW Office of Local Government confirmed that Council had satisfied the requirements for developing a detailed capital expenditure review.
- Council considered the reclassification and possible sale of Council owned lands to repay loans for the site, and is currently working through this process.
- We conducted a thorough accommodation needs study in consultation with staff.

The relocation involves the adaptive reuse of part of a commercial building within the Gordon Town Centre and will retain existing commercial tenants. Consistent with our sustainability objectives for Council buildings we are installing energy and water efficiency improvements.

The move to 828 Pacific Highway will mean improved services for residents and the Council will meet its legal obligations to provide a safe accessible chambers and administration centre.

The long-term goal is for the current site at 818 Pacific Highway to provide a focal point for a new civic hub for Gordon. This could include a mix of community and retail facilities, consistent with Council's long term plans for Gordon Town Centre.

There have been a number of challenges which have delayed the relocation into the new building, including architectural and design issues and meeting the compliance requirements to adapt the building to meet present-day standards for public use. We are currently in the process of renovating the new building to suit our business needs and it is anticipated that staff will relocate in 2015.



FURTHER READING:
kmc.nsw.gov.au/bluett

Implemented new systems

We are continually enhancing our productivity through the implementation of more effective and efficient procedures and systems: Key achievements in 2013/14 included:

- Implemented Phase 2 of our new asset enterprise management system and enterprise budgeting system
- Completed development of new integrated risk management and performance planning systems
- Launched our new sustainability data management and reporting system
- Fully integrated our Asset Management Plans and Strategy with the Long Term Financial Plan, consistent with Integrated Planning and Reporting legislation and good practice
- A new Quarterly Budget Review System and associated training for managers was introduced, allowing them to more efficiently record, review and report on budget variations on a quarterly basis. Financial reporting systems were further improved with the implementation of monthly budget reporting to managers and directors. More enhancements in financial reporting are in progress and will be implemented in 2014/15.



Ku-ring-gai Wildflower Garden festival



Council staff

Enhanced our staff skills, productivity and safety



Council recognises that the quality of people it can attract and retain in its organisation is vital to it achieving the community's objectives.

Council values its people and appreciates their contribution and will continue to treat staff equitably and with respect.

Listened to our people

During March/April 2014 we conducted an Employee Opinion Survey through an independent consultant, asking for staff opinions on how well the organisation is performing. The main aims of the survey were to promote open communication and identify areas for improvement and actionable changes.

The survey, which achieved a strong response rate, showed that employees were generally satisfied with their jobs and work teams, however there needs to be greater cooperation and communication between teams across the organisation. The results of the survey have formed the basis for improving communication with staff and actions to address identified areas for improvement. Key highlights from the results included:

- 62% of respondents indicated an intention to stay with Ku-ring-gai for a period of between 1 and 10 years which suggests a high level of staff satisfaction with our organisation and is reflected in our average years of service for employees and low turnover rate of 9.3%. See table below for average years of service for total employees.
- The top performing areas as identified by staff were workplace health and safety, team work, work life balance and supportive team leaders.

Workforce total headcount by years of service and department as at 30 June 2014 (data only)

Years of service	Average years service with Council	No of people in Department
Civic	10	8
Community	8	108
Corporate	11	54
Development and Regulation	8	71
Operations	12	154
Strategy and Environment	6	46
TOTAL	9	441

Developed our people

During 2013/14 we supported over 700 training or conference attendances as staff participated in a wide range of learning and development activities. This included:

► Induction and Code of Conduct

All new employees participate in a multifaceted induction process that includes comprehensive information about Ku-ring-gai Council, the terms and conditions of their employment and performance expectations. This includes a comprehensive site induction completed by the manager or supervisor on the employee's first day of work which includes information about their job, performance expectations, team and work site.

An online induction is then completed in the first week of employment which includes information about the structure, terms and conditions of employment and performance expectations.

Staff then attend a face to face corporate induction process where discussions focus on Information Management, Privacy, Equal Employment Opportunity, Bullying and Harassment, Work Health and Safety and Risk Management.

The process is completed with face to face Code of Conduct training where staff discuss and gain an understanding of their responsibilities and accountabilities under our Code of Conduct.

► Bullying & Harassment

A comprehensive program of bullying and harassment training was delivered to over 400 staff during 2013/14. The program reinforced Ku-ring-gai's commitment that bullying and harassment is not accepted as a part of our workplace culture and that, should it ever arise, it will be quickly investigated and resolved.

Complementing the induction program this innovative and interactive program focuses on attitudes and experiences to ensure a culture of cooperation and facilitation is maintained. This positive approach was well received by all who participated.

► Leadership Development

Key to the delivery of our services is the development of our workforce both as individuals and as part of a complex organisation.

In May 2014, the Directors and Senior Management team commenced the Management Colloquium through the Australian Applied School of Management, which employs a blended learning methodology based around peer knowledge-sharing, experiential exercises, practical workplace application and reflection.

Throughout the program, learnings are related back to the day-to-day realities and challenges of each participant. This process is enhanced through participant-generated discussions that unlock their existing skills and experience.

The program alternates between different delivery modes to create a learning environment whereby participants remain engaged and challenged. The three primary delivery modes are intensive residential training, interactive management

workshops, and one-to-one coaching.

The program focussed on the following areas:

- Authenticity, Leadership & Management
- Team Dynamics
- Driving Performance
- Communication, Presence & Influence
- Innovation & Change
- Strategic & Operational Improvement
- Empowering You & Your Team: Driving a Continuous Learning Environment

► Study Assistance

We support permanent part-time and full-time employees who wish to undertake a course of study which will enhance work related knowledge and skills, improve job performance and ensure employees are trained for specific workforce requirements both now and in the future. Employees have a dual responsibility in ensuring the success of their study program and in sharing the 'investment' in terms of time and cost. During 2013/14 26 employees undertook external studies supported by the program.

► Future Directions

Taking a strategic approach to leadership development based firmly on the Colloquium program concepts, the implementation of the leadership team's vision will now commence with the engagement of all staff in the redevelopment of our corporate values. This will be supplemented with a mix of formal leadership and management training which will be complimented by workshops delivered in-house by the leadership team.

We will also aim to develop a comprehensive e-learning program that will deliver a wide range of online and blended solutions to address increasingly complex learning and development requirements and information delivery options. Together with a robust talent management program we aim to be well positioned to be an employer of choice in an increasingly competitive market place in coming years and well able to deliver an empowered, skilled and knowledgeable workforce to deliver our services to the community.

Addressed staff health and wellbeing

► Health & Wellbeing programs

We value our staff and recognise the importance and benefits of creating a happy and healthy workplace. We have an ongoing Health and Wellbeing Program that aims to:

- Lift employee morale
- Reduce absenteeism and sick leave
- Reduce employee turnover
- Reduce workplace accidents and improve safety
- Encourage staff networking and communication
- Improve staff productivity.

Working under the four themes of 'Keep Active', 'Think Positive', 'Eat Fresh' and 'Build Relationships' our program delivered a range of benefits for our staff during the 2013/14 including:

- A health and wellbeing rebate for 143 staff to promote physical activity and psychological wellbeing across a range of beneficial activities such as gym memberships, quit smoking programs and exercise classes.
- Influenza vaccinations in the workplace to support vaccination rates in the local community.
- Discounted local gym memberships at no cost to Council.
- Organised lunchtime exercise classes including yoga paid for by Council staff.
- The Corporate Weight Watchers program.

► Work Life Balance

We recognise that work is just one part of our employees' lives. Policies such as Transition to Retirement and Self-funded Leave have been two of the programs that have assisted in staff retention and enabled a better work-life balance.

In 2013/14, 15 staff (3%) used self-funded leave to enhance their work life balance. It is anticipated that, as the workforce ages, there will be greater use of these policies which will enable council to retain valued staff and provide opportunities for mentoring roles as older staff transition to retirement and mentor and coach new staff to take up their roles and responsibilities.

As the population of Ku-ring-gai increases the potential for Council to source skilled employees from the local community will also provide greater opportunities for individuals to improve their work life balance through local employment opportunities.

Workforce employment type (full time, part time, temporary, casual) by department as at 30 June 2014

Employment by department	Full time	Full time - Temp	Part time	Part time - temp	Total
Civic	5	0	3	0	8
Community	66	4	37	1	108
Corporate	45	1	8	0	54
Development and Regulation	56	6	5	3	70
Operations	147	4	2	1	154
Strategy and Environment	21	15	6	5	47
TOTAL	340	30	61	10	441

EEO Activities

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under State and Federal law. Specific achievements under the EEO Management Plan for 2013/14 included:

- Completion of an Employee Opinion Survey. Survey results showed that staff identified 'equal opportunity' and 'prevention and discouragement of bullying and harassment' as 2 of the top 5 best performance scores.
- Provision of refresher training to all staff for the prevention of bullying and harassment.
- Regular reporting of EEO statistical information to the Senior Management team.
- Ongoing coordination of our EEO Contact Officer network which provides employees opportunities to raise issues and/or concerns with peers.
- Delivery of our comprehensive induction process inclusive of Equal Employment Opportunity and Bullying and Harassment Prevention training which is provided to all new employees upon commencement.
- Development of our new draft Equity and Diversity Plan for 2014 – 2018.

[See p301 for more information on Council's EEO activities](#)

Work Health & Safety

Ku-ring-gai is dedicated to continuous improvement of our Work Health and Safety (WHS) performance. In the past five years (June 2009 to July 2014) we have demonstrated this improvement across a range of WHS indicators including:

- a 58.6% reduction in Work Health and Safety incidents
- a 60% reduction in Lost Time Injuries
- a 65% reduction in Workers Compensation Claims
- a 70% reduction in hours lost to injury.

At Ku-ring-gai Council we have the following five strategic goals which assist in facilitating staff engagement with WHS. These are the focus of our WHS activities and represent significant drivers in the prevention of injury and disease.

- **Strategic Goal 1 – Culture:** "To develop the acceptance of work health and safety as a core organisational value in the minds of our people and move from a 'compliance' mind set to one where our own and others work efficiency and effectiveness is held as a core value and accountability for all our activities."
- **Strategic Goal 2 – Communication:** "To ensure that all workers are provided with the necessary information, advice and guidance to enable them to participate consultatively in meeting their WHS responsibilities and to contribute to council's evolving work health and safety culture."
- **Strategic Goal 3 – Risk Management:** "To develop a risk management culture where risk is assessed and mitigated in a systematic and ad hoc manner to minimise the economic, social, legal and humanitarian costs of injury."

- **Strategic Goal 4 – Skills and Work Practices:** "To continue to develop work health and safety skills and documentation to ensure staff are competent in executing their roles and capable of identifying and acting on high risk activities to avoid injury, illness or disease."
- **Strategic Goal 5 – Reporting and Monitoring:** "To ensure that all incidents are reported and mitigating actions identified and implemented which also facilitates council's systematic monitoring, review and communication of work health and safety performance to facilitate continual improvement."

2013/14 Work Health and Safety Activities

During 2013/14 the following WHS activities contributed to ongoing improvement in our WHS performance:

► WHS Committee

During 2013/14 we reviewed and updated the structure of the WHS Committee. Five new representatives were elected from each of the departments after which they received training as Health and Safety Representatives. Managers from each of the largest departments also sit on the Committee providing strong representation and review of Council's WHS performance and activities. In addition to this an Operations WHS Work Group was formed in order to extend and enhance WHS consultative arrangements in our highest risk area which also represents one third of our workforce.

► SafeStart Program

As part of our commitment to implementing successful strategies to support employees health and safety the Safestart Human Error Reduction Program was introduced in February 2012 and has since become an integral part of our approach to injury prevention.

Recognising that human error is a major contributor to injury, the Safestart teaches a set of skills to employees that enable them to avoid making the types of mistakes that could lead to injury. With an emphasis on personal responsibility and skills development, in the first year of its implementation Ku-ring-gai experienced a 10% drop in incidents, a 30% drop in workers compensation claims and a 50% in hours lost to injury. The overall severity of incidents has also decreased. With Safestart's training program employees learn to think not only about 'hazards' and 'controls' but also about 'states' and 'errors' to avoid injury in the workplace, at home and on the roads.

► WHS Learning and Development

We delivered 25 mandatory WHS training courses covering some 319 separate attendances at training. Refresher training in the Safestart program was delivered to all staff in the Operations department in February 2014. 20 employees participated in WHS consultation training and 5 employees were training as Health and Safety Representatives.

► Pre-employment Health Assessment

Job specific pre-employment screening is conducted on all potential new employees. The screening provider has attended the workplace and understands the physical requirements of our varied workplaces. With specific knowledge about the physical requirements of our work the health assessment process ensures that staff have the physical capabilities to perform the duties for the position for which they have applied.

Drug testing and audiometric testing are included as a routine part of the process that ensures that Council's workforce is fit, healthy and well matched to the physical tasks required of them.

► Annual Skin Cancer Screening

Skin cancer checks were provided to 184 employees that spend time outdoors as a part of their employment under our annual skin cancer screening program.

► Biennial Audiometric Testing

Hearing testing is included in all pre-employment health screening and was provided to 90 employees as part of our on-going biennial audiometry program.

► Employee Assistance Program

Our Employee Assistance Program (EAP) ensures that all employees are able to seek independent, confidential support and advice regarding issues in their work, personal and family lives through the EAP.

The program provides employees with up to three free confidential counselling sessions. This immediate and short term assistance is provided either via telephone twenty-four hours a day, seven days a week or, by arrangement, in confidential face to face sessions. More than 30 private and confidential counselling sessions were provided to employees this year.

► Self-Audit

We participated in the annual self-audit process run by StateCover which detailed improvements in our WHS management system. We work collaboratively with StateCover's WHS team to deliver improvements in the WHS management system

► SOPs and SWMS

150 of our Standard Operating Procedures and Safe Work Method Statements were reviewed and updated as part of an ongoing program of WHS documentation simplification. Over the longer term this process will facilitate a transition to a complete online environment for WHS documentation and processes.

Work Health and Safety Performance and Reporting

Our improved performance over the past five years (June 2009 to July 2014) is demonstrated across the following WHS indicators:

- a 58.6% reduction in WHS incidents
- a 60% reduction in Lost Time Injuries
- a 65% reduction in Workers Compensation Claims
- a 70% reduction in hours lost to injury

► WHS Incident Reporting

In the past year we reduced WHS incidents by 31%. Overall, in the past five years we have reduced reported WHS Incidents by 58.6%.

Financial year	Total Incidents
Incidents 2009 - 2010	145
Incidents 2010 - 2011	120
Incidents 2011 - 2012	108
Incidents 2012 - 2013	85
Incidents 2013 - 2014	60

WorkCover Notifiable incidents: There were no WorkCover Notifiable Incidents.

► Lost Time Injuries

Each year some injuries involve time away from work. In the past year we reduced our Lost Time Injuries by 26.6%. Overall, in the past five years we have reduced our reported WHS Incidents by 60.7%.

Financial year	Total Incidents
Lost Time Injuries 2009 - 2010	28
Lost Time Injuries 2010 - 2011	27
Lost Time Injuries 2011 - 2012	23
Lost Time Injuries 2012 - 2013	15
Lost Time Injuries 2013 - 2014	11

► Nature of Injury

Over 88% of reported injuries were superficial or minor strains and sprains. Since the implementation of the Safestart program the severity of injury has decreased.

Nature of injury (2013/14)	% of Incidents
No injury	1.66
Other	1.66
Cut/open wound	3.33
Minor laceration	3.33
Sprain/Strain	38.36
Superficial Injury	51.66

► Causes (Mechanism) of Injury

Muscular stress and slips trips and falls accounted for over 50% of all reported injuries. The specific focus in 2014 – 2015 will be on implementing strategies to reduce muscular stress and address slips trips and falls.

How Injury Occurred (2013/14)	% of Incidents
Insect	1.66
Other	1.66
Crush Injury	3.33
Fall from Heights	3.33
MVA	3.33
Hit against	6.66
Fall on the same level	16.7
Hit by	30
Muscular stress	33.33

► Lost Time Injury Frequency rate

The Lost time injury Frequency Rate is a measure of hours worked against the number of injuries incurred for those hours worked. The greater the number of hours worked without injury the better the performance. The Lost time Injury Frequency rate (LTIFR) has decreased to a five year low from 38.63 to 16.69. Overall, in the past five years we have reduced our LTIFR by 56%.

Financial year	LTIFR Rate
2009 - 2010	38.63
2010 - 2011	38.27
2011 - 2012	32.87
2012 - 2013	21.54
2013 - 2014	16.69

► Hours Lost to Injury

In the past year we reduced our Hours Lost to Injury by 48.7%. Overall, in the past five years we have reduced our Hours Lost to Injury by 70.1%.

Financial year	Total Hours Lost to Injury
Hours Lost 2009 - 2010	3539.3
Hours Lost 2010 - 2011	2790.5
Hours Lost 2011 - 2012	3283.2
Hours Lost 2012 - 2013	2063.3
Hours Lost 2013 - 2014	1057.1

Workers Compensation Performance

In the past year we have reduced our Workers Compensation claims by 37.5%. Overall, in the past five years we have reduced our Workers Compensation claims by 65%.

Financial year	Total WC Claims
WC Claims 2009 - 2010	43
WC Claims 2010 - 2011	45
WC Claims 2011 - 2012	28
WC Claims 2012 - 2013	24
WC Claims 2013 - 2014	15

► Worker Compensation Premiums

As a result of the improvements in WHS our workers compensation premium costs have reduced significantly and are now among the lowest of all councils in NSW.

As shown in the following table we have enjoyed a rate lower than the Workcover Industry rate for the past three years, and a rate lower than the StateCover and DLG averages for the past four years. See table below.

Financial Year	Ku-ring-gai Actual Premium	Ku-ring-gai's Average Rate	WIC Rate/ Industry Rate	StateCover Average Rate	DLG Average Rate
2009/10	\$1,792,013.65	5.49%	2.892%	4.50%	4.16%
2010/11	\$992,547.71	2.97%	2.820%	3.40%	3.29%
2011/12	\$608,424.97	1.76%	2.820%	3.69%	3.47%
2012/13	\$768,714.18	2.16%	2.820%	3.46%	3.55%
2013/14	\$622,645.37	1.74%	2.820%	3.40%	3.29%

Summary of our performance 2013/14

Leadership and governance

The tables in this section reflect the progress of our key work during 2013/14.

1. How we performed against QBL trend indicators

► QBL trend analysis – key performance indicators

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Delivery Program and Community Strategic Plan objectives against social, economic, environmental and governance parameters. The following table indicates our performance for key 'social' indicators for the 2013/14 year, under this theme, compared to the previous four years.

Measure	Unit	2009/10	2010/11	2011/12	2012/13	2013/14	Trend
Customer service requests received	No.	38,083	28,669	25,208	23,679	22,375	Decreased (1)
Customer requests completed	%	98	98	98	96	98	Increased
Consultation surveys conducted	No.	45	42	45	42	38	Stable
Leadership Training Program	No.	10	10	0	0	27	Increased
Induction Program	No.	6	6	5	5	4	Stable (2)
Fulltime employee turnover rate	%	9	9	8	9	9.3	Stable
Number of policies reviewed	No.	18	15	27	10	11	Stable (3)
Unrestricted Current Ratio	Ratio	2.11	2.06	2	2.04	2.88	Increased
Restricted cash - internal	\$M	27,905	27,339	20,848	14,746	22,992	Increased
Restricted cash - external	\$M	72,709	76,208	70,650	70,764	65,599	Decreased
Operating result before capital grants and contributions	\$M	20,199	5,009	8,360	4,815	3,117	Decreased (4)
Building & Infrastructure renewal Expenditure	Ratio	1.60	0.98	1.00	0.95	1.04	Stable
Debt servicing	%	2.37	2.23	2	2.08	4.4	Increased (5)
Loans/borrowings per year	\$M	Nil	2.35	2.23	28.3	12.8	Decreased
Collection Performance (Rates, Annual, Interest and Extra Charges only)	%	3.25	3.15	3.39	3.36	3.25	Stable
Re-votes expenditure	%	16.22	10.39	10.00	8.00	12.15	Increased
Return on investment	%	5.71	6.91	6	5.38	4.27	Decreasing (6)
Number of ratepayers	No.	38,752	39,688	40,299	40,914	41,418	Increasing
IPART rate increase approved (including special variations)	%	6.65	5.75	7.8	8.6	7.3	Decreased (7)
Untied grants revenue	\$	3,305,000	3,546,000	4,207,000	3,338,000	2,046,000	Decreasing (8)
Specific purpose grants revenue	\$	3,534,000	5,153,000	4,039,000	5,938,000	3,855,000	Decreasing (9)
Source of revenue from rates and annual charges	%	51.7	56.6	59	61.69	62.4	Increasing
Available funds balance (Working Capital)	\$M	2.9	4.8	5.7	5.90	4.7	Stable

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Notes:

(1) The decrease is due to online services being made available and a new booking system.

(2) There were 4 induction programs delivered for 32 new employees.

(3) The total number of corporate and governance policies reviewed each year varies according to their required review frequency.

(4) Decreasing due to lower investment interest revenue and higher depreciation expense on assets.

(5) This increase is due to increased interest accrued on the Services Relocation Project

(6) Decreasing due to lower interest rates and lower than anticipated return on investment portfolio.

(7) Decreasing due to lower rate peg in 2013/14 announced by IPART (2.3% + 5%).

(8) Decreased due to FAG grant no longer paid in advance.

(9) Decreased due to less projects funded by grants compared to previous year.

2. How we performed against Council's Plan

► Achievement of Operational Plan Tasks and Performance Indicators

The annual Operational Plan sets out 2013/14 tasks and performance indicators for each theme. The following tables indicate our performance in completing what we said we would do in 2013/14 under this theme.

Summary – 2013/14	Achieved
Completion of 2013/14 Tasks *	91%
Achievement of 2013/14 Performance Indicators **	95%

Notes:

* Of the 78 Tasks, 71 were achieved and 7 were not achieved during this period. All tasks not completed were carried over to the 2014/15 Operational Plan.

** Of the 21 Performance Indicators, 20 were achieved and 1 was not achieved during this period.

2013/2014 Performance Indicators	Target	Achieved
Unrestricted Current Ratio	2.0 ratio	2.3
Rates and Annual Charges Coverage Percentage	60% (lesser is better)	60%
Rates Outstanding Percentage	4.0% (lesser is better)	3.2%
Occupancy rate of Council property portfolio	90%	95%
Debt Service Percentage	4.0% (lesser is better)	4.3% (1)
Building and Infrastructure Renewal Ratio	100%	104%
Statutory financial reports are prepared and reported to Council in compliance with legislative requirements	100% requirements met in period	100%
Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements	100% requirements met in period	100%
Risk management performance against Council's Enterprise Risk	100% reports presented to Audit Committee in period	100%
Management Framework	100%	100%
Council's Business Papers are accessible via Council's website in a timely manner	100%	100%
Request for information applications completed within statutory timeframes	90%	100%
Council's policies are accessible via Council's website in a timely manner	98%	100%
Staff Turnover Rate	10% (lesser is better)	9.3%
Reduction in Lost Time Injuries (LTI)	5% reduction from same period in 2012	26.6%
Staff participation in learning and development	40%	74%
Computer network availability	98% consistently maintained	98%
Customer service enquiries responded to within agreed service delivery standard	85%	85%
Customer requests actioned within agreed service delivery standard	85%	100%
Community engagement activities facilitated by Council	100% completion of agreed annual program	100%
Increase in community access of information about local activities and services	5% increase in access	5%

Notes:

(1) This result is due to the increased interest accrued on the Services Relocation Project.



FURTHER READING:
kmc.nsw.gov.au/deliveryprogram

3. Projects we completed

The following table shows key projects we completed under this theme during 2013/14.

Nature of project	Date completed	\$ Amount expended	Council funding	Source of Council Funds
Open Space Recreational Facilities Asset Register	Feb-14	40,000	100%	General Funds
Online Payments for Sundry Debtors, Fire Safety and Food Inspections	Jun-14	1500	100%	General Funds
Online Booking system for School Holiday programs at Wildflower Garden, Art Centre, Active Ku-ring-gai	Mar-14	60,000	100%	General Funds

4. Projects we progressed

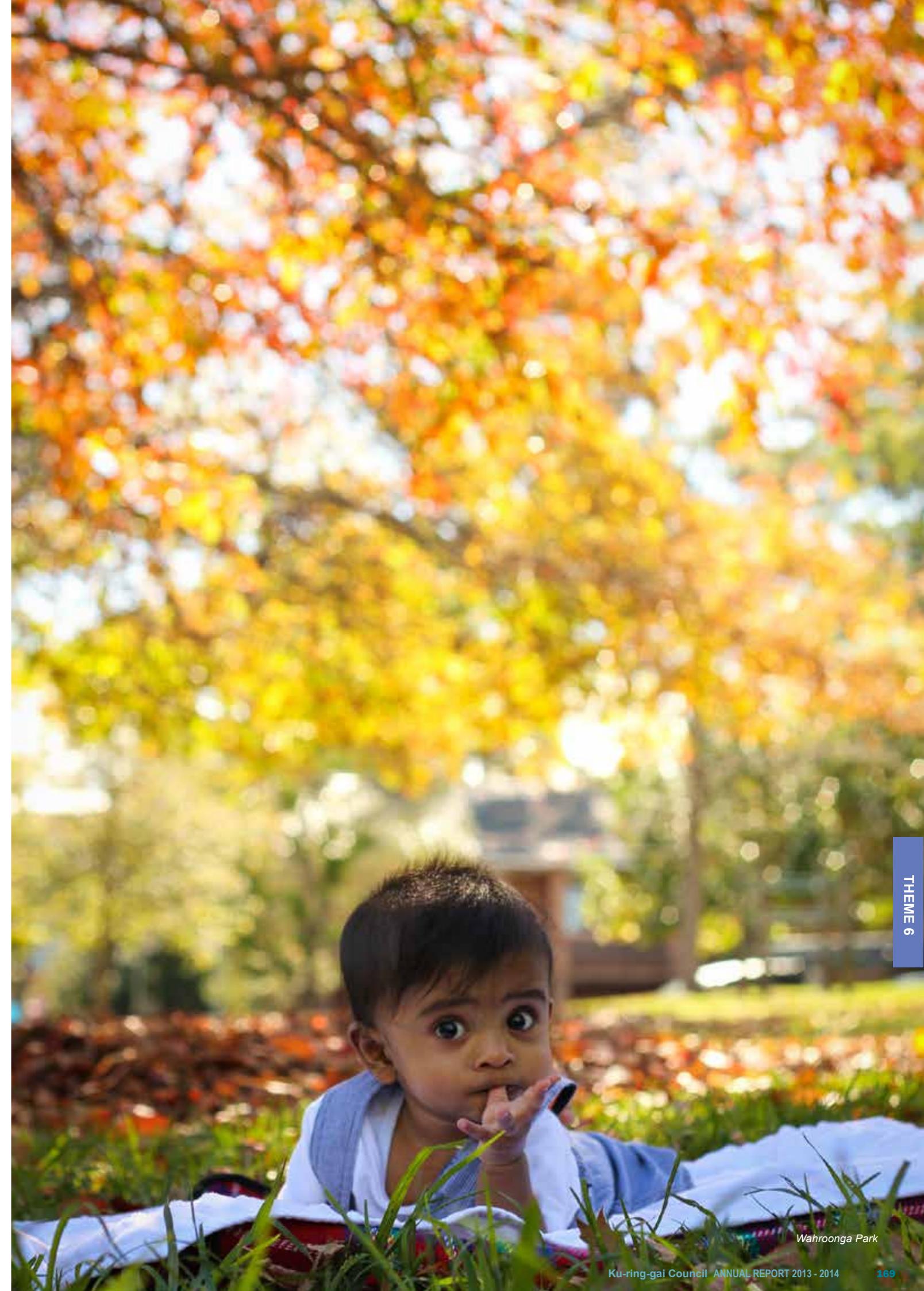
The following table shows key projects we progressed under this theme during 2013/14.

Nature of project	% completed	\$ Amount expended	Council funding	Source of Council Funds
Relocation of council administrative services	35%	292,930	100%	Environmental Levy, General Funds
Enterprise Asset Management System - roads	80%	151,700	100%	General Funds
Implementation of Disability Discrimination Action Plan	90%	82,200	100%	General Funds
Licence plate recognition system	80%	80,800	100%	General Funds
Risk register	90%	12,000	100%	General Funds
Integrated Planning & Reporting system	75%	70,000	100%	General Funds

5. What the community said

In June 2014 we surveyed resident priorities and satisfaction with a range of Council service areas. The following table shows how we performed in comparison to a similar survey in 2010. Information from the survey will be reviewed and included in the development of our 2014/15 programs.

Indicator	Satisfaction 2010 - 2014
Opportunities to participate in Council decision making	Increased
Council provision of information to residents	Increased
Satisfaction with the level of communication Council currently has with the community	Increased





Financial information

Financial Information

The Financial Statements show that Council has achieved a sound financial result for 2013/14. Council's net operating result for the financial year ended 30 June 2014 was a surplus of \$16.04million including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$3.11million. The actual working capital as at 2013/14 is \$4.69million marginally above the target identified in Council's Long Term Financial Plan.

The Financial Statements for the year ended 30 June 2014 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting (Update No 22). The Statements are made up of the following:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules

Summary - Financial Position of Council as at 30 June 2014

The following table provides a summary of the financial results from the Financial Statements 2013/14:

Income Statement '000	Actual 2014	Actual 2013
Income from Continuing Operations	116,869	111,550
Expenses from Continuing Operations	100,828	95,744
Net Operating Result for the Year	16,041	15,806
Net Operating Result for the year before Grants and Contributions for Capital purposes	3,117	4,815
Statement of Financial Position	Actual 2014	Actual 2013
Current Assets	59,425	64,819
Non-Current Assets	1,028,224	995,186
Total Assets	1,087,649	1,060,005
Current Liabilities	25,759	23,641
Non-Current Liabilities	39,630	32,015
Total Liabilities	65,389	55,656
Net Assets	1,022,260	1,004,349
Total Equity	1,022,260	1,004,349
Statement of Cash Flows	Actual 2014	Actual 2013
Net Cash Flow from Operating Activities	34,768	32,559
Net Cash Flow from Investing Activities	(55,922)	(46,456)
Net Cash Flow from Financing Activities	8,076	26,721
Net Decrease in Cash	(13,078)	12,824
Plus: Cash at beginning of year	13,028	204
Cash at end of Year	(50)	13,028
Plus: Investments on hand at end of year	92,462	77,875
Total Cash & Investments	92,412	90,903

For further details regarding the above financial results see the financial Statements on p178.

Expenditure from Special Rates and Charges

► Infrastructure Levy (Special Rate Variation)

The Infrastructure Levy was due to expire on 30 June 2013. Council applied to IPART for a continuation of this levy up to 30 June 2018, following community consultation and support. IPART granted a further one year extension of the levy until 30 June 2014.

Following further extensive community consultation and an 80% endorsement by a community representative group, Council made a further application to IPART in 2014 to continue the levy permanently. IPART approved Council's application with funds from the levy to be utilised for road improvements. The levy contributes an additional \$2.7million each year for local roads.

► Environmental Levy (special rate variation)

Council's Environmental Levy is a 5% levy on rates used to fund a range of environmental programs and initiatives. The Environmental Levy commenced in 2005 and, with strong community support, will continue until 2019.

Council's Environmental Levy contributes approximately \$2.5million annually to environmental programs and initiatives in the following key areas:

- Biodiversity
- Water
- Energy
- Community engagement and environmental education
- Sustainable transport and recreation.

► New Facilities Rate (special rate variation)

This is being used to fund the \$24million North Turrumurra Recreational Area along with other funding from Section 94 Contributions, a \$2million Federal Government grant and Council's Golf Course Improvement Reserve. The project is due to be completed in 2016.

► Stormwater Management Charge

The Stormwater Management Charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses. During 2013/14 this included:

- drainage upgrades
- water quality analysis and data monitoring
- regular maintenance of 141 Enviropods and 72 other gross pollutant traps as part of the stormwater pollution control device maintenance contract funded by the Stormwater Charge.

Performance Measurement indicators

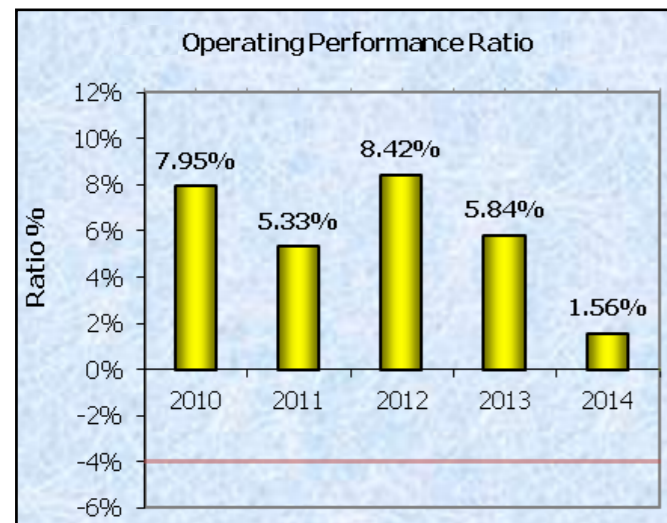
The Statement of Performance Measurement (See Note 13 of the Financial Statements and Special Schedule 7 on pages 216, 291) provide ratios used to assess various aspects of Council's financial performance. New performance ratios have been prescribed by the Code of Accounting Practice for 2013/14, which are mainly the financial ratios identified in T-Corp's Financial Assessment and Benchmarking Report. Four new asset ratios, mainly Building & Infrastructure Renewal Ratio, Infrastructure Backlog Ratio, Asset Maintenance Ratio and Capital Expenditure Ratio have also been reported for the first time and disclosed in Special Schedule 7 "Report on Infrastructure Assets" on pages 288-291 of the Financial Statements.

The results for all financial indicators, including asset ratios, providing previous year comparisons and commentary are detailed in the charts below. Please note Asset Ratios are provided for two years only.

▶ Operating Performance Ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue. It is important to distinguish that this ratio is focussing on operating performance and hence capital grants and contributions, fair value adjustments and reversal of revaluation decrements are excluded. The benchmark is greater than (-4%).

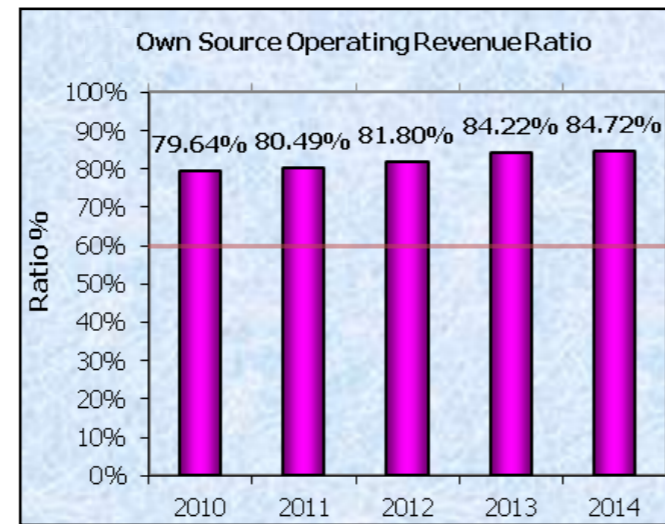
Council performance ratio is above the benchmark of (-4%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The ratio has been above benchmark for the last three years.



▶ Own Source Operating Revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. Council's financial flexibility improves the higher the level of its own source revenue. The benchmark is "greater than 60%".

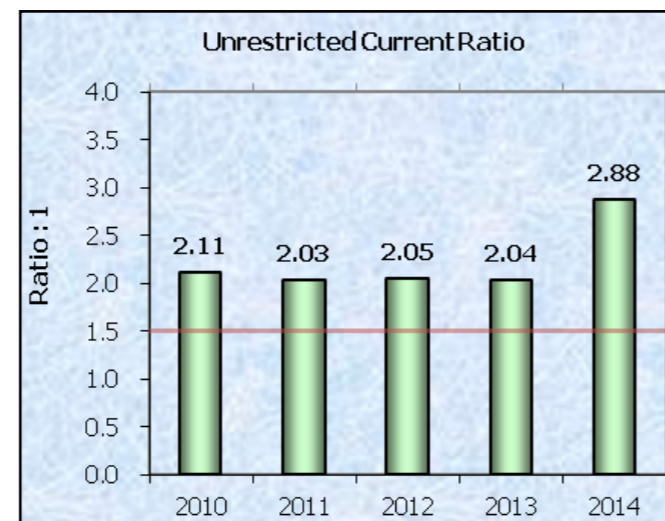
Council's Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last three years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



▶ Unrestricted Current Ratio

The Unrestricted Current Ratio is specific to local government and is designed to represent a Council's ability to meet short term obligations as they fall due. Restrictions placed on various funding sources (e.g. Section 94 development contributions, RMS contributions) complicate the traditional current ratio used to assess liquidity of businesses as cash allocated to specific project is restricted and cannot be used to meet Council's other operating and borrowing costs. The benchmark is "greater than 1.5".

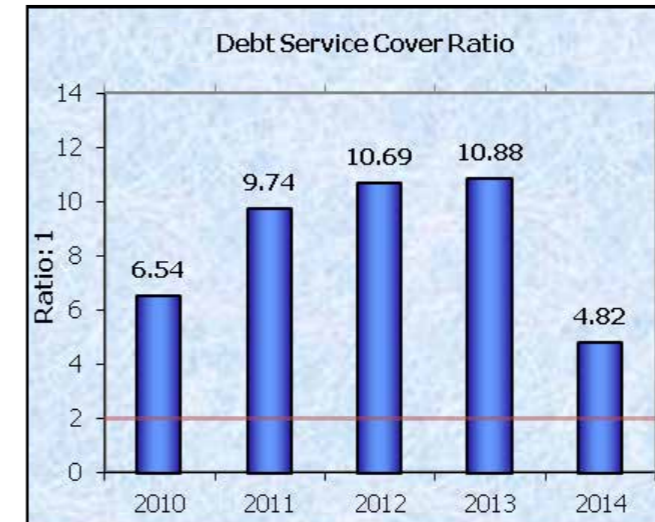
Council's Unrestricted Current Ratio is above benchmark of >1.5 and has been outperforming benchmark for the last three years. Council's liquidity is good and it can readily pay its debts as they fall due.



▶ Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest and principal. The benchmark is "greater than 2".

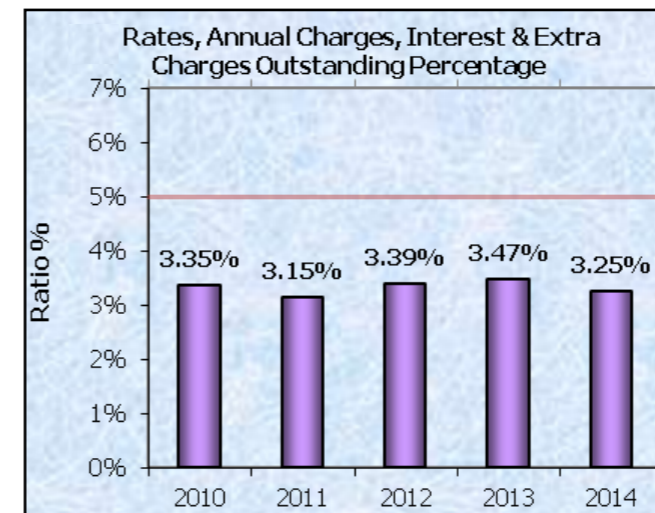
The Debt Service Cover Ratio has been above benchmark, however it has decreased compared to previous years due to higher principal and interest repayments during the financial year.



▶ Rates, Annual Charges, Interest & Extra Outstanding Percentage

The purpose of this ratio is to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

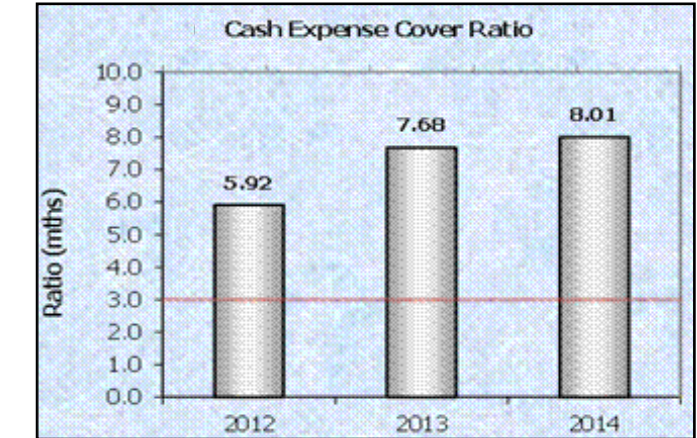
The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 3.25% is satisfactory and is better than benchmark of "less than 5%".



▶ Cash Expense Cover Ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

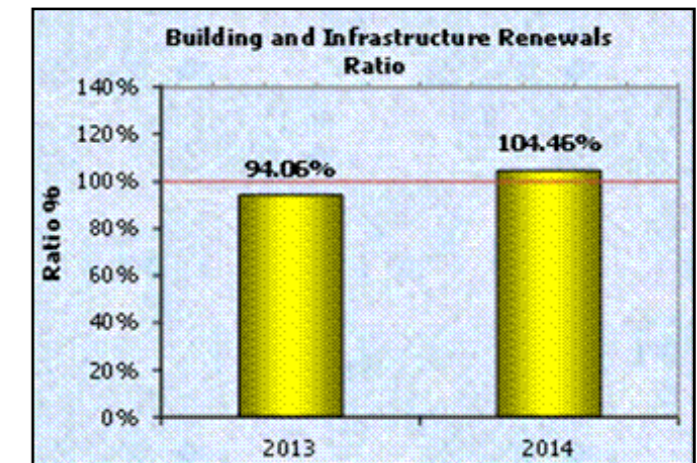
Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months".



▶ Building and Infrastructure Renewal Expenditure

This indicator assesses Council's rate at which buildings and infrastructure assets are being renewed against the rate at which they are depreciating. A ratio of 1:1 indicates that the amount spent on asset renewal equals the amount of depreciation.

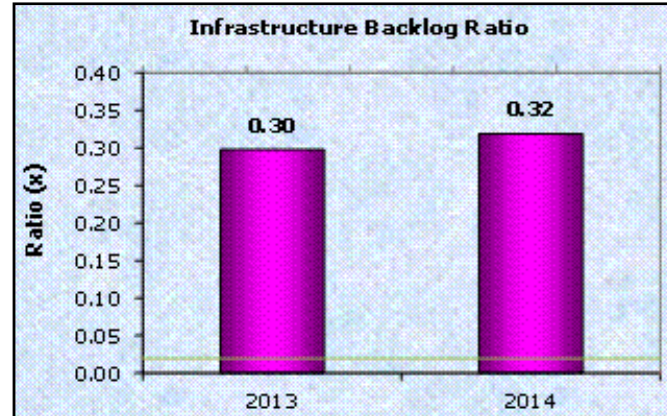
Council's ratio increased to 104.46% in 2013/14, which means that Council is spending sufficient funds to cover Depreciation expense on its assets. Council continues its commitment to maintain financial sustainability and decrease the infrastructure backlog.



► **Infrastructure Backlog Ratio**

This ratio shows what proportion of the backlog is against the total value of a Council's infrastructure.

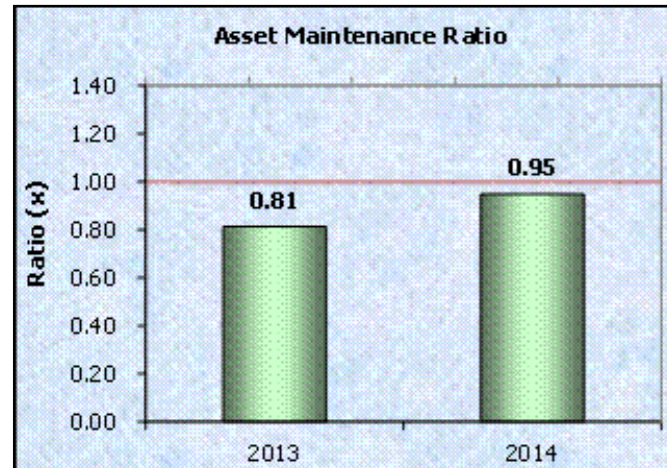
Council's Infrastructure Backlog Ratio has been on a downward trend in the last 5 years (0.65x in 2008/09), however, the ratio of 0.32x achieved in 2013/14 indicates that Council still has a sizeable infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance.



► **Asset Maintenance Ratio**

This ratio compares actual versus required annual asset maintenance. A ratio of above 1.0 indicates that the Council is investing enough funds within the year to stop the infrastructure backlog from growing. The benchmark is "greater than 1.0x".

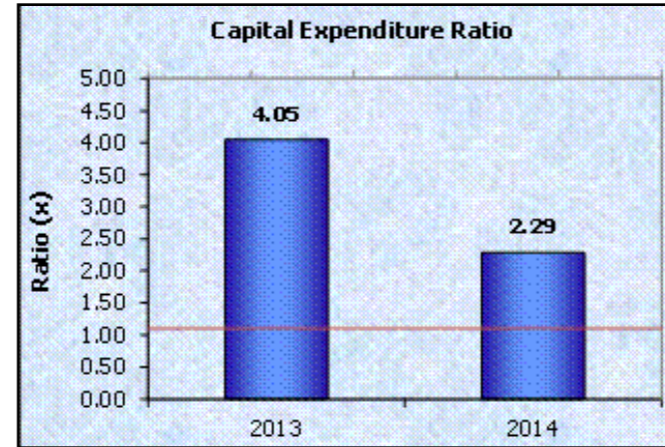
Council's Asset Maintenance Ratio of 0.95x is marginally lower than the benchmark ratio of "greater than 1.0x", which indicates that the level of expenditure on the maintenance of infrastructure assets is not sufficient to prevent the infrastructure backlog from growing. Council is committed to increase expenditure on asset maintenance in future to stop the infrastructure backlog from growing.



► **Capital Expenditure Ratio**

This indicates the extent to which a Council is forecasting to expand its asset base with capital expenditure spent on both new assets, and replacement and renewal of existing assets. The benchmark is "greater than 1.1x".

Council's Capital Expenditure Ratio of 2.29x continues to be above the benchmark of 1.1x reflecting its significant capital expenditure program on new assets and the renewal of existing assets compared to their depreciation.



Angus Stewart, presenter on the ABC's Gardening Australia opens a garden he designed in the Ku-ring-gai Wildflower Garden

Financial Statements

For the financial year ended 30 June 2014

Contents

1. Understanding Council's Financial Statements	179
2. Statement by Councillors and Management	180
3. Primary Financial Statements:	
- Income Statement.....	181
- Statement of Comprehensive Income.....	182
- Statement of Financial Position	183
- Statement of Changes in Equity.....	184
- Statement of Cash Flows	185
4. Notes to the Financial Statements	186
5. Independent Auditor's Reports:	
- On the Financial Statements (Sect 417 [2]).....	257
- On the Conduct of the Audit (Sect 417 [3]).....	259

Overview

- (i) These financial statements are General Purpose Financial Statements and cover the consolidated operations for Ku-ring-gai Council.
- (ii) Ku-ring-gai Council is a body politic of NSW, Australia - being constituted as a Local Government area by proclamation and is duly empowered by the Local Government Act (LGA) 1993 of NSW.
Council's Statutory Charter is detailed in Paragraph 8 of the LGA and includes giving Council; the ability to provide goods, services & facilities, and to carry out activities appropriate to the current & future needs of the local community and of the wider public, the responsibility for administering regulatory requirements under the LGA and a role in the management, improvement and development of the resources in the area.
A description of the nature of Council's operations and its principal activities are provided in Note 2(b).
- (iii) All figures presented in these financial statements are presented in Australian currency.
- (iv) These financial statements were authorised for issue by the Council on 26 August 2014.
Council has the power to amend and reissue these financial statements.

Understanding Council's Financial Statements

For the financial year ended 30 June 2014

Introduction

Each year, individual Local Governments across NSW are required to present a set of audited financial statements to their Council & Community.

What you will find in the Statements

The financial statements set out the financial performance, financial position & cash flows of Council for the financial year ended 30 June 2014.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting & reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as "presenting fairly" the Council's financial results for the year, and are required to be adopted by Council - ensuring both responsibility for & ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

► 1. The Income Statement

Summarises Council's financial performance for the year, listing all income & expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

► 2. The Statement of Comprehensive Income

Primarily records changes in the fair values of Council's Infrastructure, Property, Plant & Equipment.

► 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its Assets, Liabilities & Net Wealth.

► 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's Net Wealth.

► 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the financial statements provide greater detail and additional information on the 5 primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by external accountants (that generally specialize in Local Government).

In NSW, the Auditor provides two audit reports:

1. An opinion on whether the financial statements present fairly the Council's financial performance & position.
2. Their observations on the conduct of the Audit including commentary on the Council's financial performance & financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents & must be presented at a Council meeting between seven days and five weeks after the date of the Audit Report.

Submissions from the public can be made to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Statement by Councillors and Management

Made pursuant to Section 413(2)(c) of the Local Government Act 1993 (as amended)

For the financial year ended 30 June 2014

The attached General Purpose Financial Statements have been prepared in accordance with:

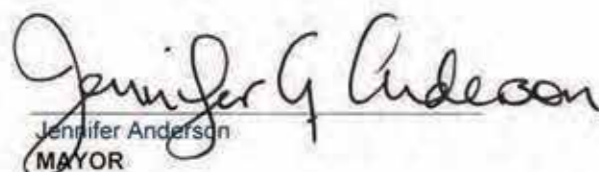
- The Local Government Act 1993 (as amended) and the Regulations made thereunder,
- The Australian Accounting Standards and professional pronouncements, and
- The Local Government Code of Accounting Practice and Financial Reporting.

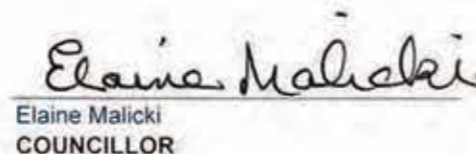
To the best of our knowledge and belief, these Financial Statements:

- present fairly the Council's operating result and financial position for the year, and
- accords with Council's accounting and other records.

We are not aware of any matter that would render the Reports false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 August 2014.


Jennifer Anderson
MAYOR


Elaine Malicki
COUNCILLOR


John McKee
GENERAL MANAGER


Angela Apostol
RESPONSIBLE ACCOUNTING OFFICER

Income Statement

For the financial year ended 30 June 2014

Budget 2014	\$ '000	Notes	Actual 2014	Actual 2013
INCOME FROM CONTINUING OPERATIONS				
Revenue:				
72,781	Rates & Annual Charges	3a	72,976	68,816
12,185	User Charges & Fees	3b	11,480	12,349
4,399	Interest & Investment Revenue	3c	3,962	4,558
7,944	Other Revenues	3d	9,308	8,247
6,375	Grants & Contributions provided for Operating Purposes	3e,f	4,703 ²	6,589
15,563	Grants & Contributions provided for Capital Purposes	3e,f	12,924	10,991
Other Income:				
2,307	Net gains from the disposal of assets	5	1,516	-
121,554	Total Income from Continuing Operations		116,869	111,550
EXPENSES FROM CONTINUING OPERATIONS				
38,048	Employee Benefits & On-Costs	4a	35,014	34,572
2,007	Borrowing Costs	4b	1,466	453
32,090	Materials & Contracts	4c	31,096	28,997
16,482	Depreciation & Amortisation	4d	18,457	15,790
15,686	Other Expenses	4e	14,795	14,709
-	Net Losses from the disposal of assets	5	-	1,223
104,313	Total Expenses from Continuing Operations		100,828	95,744
17,241	Operating Result from Continuing Operations		16,041	15,806
17,241	Net Operating Result for the Year		16,041	15,806
1,678	Net Operating Result for the year before Grants and Contributions provided for Capital Purposes		3,117	4,815

¹ Original Budget as approved by Council - refer Note 16

² Financial Assistance Grants for 13/14 are lower, reflecting a timing difference due to a change in how the grant is paid - refer Note 3 (e)

This Statement should be read in conjunction with the accompanying Notes.

Statement of Comprehensive Income

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
Net Operating Result for the year (as per Income statement)		16,041	15,806
Other Comprehensive Income:			
Amounts which will not be reclassified subsequently to the Operating Result			
Gain (loss) on revaluation of I,PP&E	20b (ii)	1,870	(1,580)
Total Other Comprehensive Income for the year		1,870	(1,580)
Total Comprehensive Income for the Year		17,911	14,226

This Statement should be read in conjunction with the accompanying Notes.

Statement of Financial Position

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013	Actual 2012
ASSETS				
Current Assets				
Cash & Cash Equivalents	6a	-	13,028	204
Investments	6b	41,457	42,876	58,835
Receivables	7	7,811	7,379	7,942
Inventories	8	252	253	254
Other	8	1,159	1,283	1,116
Current assets classified as 'held for sale'	22	8,746	-	-
Total Current Assets		59,425	64,819	68,351
Non-Current Assets				
Investments	6b	51,005	34,999	36,948
Receivables	7	185	192	187
Inventories	8	-	-	-
Infrastructure, Property, Plant & Equipment	9	976,258	959,145	912,462
Intangible Assets	25	776	850	656
Total Non-Current Assets		1,028,224	995,186	950,253
TOTAL ASSETS		1,087,649	1,060,005	1,018,604
LIABILITIES				
Current Liabilities				
Payables	10	11,055	11,047	10,398
Borrowings	10	4,397	2,992	2,067
Provisions	10	10,307	9,602	9,814
Total Current Liabilities		25,759	23,641	22,279
Non-Current Liabilities				
Payables	10	-	-	-
Borrowings	10	39,335	31,676	5,880
Provisions	10	295	339	322
Total Non-Current Liabilities		39,630	32,015	6,202
TOTAL LIABILITIES		65,389	55,656	28,481
Net Assets		1,022,260	1,004,349	990,123
EQUITY				
Retained Earnings	20	704,772	688,731	672,925
Revaluation Reserves	20	317,488	315,618	317,198
Council Equity Interest		1,022,260	1,004,349	990,123
Non-controlling Interest		-	-	-
TOTAL EQUITY		1,022,260	1,004,349	990,123

This Statement should be read in conjunction with the accompanying Notes.

Statement of Changes in Equity

For the financial year ended 30 June 2014

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-controlling Interest	Total Equity
2014						
Opening Balance (as per Last Year's Audited Account)		668,370	315,618	983,988	-	983,988
a. Correction of Prior Period Errors	20 (c)	20,361	-	20,361	-	20,361
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/13)		688,731	315,618	1,004,349	-	1,004,349
c. Net Operating Result for the Year		16,041	-	16,041	-	16,041
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Reserve	20b (ii)	-	1,870	1,870	-	1,870
Total Comprehensive Income (c&d)		16,041	1,870	17,911	-	17,911
Equity - Balance at end of the reporting period		704,772	317,488	1,022,260	-	1,022,260

\$ '000	Notes	Retained Earnings	Reserves (Refer 20b)	Council Interest	Non-controlling Interest	Total Equity
2013						
Opening Balance (as per Last Year's Audited Account)		653,023	317,198	970,221	-	970,221
a. Correction of Prior Period Errors	20 (c)	19,902	-	19,902	-	19,902
b. Changes in Accounting Policies (prior year effects)	20 (d)	-	-	-	-	-
Revised Opening Balance (as at 1/7/12)		672,925	317,198	990,123	-	990,123
c. Net Operating Result for the Year		15,806	-	15,806	-	15,806
d. Other Comprehensive Income						
- Revaluations : IPP&E Asset Revaluation Reserve	20b (ii)	-	(1,580)	(1,580)	-	(1,580)
Total Comprehensive Income (c&d)		15,806	(1,580)	14,226	-	14,226
Equity - Balance at end of the reporting period		688,731	315,618	1,004,349	-	1,004,349

This Statement should be read in conjunction with the accompanying Notes.

Statement of Cash Flows

For the financial year ended 30 June 2014

Budget 2014	\$ '000	Notes	Actual 2014	Actual 2013
Cash Flows from Operating Activities				
Receipts:				
72,076			72,957	68,737
12,185			12,971	15,306
4,401			3,523	4,483
22,423			17,113	17,099
100			74	50
7,958			15,725	15,151
Payments:				
(35,785)			(34,431)	(34,937)
(34,252)			(33,645)	(32,580)
(388)			(528)	(453)
(100)			(81)	(99)
(19,543)			(18,910)	(20,198)
29,075		11b	34,768	32,559
Cash Flows from Investing Activities				
Receipts:				
-			39,380	56,463
2,307			6,800	836
Payments:				
-			(53,961)	(38,383)
(45,049)			(48,141)	(65,372)
(42,742)			(55,922)	(46,456)
Cash Flows from Financing Activities				
Receipts:				
16,038			11,070	28,300
Payments:				
(2,071)			(2,994)	(1,579)
13,967			8,076	26,721
300			(13,078)	12,824
4,200		11a	13,028	204
4,500		11a	(50)	13,028
		6b	92,462	77,875
Total Cash, Cash Equivalents & Investments			92,412	90,903

This Statement should be read in conjunction with the accompanying Notes.

Contents of the Notes accompanying the Financial Statements

For the financial year ended 30 June 2014

1	Summary of Significant Accounting Policies	187
2(a)	Council Functions / Activities - Financial Information	194
2(b)	Council Functions / Activities - Component Descriptions	195
3	Income from Continuing Operations	196
4	Expenses from Continuing Operations	201
5	Gains or Losses from the Disposal of Assets	205
6(a)	Cash & Cash Equivalent Assets	206
6(b)	Investments	206
6(c)	Restricted Cash, Cash Equivalents & Investments - Details	208
7	Receivables	210
8	Inventories & Other Assets	210
9(a)	Infrastructure, Property, Plant & Equipment	211
9(b)	Externally Restricted Infrastructure, Property, Plant & Equipment	212
9(c)	Infrastructure, Property, Plant & Equipment - Current Year Impairments	212
10(a)	Payables, Borrowings & Provisions	212
10(b)	Description of (and movements in) Provisions	213
11	Statement of Cash Flows - Additional Information	214
12	Commitments for Expenditure	215
13	Statement of Performance Measures:	216
	13a (i) Local Government Industry Indicators (Consolidated)	216
	13a (ii) Local Government Industry Graphs (Consolidated)	217
14	Investment Properties	219
15	Financial Risk Management	219
16	Material Budget Variations	223
17	Statement of Developer Contributions	225
18	Contingencies and Other Liabilities/Assets not recognised	228
19	Controlled Entities, Associated Entities & Interests in Joint Ventures	230
20	Equity - Retained Earnings and Revaluation Reserves	231
21	Financial Result & Financial Position by Fund	234
22	"Held for Sale" Non Current Assets & Disposal Groups	234
23	Events occurring after the Reporting Date	235
24	Discontinued Operations	235
25	Intangible Assets	236
26	Reinstatement, Rehabilitation & Restoration Liabilities	236
27	Fair Value Measurement	237

Note 1. Summary of Significant Accounting Policies

For the financial year ended 30 June 2014

Ku-Ring-Gai Council has its principal business office at 818 Pacific Highway Gordon NSW 2072. Council is empowered by the New South Wales Local Government Act (LGA) 1993 and its Charter as specified in Section 8 of the Act.

The principal accounting policies adopted by Council in the preparation of these consolidated financial statements are set out below in order to assist in its general understanding.

Under Australian Accounting Standards (AASBs), accounting policies are defined as those specific principles, bases, conventions, rules and practices applied by a reporting entity (in this case Council) in preparing and presenting its financial statements.

(a) Basis of preparation

(i) Background

These financial statements are general purpose financial statements which have been prepared in accordance with;

- Australian Accounting Standards and Australian Accounting Interpretations issued by the Australian Accounting Standards Board,
- the Local Government Act (1993) & Regulations, and
- the Local Government Code of Accounting Practice and Financial Reporting.

For the purpose of preparing these financial statements, Council has been deemed to be a not-for-profit entity.

(ii) Compliance with International Financial Reporting Standards (IFRSs)

Because Australian Accounting Standards (AASBs) are sector neutral, some standards either:

- (a) have local Australian content and prescription that is specific to the Not-For-Profit sector (including Local Government) which are not in compliance with IFRS's, or
- (b) specifically exclude application by not-for-profit entities.

Accordingly in preparing these financial statements and accompanying notes, Council has been unable to comply fully with International Accounting Standards, but has complied fully with Australian Accounting Standards.

Under the Local Government Act (LGA), Regulations and Local Government Code of Accounting Practice & Financial Reporting, it should be noted that Councils in NSW only have a requirement to comply with Australian Accounting Standards.

(iii) New and amended standards adopted by Council

During the current year, the following relevant standards became mandatory for Council and have been adopted:

- AASB 13 Fair Value Measurement
- AASB 119 Employee Benefits

AASB 13 Fair Value Measurement has not affected the assets or liabilities which are to be measured at fair value, however it provides detailed guidance on how to measure fair value in accordance with the accounting standards.

It introduces the concept of highest and best use for non-financial assets and has caused the Council to review their valuation methodology.

The level of disclosures regarding fair value have increased significantly and have been included in the financial statements at Note 27.

AASB 119 Employee Benefits introduced revised definitions for short-term employee benefits.

Whilst the Council has reviewed the annual leave liability to determine the level of annual leave which is expected to be paid more than 12 months after the end of the reporting period, there has been no effect on the amounts disclosed as leave liabilities since Council's existing valuation policy was to discount annual leave payable more than 12 months after the end of the reporting period to present values.

(iv) Early adoption of Accounting Standards

Council has not elected to apply any pronouncements before their operative date in the annual reporting period beginning 1 July 2013.

Refer further to paragraph (v) relating to a summary of the effects of Standards with future operative dates.

(v) Basis of Accounting

These financial statements have been prepared under the historical cost convention except for:

- (i) certain financial assets and liabilities at fair value through profit or loss,
- (ii) the write down of any asset on the basis of Impairment (if warranted) and
- (iii) certain classes of non current assets (eg. Infrastructure, Property, Plant & Equipment) that are accounted for at fair valuation.

The accrual basis of accounting has also been applied in their preparation.

(vi) Changes in Accounting Policies

Council's accounting policies have been consistently applied to all the years presented, unless otherwise stated.

There have also been no changes in accounting policies when compared with previous financial statements unless otherwise stated.

(vii) Critical Accounting Estimates

The preparation of financial statements requires the use of certain critical accounting estimates (in conformity with AASBs).

It also requires Council management to exercise its judgement in the process of applying the Council's accounting policies.

Note 1 cont'

For the financial year ended 30 June 2014

(b) Revenue recognition

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to Council and specific criteria have been met for each of the Council's activities as described below.

Revenue is measured at the fair value of the consideration received or receivable.

Revenue is measured on major income categories as follows:

Rates, Annual Charges, Grants and Contributions

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenues when the Council obtains control over the assets comprising these receipts.

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

A provision for the impairment on rates receivables has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Control over granted assets is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and is valued at their fair value at the date of transfer.

Revenue from Contributions is recognised when the Council either obtains control of the contribution or the right to receive it, (i) it is probable that the economic benefits comprising the contribution will flow to the Council and (ii) the amount of the contribution can be measured reliably.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is treated as an externally restricted asset (disclosed in Note 3(g)).

Note 3(g) also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

The Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of S94 of the EPA Act 1979.

Whilst Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon their physical receipt by Council, due to the possibility that individual Development Consents may not be acted upon by the applicant and accordingly would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required.

A detailed Note relating to developer contributions can be found at Note 17.

User Charges, Fees and Other Income

User charges, fees and other income (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

A provision for the impairment of these receivables is recognised when collection in full is no longer probable.

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided as at balance date.

Sale of Infrastructure, Property, Plant and Equipment

The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest and Rents

Rental income is accounted for on a straight-line basis over the lease term.

Interest Income from Cash & Investments is accounted for using the effective interest rate at the date that interest is earned.

Other Income

Other income is recorded when the payment is due, the value of the payment is notified or the payment is received, whichever occurs first.

(c) Principles of Consolidation

These financial statements incorporate (i) the assets and liabilities of Council and any entities (or operations) that it controls (as at 30 June 2014) and (ii) all the related operating results (for the financial year ended the 30th June 2014).

(i) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the LGA 1993, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

(d) Leases

All Leases entered into by Council are reviewed and classified on inception date as either a Finance Lease or an Operating Lease.

Operating Leases

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases.

Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

Lease income from operating leases is recognised in income on a straight-line basis over the lease term.

Note 1 cont'

For the financial year ended 30 June 2014

(e) Cash and Cash Equivalents

For the Statement of Cash Flows (and Statement of Financial Position) presentation purposes, cash and cash equivalents include:

- cash on hand,
- deposits held at call with financial institutions,
- bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the balance sheet but are incorporated into Cash & Cash Equivalents for presentation of the Cash Flow Statement.

(f) Investments and Other Financial Assets

Council (in accordance with AASB 139) classifies each of its investments into one of the following categories for measurement purposes:

- financial assets at fair value through profit or loss,
- loss,
- loans and receivables,
- held-to-maturity investments, and

Each classification depends on the purpose/intention for which the investment was acquired & at the time it was acquired.

Management determines each Investment classification at the time of initial recognition and reevaluates this designation at each reporting date.

(i) Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets that are "held for trading".

A financial asset is classified in the "held for trading" category if it is acquired principally for the purpose of selling in the short term.

(ii) Loans and receivables

Loans and receivables are non derivative financial assets with fixed or determinable payments that are not quoted in an active market.

They arise when the Council provides money, goods or services directly to a debtor with no intention (or in some cases ability) of selling the resulting receivable.

They are included in current assets, except for those with maturities greater than 12 months after the balance sheet date which are classified as noncurrent assets.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity.

In contrast to the "Loans & Receivables" classification, these investments are generally quoted in an active market.

Held-to-maturity financial assets are included in noncurrent assets, except for those with maturities less than 12 months from the reporting date, which are classified as current assets.

General Accounting & Measurement of Financial Instruments:

(i) Initial Recognition

Investments are initially recognised (and measured) at fair value, plus in the case of investments not at "fair value through profit or loss", directly attributable transactions costs.

Purchases and sales of investments are recognised on trade-date - the date on which the Council commits to purchase or sell the asset.

Financial assets are de-recognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

(ii) Subsequent Measurement

Financial assets at fair value through profit and loss are subsequently carried at fair value.

Loans and receivables and held-to-maturity investments are carried at amortised cost using the effective interest method.

Realised and unrealised gains and losses arising from changes in the fair value of the financial assets classified as "fair value through profit or loss" category are included in the income statement in the period in which they arise.

Impairment

Council assesses at each balance date whether there is objective evidence that a financial asset or group of financial assets is impaired.

If there is evidence of impairment for any of Council's financial assets carried at amortised cost the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, excluding future credit losses that have not been incurred. The cash flows are discounted at the financial asset's original effective interest rate. The loss is recognised in the income statement.

(iii) Types of Investments

Council has an approved Investment Policy in order to undertake its investment of money in accordance with (and to comply with) Section 625 of the Local Government Act and S212 of the LG (General) Regulation 2005.

Investments are placed and managed in accordance with the Policy and having particular regard to authorised investments prescribed under the Ministerial Local Government Investment Order.

Council maintains its investment Policy in compliance with the Act and ensures that it or its representatives exercise care, diligence and skill that a prudent person would exercise in investing Council funds.

Council amended its policy following revisions to the Ministerial Local Government Investment Order arising from the Cole Inquiry recommendations.

Note 1 cont'

For the financial year ended 30 June 2014

Certain investments that Council holds are no longer prescribed (eg. managed funds, CDOs, and equity linked notes), however they have been retained under grandfathering provisions of the Order. These will be disposed of when most financially advantageous to Council.

(g) Fair value estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets (bank securities) is based on quoted market prices at the balance sheet date.

The fair value of structured financial instruments is based on directly observable market inputs and market-standard valuation methodology.

(h) Receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost, less any provision for impairment.

Receivables (excluding Rates & Annual Charges) are generally due for settlement no more than 30 days from the date of recognition.

A provision for impairment (ie. an allowance account) relating to receivables is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of each receivable.

(i) Inventories

Raw Materials and Stores and Finished Goods

Raw materials and stores and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Costs are assigned to individual items of inventory on the basis of weighted average costs.

(j) Infrastructure, Property, Plant and Equipment (I,PP&E)

Acquisition of assets

Council's non current assets are continually revalued over a 5 year period in accordance with the fair valuation policy as mandated by the Office of Local Government.

At balance date, the following classes of I,PP&E were stated at their Fair Value;

- Operational Land (External Valuation)
- Buildings – Specialised/Non Specialised (External Valuation)
- Plant and Equipment (as approximated by depreciated historical cost)
- Roads Assets incl. roads, bridges & footpaths (Internal Valuation)
- Drainage Assets (Internal Valuation)
- Bulk Earthworks (Internal Valuation)

- Community Land (VG Valuation)
- Land Improvements (as approximated by depreciated historical cost)
- Other Structures (as approximated by depreciated historical cost)
- Swimming Pool (as approximated by depreciated historical cost)
- Recreational Facility Assets (as approximated by depreciated historical cost)
- Other Assets (as approximated by depreciated historical cost)

Initial Recognition

On initial recognition, an assets cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition.

Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged between knowledgeable willing parties in an arm's length transaction.

Subsequent costs

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.

All other repairs and maintenance are charged to the income statement during the financial period in which they are incurred.

Asset Revaluations (including Indexation)

In accounting for Asset Revaluations relating to Infrastructure, Property, Plant & Equipment:

- Increases in the carrying amounts arising on revaluation are credited to the asset revaluation reserve.
- To the extent that the net increase reverses a decrease previously recognised via the profit or loss, then increase is first recognised in profit or loss.
- Decreases that reverse previous increases of the same asset class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the asset, with all other decreases charged to the Income statement.

Full revaluations are undertaken for all assets on a 5 year cycle.

Capitalisation Thresholds

Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset.

Asset capitalisation threshold includes:

- Road Assets \$10,000
- Bridge Assets \$10,000
- Road & Reserve Furniture \$2,000

Note 1 cont'

For the financial year ended 30 June 2014

- Car Park Assets \$10,000
- Footpath Assets \$5,000
- Kerb & Gutter Assets \$5,000
- Stormwater Drainage Assets \$10,000
- Buildings \$5,000
- Parks & Recreation Assets \$5,000
- Fleet & Plant \$2,000
- Information Technology Hardware/ \$2,000

Software

In determining (and annually reviewing) such thresholds, regard is had to the nature of the asset and its estimated service life.

Depreciation

Depreciation on Council's infrastructure, property, plant and equipment assets is calculated using the straight line method in order to allocate an assets cost (net of residual values) over its estimated useful life.

Land is not depreciated.

Estimated useful lives for Council's I,PP&E include:

- Roads: Surface 20 - 30 years
- Roads: Pavement 50 - 70 years
- Roads: Formation 100 years
- Recreational Facilities 45 years
- Drain Structures 10 - 50 years
- Drain grates, inlets and pipes 100 years
- Buildings 60 years
- Motor vehicles 10 years
- Plant & Equipment 10 years
- Office Equipment 10 years
- Software 5 years

All asset residual values and useful lives are reviewed and adjusted (if appropriate), at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Disposal and De-recognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in Council's Income Statement in the year the asset is derecognised.

(k) Land

Land (other than Land under Roads) is in accordance with Part 2 of Chapter 6 of the Local Government Act (1993) classified as either Operational or Community.

This classification of Land is disclosed in Note 9(a).

(l) Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance

with AASB 1051.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment.

(m) Intangible Assets

IT Development and Software

Systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems.

Costs capitalised include software licenses.

Amortisation is calculated on a straight line bases over a period of 5 years.

(n) Impairment of assets

All Council's I,PP&E is subject to an annual assessment of impairment.

Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

(o) Payables

These amounts represent liabilities and include goods and services provided to the Council prior to the end of financial year which are unpaid.

The amounts for goods and services are unsecured and are usually paid within 30 days of recognition.

(p) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

(q) Borrowing costs

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

Note 1 cont'

For the financial year ended 30 June 2014

(r) Provisions

Provisions for legal claims, service warranties and other like liabilities are recognised when:

- Council has a present legal or constructive obligation as a result of past events;
- it is more likely than not that an outflow of resources will be required to settle the obligation; and
- the amount has been reliably estimated.

Provisions are not recognised for future operating losses.

(s) Employee benefits

(i) Short Term Obligations

Short term employee benefit obligations include liabilities for wages and salaries (including nonmonetary benefits), annual leave and vesting sick leave expected to be settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled.

All other short-term employee benefit obligations are presented as payables.

Liabilities for non vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no Liability has been recognised in these reports.

Wages & salaries, annual leave and vesting sick leave are all classified as Current Liabilities.

(ii) Other Long Term Obligations

The liability for all long service and annual leave (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits in respect of services provided by employees up to the reporting date.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

Expected future payments are then discounted using market yields at the reporting date based on national government bonds with terms to maturity and currency that match as closely as possible the estimated future cash outflows.

Due to the nature of when and how Long Service Leave can be taken, all Long Service Leave for employees with 5 or more years of service has been classified as Current, as it has been deemed that Council does not have the unconditional right to defer settlement beyond 12 months – even though it

is not anticipated that all employees with more than 5 years service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

(iii) Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death.

Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Defined Benefit Plans

A liability or asset in respect of defined benefit superannuation plans would ordinarily be recognised in the balance sheet, and measured as the present value of the defined benefit obligation at the reporting date plus unrecognised actuarial gains (less unrecognised actuarial losses) less the fair value of the superannuation fund's assets at that date and any unrecognised past service cost.

The present value of the defined benefit obligation is based on expected future payments which arise from membership of the fund to the reporting date, calculated annually by independent actuaries using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service.

However, when this information is not reliably available, Council can account for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans – i.e. as an expense when they become payable.

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named the "Local Government Superannuation Scheme – Pool B".

This Scheme has been deemed to be a "multi employer fund" for the purposes of AASB 119.

Sufficient information is not available to account for the Scheme as a defined benefit plan (in accordance with AASB 119) because the assets to the scheme are pooled together for all Councils.

Accordingly, Council's contributions to the scheme for the current reporting year have been recognised as an expense and disclosed as part of Superannuation Expenses at Note 4(a).

The last valuation of the Scheme was performed by Mr Martin Stevenson BSc, FIA, FIAA on 21st February 2013 and covers the period ended 30 June 2012.

However, the position is monitored annually and the Actuary (Mr Richard Boyfield Ba, FIA, FIAA has replaced Mr Martin Stevenson as actuary with effect from 1 July 2013) has estimated that as at 30 June 2014 a deficit still exists.

As a result, the Scheme has asked for a continuation of increased future contributions to recover that deficiency.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils.

Note 1 cont'

For the financial year ended 30 June 2014

For this reason, no liability for the deficiency has been recognised in these financial statements.

Council has, however, disclosed a contingent liability in Note 18 to reflect the possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

Defined Contribution Plans

Contributions to Defined Contribution Plans are recognised as an expense as they become payable.

Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

(t) Allocation between current and non-current assets & liabilities

In the determination of whether an asset or liability is classified as current or non-current, consideration is given to the time when each asset or liability is expected to be settled.

The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle.

Exceptions

In the case of liabilities where Council does not have the unconditional right to defer settlement beyond 12 months (such as vested long service leave), the liability is classified as current even if not expected to be settled within the next 12 months.

(u) Taxes

The Council is exempt from both Commonwealth Income Tax and Capital Gains Tax.

Council does however have to comply with both Fringe Benefits Tax and Goods and Services Tax (GST).

Goods & Services Tax (GST)

Income, expenses and assets are all recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO).

Receivables and payables within the Balance Sheet are stated inclusive of any applicable GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or current liability in the Balance Sheet.

(v) New accounting standards and UIG interpretations

Certain new (or amended) accounting standards and interpretations have been published that are not mandatory for reporting periods ending 30 June 2014.

Council has not adopted any of these standards early.

Council's assessment of the impact of these new standards and interpretations is set out below.

Applicable to Local Government with implications:

AASB 9 Financial Instruments, associated standards, AASB 2010-7 Amendments to Australian Accounting Standards arising from AASB 9 and AASB 2012-6 Amendments to Australian Accounting Standards – Mandatory Effective Date of AASB 9 and transitional disclosures and AASB 2013-9 Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments (effective from 1 January 2017)

AASB 9 Financial Instruments addresses the classification, measurement and de-recognition of financial assets and financial liabilities.

The standard is not applicable until 1 January 2015 but is available for early adoption.

When adopted, the standard will affect in particular Council's accounting for its available-for-sale

financial assets, since AASB 9 only permits the recognition of fair value gains and losses in other comprehensive income if they relate to equity investments that are not held for trading.

Fair value gains and losses on available-for-sale debt investments, for example, will therefore have to be recognised directly in profit or loss.

The Council has not yet fully assessed the impact on the reporting financial position and performance on adoption of AASB 9.

Applicable to Local Government but no implications for Council;

AASB 2013-3 Amendments to AASB 136 Recoverable Amount Disclosures for Non-Financial Assets (effective for 30 June 2015 Financial Statements).

There are no changes to reported financial position or performance from AASB 2013 – 3, however additional disclosures may be required.

Applicable to Local Government but not relevant to Council at this stage;

None

(w) Rounding of amounts

Unless otherwise indicated, amounts in the financial statements have been rounded off to the nearest thousand dollars.

(x) Comparative Figures

To ensure comparability with the current reporting period's figures, some comparative period line items and amounts may have been reclassified or individually reported for the first time within these financial statements and/or the notes.

(y) Disclaimer

Nothing contained within these statements may be taken to be an admission of any liability to any person under any circumstance.

Note 2(a)

Council Functions/Activities - Financial Information

For the financial year ended 30 June 2014

Functions/Activities	Income, Expenses and Assets have been directly attributed to the following Functions / Activities. Details of these Functions/Activities are provided in Note 2(b).												
	Income from Continuing Operations			Expenses from Continuing Operations			Operating Result from Continuing Operations			Grants included in Income from Continuing Operations		Total Assets held (Current & Non-current)	
	Original Budget 2014	Actual 2014	Actual 2013	Original Budget 2014	Actual 2014	Actual 2013	Original Budget 2014	Actual 2014	Actual 2013	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Governance	4	1	2	231	245	903	(227)	(244)	(901)	-	-	21,353	20,668
Administration	36,986	36,394	32,958	25,384	24,852	22,346	11,602	11,542	10,612	28	-	160,015	155,969
Public Order & Safety	418	664	903	4,312	4,280	4,054	(3,894)	(3,616)	(3,151)	211	437	6,300	6,141
Health	134	132	116	440	435	393	(306)	(303)	(277)	61	6	6,344	6,184
Environment	18,884	18,759	17,426	26,588	23,684	21,772	(7,704)	(4,925)	(4,346)	79	815	4,803	4,682
Community Services & Education	5,609	6,159	5,940	5,460	5,863	5,801	149	296	139	1,210	1,118	10,157	9,901
Housing & Community Amenities	862	3,140	2,294	4,643	4,482	4,441	(3,781)	(1,342)	(2,147)	563	1,228	54,552	53,173
Recreation & Culture	8,344	9,584	7,930	17,767	19,450	17,649	(9,423)	(9,866)	(9,719)	444	761	325,635	317,401
Mining, Manufacturing & Construction	2,318	2,178	1,957	5,403	4,271	4,523	(3,085)	(2,093)	(2,566)	-	-	1,688	1,646
Transport & Communication ²	13,967	7,488	8,936	13,822	13,092	13,683	145	(5,604)	(4,747)	1,259	1,573	496,802	484,240
Economic Affairs	94	41	122	263	174	179	(169)	(133)	(57)	-	-	-	-
Total Functions & Activities	87,620	84,540	78,584	104,313	100,828	95,744	(16,693)	(16,288)	(17,160)	3,855	5,938	1,087,649	1,060,005
General Purpose Income ¹	33,934	32,329	32,966	-	-	-	33,934	32,329	32,966	2,046	3,644	-	-
Operating Result from Continuing Operations	121,554	116,869	111,550	104,313	100,828	95,744	17,241	16,041	15,806	5,901	9,582	1,087,649	1,060,005

1. Includes: Rates & Annual Charges, Interest on Overdue Rates, Unified General Purpose Grants & Unrestricted Interest & Investment Income.

2. Variance in actual compared to budget is due to lower than anticipated income received from Development Contributions.

Note 2(b)

Council Functions/Activities - Component Descriptions

For the financial year ended 30 June 2014

Details relating to the Council's functions / activities as reported in Note 2(a) are as follows:

GOVERNANCE

Costs relating to the Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of council and policy making committees, area representation and public disclosure and compliance.

ADMINISTRATION

Corporate Support and Other Support Services (not otherwise attributed to the listed functions / activities).

PUBLIC ORDER & SAFETY

Fire protection, animal control, enforcement of local government regulations, emergency services, other.

HEALTH

Inspection, immunisations, food control, health centres, other, administration.

ENVIRONMENT

Noxious plants and insect/vermin control, other environmental protection, solid waste management, street cleaning, drainage, stormwater management.

COMMUNITY SERVICES & EDUCATION

Administration, family day care, child care, youth services, other family and children, aged and disabled, migrant services, Aboriginal services, other community services, education.

HOUSING & COMMUNITY AMENITIES

Housing, town planning, street lighting, other sanitation and garbage, public cemeteries, public conveniences, and other community amenities.

RECREATION & CULTURE

Public libraries, museums, art galleries, community centres, public halls, other cultural services, swimming pools, sporting grounds, parks and gardens (lakes), other sport and recreation.

MINING, MANUFACTURING & CONSTRUCTION

Building control, abattoirs, quarries & pits, other.

TRANSPORT & COMMUNICATION

Urban roads, sealed rural roads, unsealed rural roads, bridges, footpaths, aerodromes, parking areas, bus shelters and services, water transport, RMS works, other.

ECONOMIC AFFAIRS

Camping areas, caravan parks, tourism and area promotion, industrial development promotion, saleyards and markets, real estate development, commercial nurseries, other business undertakings.

Note 3 Income from Continuing Operations

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(a) Rates & Annual Charges			
Ordinary Rates			
Residential		25,069	23,959
Business		3,814	3,698
Total Ordinary Rates		28,883	27,657
Special Rates			
New Facility Rate		1,630	1,573
Environmental Levy		2,581	2,492
Infrastructure Levy		23,050	21,974
Total Special Rates		27,261	26,039
Annual Charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic Waste Management Services		15,804	14,106
Stormwater Management Services		948	940
Section 611 Charges		80	74
Total Annual Charges		16,832	15,120
TOTAL RATES & ANNUAL CHARGES		72,976	68,816

Council has used 2011 year valuations provided by the NSW Valuer General in calculating its rates.

Note 3 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(b) User Charges & Fees			
Other User Charges & Fees			
(i) Fees & Charges - Statutory & Regulatory Functions (per s.608)			
Building Regulation		1,710	1,493
Certificates		840	666
DA Advertising Fees		75	58
Driveway Application Fees		359	561
Outstanding Notices		190	161
Regulatory Application Fees		249	242
Tree Preservation Charges		119	114
Total Fees & Charges - Statutory/Regulatory		3,542	3,295
(ii) Fees & Charges - Other (incl. General User Charges) (per s.608)			
Art Centre		448	431
Bus Shelters		265	289
Family Day Care		1,051	947
Golf Courses		751	1,061
Halls		300	241
Holiday Activities		283	242
Leaseback Fees - Council Vehicles		344	343
Library		42	39
Nursery		42	59
Parks		610	390
Restoration Charges		1,465	2,512
Sale of Documents		4	4
Showground		36	24
Tennis Courts		301	287
Trade Waste Charges		1,526	1,771
Other		470	414
Total Fees & Charges - Other		7,938	9,054
TOTAL USER CHARGES & FEES		11,480	12,349

Note 3 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(c) Interest & Investment Revenue			
Interest & Dividends			
- Interest on Overdue Rates & Annual Charges		133	129
- Interest earned on Investments (interest & coupon payment income)		3,823	4,257
Fair Value Adjustments			
- Fair Valuation movements in Investments (at FV)		6	172
TOTAL INTEREST & INVESTMENT REVENUE		3,962	4,558
Interest Revenue is attributable to:			
Unrestricted Investments/Financial Assets:			
Overdue Rates & Annual Charges (General Fund)		133	129
General Council Cash & Investments		840	967
Restricted Investments/Funds - External:			
Development Contributions			
- Section 94		2,562	2,893
Restricted Investments/Funds - Internal:			
Internally Restricted Assets			
		427	569
Total Interest & Investment Revenue Recognised		3,962	4,558
(d) Other Revenues			
Rental Income - Other Council Properties		4,703	4,301
Fines - Parking		1,776	1,565
Fines - Other		368	493
Legal Fees Recovery - Rates & Charges (Extra Charges)		75	77
Legal Fees Recovery - Other		65	257
Commissions & Agency Fees		18	19
Credit Card Surcharge		118	112
Dog Registration Fees		100	68
Filming Fees		8	7
Insurance Claim Recoveries		105	71
Licence Income		333	145
Program Fees		193	187
Recycling Income (non domestic)		505	561
Trade Discount		42	41
Surrender Lease		345	-
Other		554	343
TOTAL OTHER REVENUE		9,308	8,247

Note 3 cont'

For the financial year ended 30 June 2014

\$ '000	2014 Operating	2013 Operating	2014 Capital	2013 Capital
(e) Grants				
General Purpose (Untied)				
Financial Assistance	1,748	3,338	-	-
Pensioners' Rates Subsidies - General Component	298	306	-	-
Total General Purpose	2,046	3,644	-	-
Specific Purpose				
Pensioners' Rates Subsidies:				
- Domestic Waste Management	191	182	-	-
Aged Care	-	40	-	-
Community Care	-	9	13	-
Community Centres	1,141	996	-	40
Economic Development	-	21	15	63
Environmental Protection	78	246	168	45
Fire Management	15	-	119	321
Library	269	228	-	55
NSW Rural Fire Services	69	71	-	-
Recreation & Culture	-	2	28	285
Road Safety	170	42	-	-
Street Lighting	281	281	-	-
Transport	-	-	976	1,248
WASIP grant	-	718	-	-
Better Waste and Recycling Fund	302	-	-	-
State Emergency Services	-	-	-	1,025
Other	-	20	20	-
Total Specific Purpose	2,516	2,856	1,339	3,082
Total Grants	4,562	6,500	1,339	3,082
Grant Revenue is attributable to:				
- Commonwealth Funding	1,748	3,338	565	1,248
- State Funding	2,814	3,162	774	1,834
	4,562	6,500	1,339	3,082

¹ The Financial Assistance Grant for 2013/14 reflects a one off reduction due to the fact that this grant is no longer being paid in advance by up to 50% as has occurred in previous years - it does not represent a loss of income but is instead a timing difference.

Note 3 cont'

For the financial year ended 30 June 2014

\$ '000	2014 Operating	2013 Operating	2014 Capital	2013 Capital
(f) Contributions				
Developer Contributions:				
(s93 & s94 - EP&A Act, s64 of the LGA):				
S 94 - Contributions towards amenities/services	18	14	9,562	7,193
Total Developer Contributions	17	14	9,562	7,193
Other Contributions:				
Contribution to Works	123	75	1,679	411
RMS Contributions (Regional Roads, Block Grant)	-	-	344	305
Total Other Contributions	123	75	2,023	716
Total Contributions	141	89	11,585	7,909
TOTAL GRANTS & CONTRIBUTIONS	4,703	6,589	12,924	10,991

\$ '000	Actual 2014	Actual 2013
(g) Restrictions relating to Grants and Contributions		
Certain grants & contributions are obtained by Council on condition that they be spent in a specified manner:		
Unexpended at the Close of the Previous Reporting Period	65,768	66,244
add: Grants & contributions recognised in the current period but not yet spent:	13,932	14,246
less: Grants & contributions recognised in a previous reporting period now spent:	(18,256)	(14,722)
Net Increase (Decrease) in Restricted Assets during the Period	(4,324)	(476)
Unexpended and held as Restricted Assets	61,444	65,768
Comprising:		
- Specific Purpose Unexpended Grants	936	1,117
- Developer Contributions	60,508	64,651
	61,444	65,768

Note 4 Expenses from Continuing Operations

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(a) Employee Benefits & On-Costs			
Salaries and Wages		27,596	27,631
Employee Leave Entitlements (ELE)		4,751	4,514
Superannuation		3,452	3,156
Workers Compensation Insurance		778	710
Fringe Benefit Tax (FBT)		356	257
Training Costs (other than Salaries & Wages)		197	218
Other		98	123
Total Employee Costs		37,228	36,609
less: Capitalised Costs		(2,214)	(2,037)
TOTAL EMPLOYEE COSTS EXPENSED		35,014	34,572
Number of "Equivalent Full Time" Employees at year end			
		420	418
(b) Borrowing Costs			
(i) Interest Bearing Liability Costs			
Interest on Loans		1,466	453
Total Interest Bearing Liability Costs Expensed		1,466	453
TOTAL BORROWING COSTS EXPENSED		1,466	453

Note 4 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(c) Materials & Contracts			
Raw Materials & Consumables		3,423	3,237
Contractor & Consultancy Costs		25,939	23,648
Auditors Remuneration (1)		48	61
Legal Expenses:			
- Legal Expenses: Planning & Development		704	1,217
- Legal Expenses: Other		54	55
Operating Leases:			
- Operating Lease Rentals: Minimum Lease Payments (2)		365	358
Lease Expense		394	242
Other		169	179
TOTAL MATERIALS & CONTRACTS		31,096	28,997
1. Auditor Remuneration			
During the year, the following fees were incurred for services provided by the Council's Auditor			
(i) Audit and Other Assurance Services			
- Audit & review of financial statements: Council's Auditor		45	58
- Other audit & assurance services		3	3
Remuneration for audit and other assurance services		48	61
Total Auditor Remuneration		48	61
2. Operating Lease Payments are attributable to:			
Computers		365	358
		365	358

Note 4 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Impairment Costs		Depreciation/Amortisation	
		Actual 2014	Actual 2013	Actual 2014	Actual 2013
(d) Depreciation, Amortisation & Impairment					
Plant and Equipment		-	-	948	996
Office Equipment		-	-	173	174
Furniture & Fittings		-	-	15	15
Land Improvements (depreciable)		-	-	1,300	1,411
Buildings - Non Specialised		-	-	2,460	1,539
Buildings - Specialised		-	-	438	226
Other Structures		-	-	16	229
Infrastructure:					
- Roads		-	-	6,519	6,296
- Bridges		-	-	163	164
- Footpaths		-	-	1,280	1,292
- Stormwater Drainage		-	-	2,393	2,390
- Swimming Pools		-	-	693	224
- Other Open Space/Recreational Assets		-	-	1,064	-
Other Assets					
- Library Books		-	-	712	657
- Other		-	-	54	15
Intangible Assets	25	-	-	229	162
TOTAL DEPRECIATION & IMPAIRMENT COSTS EXPENSED		-	-	18,457	15,790

Note 4 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(e) Other Expenses			
Other Expenses for the year include the following:			
Advertising		314	319
Bad & Doubtful Debts		53	35
Bank Charges		216	216
Commissions		267	216
Computer Software Charges		821	753
Conferences		172	78
Contributions/Levies to Other Levels of Government		-	-
- Department of Planning Levy		384	374
- NSW Fire Brigade Levy		1,974	1,941
Corporate Events		26	19
Councillor Expenses - Mayoral Fee		38	37
Councillor Expenses - Councillors' Fees		176	167
Donations, Contributions & Assistance to other organisations (Section 356)		142	141
Election Expenses		-	494
Electricity & Heating		1,036	810
External Plant Hire		39	13
Family Day Care (Child Care Assistance)		457	408
Insurance		1,163	1,109
Insurance Excess		72	53
Postage		220	247
Rate Issue Costs		28	22
Rental Rebates		2,219	2,174
Street Lighting		2,529	2,531
Subscriptions & Publications		260	261
Sydney Water		281	272
Telephone & Communications		510	536
Valuation Fees		244	201
Vehicle Registration		152	156
Other		1,002	1,126
TOTAL OTHER EXPENSES		14,795	14,709

Note 5 Gains or Losses from the Disposal of Assets

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
Plant & Equipment			
Proceeds from Disposal - Plant & Equipment		772	954
less: Carrying Amount of P&E Assets Sold / Written Off		(732)	(1,117)
Net Gain/(Loss) on Disposal		40	(163)
Infrastructure			
Proceeds from Disposal - Infrastructure		5,910	-
less: Carrying Amount of Infrastructure Assets Sold / Written Off		(4,434)	(1,060)
Net Gain/(Loss) on Disposal		1,476	(1,060)
Financial Assets			
Proceeds from Disposal / Redemptions / Maturities - Financial Assets		39,380	56,463
less: Carrying Amount of Financial Assets Sold / Redeemed / Matured		(39,380)	(56,463)
Net Gain/(Loss) on Disposal		-	-
NET GAIN/(LOSS) ON DISPOSAL OF ASSETS		1,516	(1,223)

Note 6a Cash Assets and Note 6b Investments

For the financial year ended 30 June 2014

\$ '000	Notes	2014		2013	
		Actual Current	Actual Non Current	Actual Current	Actual Non Current
Cash & Cash Equivalents (Note 6a)					
Cash on Hand and at Bank		-	-	13,028	-
Total Cash & Cash Equivalents		-	-	13,028	-
Investments (Note 6b)					
- Deposits		9,957	-	8,375	-
- Term Deposits		28,500	32,000	31,500	13,000
- FRN's (with Maturities > 3 months)		-	13,005	3,001	12,999
- CDO's		3,000	-	-	3,000
- Other Long Term Financial Assets (CPDO PP)		-	6,000	-	6,000
Total Investments		41,457	51,005	42,876	34,999
TOTAL CASH ASSETS, CASH EQUIVALENTS & INVESTMENTS		41,457	51,005	55,904	34,999

Cash, Cash Equivalents & Investments were classified at year end in accordance with AASB 139 as follows:

Cash & Cash Equivalents

a. "At Fair Value through the Profit & Loss"		-	-	13,028	-
--	--	---	---	--------	---

Investments

a. "At Fair Value through the Profit & Loss"					
"Designated at Fair Value on Initial Recognition" 6(b-i)		9,957	-	8,375	-
b. "Held to Maturity" 6(b-ii)		31,500	51,005	34,501	34,999
Investments		41,457	51,005	42,876	34,999

Council holds two "grandfathered" investments that were previously entered in accordance with the Ministerial Investment Order at the time.

- CDO - Maple Hill, with a face value of \$3M invested by Council on a "held to maturity" basis being December 2014. The market value at 30 June 2014 was \$2.94M.
- Royal Bank of Scotland CPDO PP (Constant Proportion Debt Obligations - Principle Protected). This is a zero coupon senior bank bond with a value of \$6M and is capital protected and invested by Council on a "held to maturity" basis being September 2016. The market value of the CPDO PP at 30 June 2014 was \$5.54M.

As per the General Terms and Conditions of the investment the Note benefits from principal protection equal to the Principal Protection Amount on the Maturity Date only.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of investments held.

Note 6b cont'

For the financial year ended 30 June 2014

\$ '000	2014		2013	
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Note 6(b-i)				
Reconciliation of Investments classified as "At Fair Value through the Profit & Loss"				
Balance at the Beginning of the Year	8,375	-	18,840	-
Revaluations (through the Income Statement)	6	-	172	-
Additions	6,447	-	3,831	-
Disposals (sales & redemptions)	(4,871)	-	(14,468)	-
Balance at End of Year	9,957	-	8,375	-
Comprising:				
- Deposits	9,957	-	8,375	-
Total	9,957	-	8,375	-
Note 6(b-ii)				
Reconciliation of Investments classified as "Held to Maturity"				
Balance at the Beginning of the Year	34,501	34,999	39,995	36,948
Additions	23,499	24,015	22,501	12,051
Disposals (sales & redemptions)	(34,500)	(9)	(39,995)	(2,000)
Transfers between Current/Non Current	8,000	(8,000)	12,000	(12,000)
Balance at End of Year	31,500	51,005	34,501	34,999
Comprising:				
- Term Deposits	28,500	32,000	31,500	13,000
- FRN's (with Maturities > 3 months)	-	13,005	3,001	12,999
- CDO's	3,000	-	-	3,000
- Other Long Term Financial Assets (CPDO PP)	-	6,000	-	6,000
Total	31,500	51,005	34,501	34,999

Note 6c Restricted Cash, Cash Equivalents & Investments - Details

For the financial year ended 30 June 2014

\$ '000	2014	2014	2013	2013
	Actual Current	Actual Non Current	Actual Current	Actual Non Current
Total Cash, Cash Equivalents and Investments	41,457	51,005	55,904	34,999
attributable to:				
External Restrictions (refer below)	14,594	51,005	35,765	34,999
Internal Restrictions (refer below)	22,992	-	14,746	-
Unrestricted	3,871	-	5,393	-
	41,457	51,005	55,904	34,999

2014 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Details of Restrictions				
External Restrictions				
Developer Contributions - General (A)	64,651	12,141	(16,283)	60,508
Specific Purpose Unexpended Grants (B)	1,117	1,791	(1,973)	936
Domestic Waste Management (C)	-	18,128	(18,128)	-
Infrastructure Levy	-	2,598	(2,598)	-
Environmental Levy	723	2,582	(1,785)	1,520
New Facility Rate	2,410	1,630	(2,098)	1,942
Specific Purpose Unexpended Loan - LIRS	1,863	-	(1,170)	693
External Restrictions	70,764	38,870	(44,035)	65,599
Total External Restrictions	70,764	38,870	(44,035)	65,599

Note 6c cont'

For the financial year ended 30 June 2014

2014 \$ '000	Opening Balance	Transfers to Restrictions	Transfers from Restrictions	Closing Balance
Internal Restrictions				
Infrastructure & Facilities	8,976	18,924	(14,077)	13,823
Employees Leave Entitlement	2,050	176	-	2,226
Carry Over Works	1,624	441	(1,624)	441
Deposits, Retentions & Bonds	1,489	-	(140)	1,349
Other	607	6,739	(2,193)	5,153
Total Internal Restrictions	14,746	26,280	(18,034)	22,992
TOTAL RESTRICTIONS	85,510	65,150	(62,069)	88,591

A Development contributions which are not yet expended for the provision of services and amenities in accordance with contributions plans (refer Note 17).

B Grants which are not yet expended for the purposes for which the grants were obtained. (refer Note 1)

C Domestic Waste Management (DWM) & other Special Rates/Levies/Charges are externally restricted assets and must be applied for the purposes for which they were raised.

Note 7 Receivables

For the financial year ended 30 June 2014

\$ '000	Notes	2014		2013	
		Current	Non Current	Current	Non Current
Purpose					
Rates & Annual Charges		2,046	154	2,024	157
Interest & Extra Charges		225	31	182	35
User Charges & Fees		1,206	-	1,577	-
Capital Debtors (being sale of assets)					
- Other Asset Sales		-	-	118	-
Accrued Revenues					
- Interest on Investments		1,791	-	1,397	-
- Other Income Accruals		538	-	432	-
Government Grants & Subsidies		1,459	-	749	-
Net GST Receivable		646	-	995	-
Other Debtors		7	-	22	-
Total		7,918	185	7,496	192
less: Provision for Impairment					
User Charges & Fees		(107)	-	(117)	-
Total Provision for Impairment - Receivables		(107)	-	(117)	-
TOTAL NET RECEIVABLES		7,811	185	7,379	192

There are no restrictions applicable to the above receivables

Notes on Debtors above:

- Rates & Annual Charges Outstanding are secured against the property.
- Interest was charged on overdue rates & charges at 9.00% (2013 10.00%). Generally all other receivables are non interest bearing.
- Please refer to Note 15 for issues concerning Credit Risk and Fair Value disclosures.

Note 8 Inventories & Other Assets

For the financial year ended 30 June 2014

\$ '000	Notes	2014		2013	
		Current	Non Current	Current	Non Current
Inventories					
Stores & Materials		149	-	140	-
Trading Stock		103	-	113	-
Total Inventories		252	-	253	-
Other Assets					
Prepayments		1,159	-	1,283	-
Total Other Assets		1,159	-	1,283	-
TOTAL INVENTORIES / OTHER ASSETS		1,411	-	1,536	-

There are no restrictions to the above assets

Note 9a Infrastructure, Property, Plant & Equipment

For the financial year ended 30 June 2014

\$ '000	as at 30/6/2013				Asset Movements during the Reporting Period				as at 30/6/2014					
	At Fair Value	Accumulated Dep'n	Carrying Value		Asset Additions	WDV of Asset Disposals	Depreciation Expense	Adjustments & Transfers	Tf's to "Held for Sale" category	Revaluation Increments to Equity (ARR)	At Cost	At Fair Value	Accumulated Dep'n	Carrying Value
Capital Work in Progress	-	-	-	-	6,651	-	-	-	-	-	6,651	-	-	6,651
Plant & Equipment	12,491	6,562	5,929	(677)	1,937	(677)	(948)	-	-	-	12,374	6,133	6,241	
Office Equipment	1,738	948	790	(55)	291	(55)	(173)	-	-	-	1,810	957	853	
Furniture & Fittings	317	190	127	(15)	53	(15)	(15)	-	-	-	370	205	165	
Land:														
- Operational Land	50,040	-	50,040	(3,615)	7,203	(3,615)	-	663	(3,220)	1,862	52,933	-	52,933	
- Community Land	330,796	-	330,796	-	-	-	-	(663)	(1,783)	8	328,350	-	328,350	
- Land under Roads (post 30/6/08)	58	-	58	-	-	-	-	-	-	-	66	-	66	
Land Improvements - depreciable	39,051	3,730	35,321	-	10,413	-	(1,300)	(27,607)	(3,743)	-	13,344	260	13,084	
Buildings - Non Specialised	123,299	57,599	65,700	(819)	4,969	(819)	(2,460)	-	-	-	125,418	58,028	67,390	
Buildings - Specialised	11,641	187	11,454	(438)	259	(438)	(438)	-	-	-	11,902	627	11,275	
Other Structures	5,640	4,444	1,196	(16)	17	(16)	(16)	-	-	-	5,658	4,461	1,197	
Infrastructure:														
- Roads	362,421	167,979	194,442	-	8,284	-	(6,519)	-	-	-	372,148	175,941	196,207	
- Bridges	8,981	2,907	6,074	-	-	-	(163)	-	-	-	8,819	2,908	5,911	
- Footpaths	44,099	22,527	21,572	-	926	-	(1,280)	-	-	-	43,745	22,527	21,218	
- Bulk Earthworks (non-depreciable)	60,227	-	60,227	-	-	-	-	-	-	-	60,227	-	60,227	
- Stormwater Drainage	236,895	98,616	138,279	-	297	-	(2,393)	-	-	-	237,192	101,009	136,183	
- Swimming Pools	16,005	2,772	13,233	-	4,939	-	(693)	-	-	-	20,944	3,465	17,479	
- Other Open Space/Recreational Assets	55,048	34,708	20,340	-	708	-	(1,064)	27,607	-	-	88,135	40,544	47,591	
Other Assets:														
- Library Books	11,892	8,961	2,931	-	436	-	(712)	-	-	-	12,328	9,673	2,655	
- Other	4,778	4,142	636	-	-	-	(54)	-	-	-	4,778	4,196	582	
TOTAL INFRASTRUCTURE, PROPERTY, PLANT & EQUIP.					47,383	(5,166)	(18,228)	-	(8,746)	1,870	6,651	1,400,541	430,934	976,258

Additions to Buildings, Operational Land, Land Improvements & Infrastructure Assets are made up of Asset Renewals \$18.7M (Buildings & Infrastructure Assets \$15.7M & Land Improvements \$3M) and New Assets of \$19.3M. Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets). Operational Land was revalued at 30 June 2013. The whole class of "Operational Land" assets was not subject to revaluation again at end of 2013/14 financial year, however, one asset (9 Havilah Lane, Lindfield) within this class was revalued due to the reclassification of land from Community to Operational as per Council resolution. As a result of this reclassification, the asset was transferred from "Community Land" asset class to "Operational Land" and recognised at fair value. Refer to Note 27 - Fair Value Measurement for information regarding the fair value of other Infrastructure, Property, Plant & Equipment.

Note 9b Externally Restricted Infrastructure, Property, Plant & Equipment

For the financial year ended 30 June 2014

\$ '000

Council has no Externally Restricted Infrastructure, Property, Plant & Equipment.

Note 9c Infrastructure, Property, Plant & Equipment - Current Year Impairments

For the financial year ended 30 June 2014

Council has recognised no impairment losses during the reporting period nor reversed any prior period losses.

Note 10a Payables, Borrowings & Provisions

For the financial year ended 30 June 2014

Notes	2014		2013	
	Current	Non Current	Current	Non Current
Payables				
Goods & Services - operating expenditure	4,414	-	3,854	-
Goods & Services - capital expenditure	1,583	-	2,186	-
Payments Received In Advance	1,441	-	1,459	-
Security Bonds, Deposits & Retentions	2,709	-	2,716	-
Other	908	-	832	-
Total Payables	11,055	-	11,047	-
Borrowings				
Bank Overdraft	50	-	-	-
Loans - Secured 1	4,347	39,335	2,992	31,676
Total Borrowings	4,397	39,335	2,992	31,676
Provisions				
Employee Benefits;				
Annual Leave	3,109	-	2,983	-
Sick Leave	400	-	399	-
Long Service Leave	5,990	295	5,472	339
Gratuities	808	-	748	-
Total Provisions	10,307	295	9,602	339
Total Payables, Borrowings & Provisions	25,759	39,630	23,641	32,015

There are no restricted assets (external or internal) applicable to the above liabilities.

- Loans are secured over the General Rating Income of Council
Disclosures on Liability Interest Rate Risk Exposures, Fair Value Disclosures & Security can be found in Note 15.

Note 10a cont'

For the financial year ended 30 June 2014

\$ '000	Actual 2014	Actual 2013
(ii) Current Liabilities not anticipated to be settled within the next 12 months		
The following Liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions - Employee Benefits	7,602	6,800
Payables - Security Bonds, Deposits & Retentions	2,574	2,566
	10,176	9,366

Note 10b Description of and movements in Provisions

For the financial year ended 30 June 2014

Class of Provision	2013	2014			Closing Balance as at 30/6/14
	Opening Balance as at 1/7/13	Additional Provisions	Decrease due to Payments	Remeasureme nt effects due to Discounting	
Annual Leave	2,983	2,309	(2,183)	-	3,109
Sick Leave	399	7	(6)	-	400
Long Service Leave	5,811	1,275	(801)	-	6,285
Gratuities	748	60	-	-	808
TOTAL	9,941	3,651	(2,990)	-	10,602

- Employee Leave Entitlements & On-Costs represent those benefits accrued and payable and an estimate of those that will become payable in the future as a result of past service.

Note 11 Statement of Cash Flows - Additional Information

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(a) Reconciliation of Cash Assets			
Total Cash & Cash Equivalent Assets	6a	-	13,028
Less Bank Overdraft	10	(50)	-
BALANCE as per the STATEMENT of CASH FLOWS		(50)	13,028
(b) Reconciliation of Net Operating Result to Cash provided from Operating Activities			
Net Operating Result from Income Statement		16,041	15,806
Adjust for non cash items:			
Depreciation & Amortisation		18,457	15,790
Net Losses/(Gains) on Disposal of Assets		(1,516)	1,223
Non Cash Capital Grants and Contributions		938	-
Losses/(Gains) recognised on Fair Value Re-measurements through the P&L: - Investments classified as "At Fair Value"		(6)	(172)
+/- Movement in Operating Assets and Liabilities & Other Cash Items:			
Decrease/(Increase) in Receivables		(533)	676
Increase/(Decrease) in Provision for Doubtful Debts		(10)	-
Decrease/(Increase) in Inventories		1	1
Decrease/(Increase) in Other Assets		124	(167)
Increase/(Decrease) in Payables		560	(684)
Increase/(Decrease) in Other Liabilities		51	281
Increase/(Decrease) in Employee Leave Entitlements		661	(195)
NET CASH PROVIDED FROM/(USED IN) OPERATING ACTIVITIES from the STATEMENT of CASH FLOWS		34,768	32,559
(c) Non-Cash Investing & Financing Activities			
Nil			
(d) Financing Arrangements			
Unrestricted access was available at balance date to the following lines of credit:			
Bank Overdraft Facilities (1)		2,000	2,000
Credit Cards / Purchase Cards		100	78
Total Financing Arrangements		2,100	2,078

1. The Bank overdraft facility may be drawn at any time and may be terminated by the bank without notice. Interest rates on overdrafts are disclosed in Note 15.

Note 12 Commitments for Expenditure

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(a) Capital Commitments (exclusive of GST)			
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:			
Property, Plant & Equipment			
Buildings		890	3,064
Other		3,794	1,452
Total Commitments		4,684	4,516
These expenditures are payable as follows:			
Within the next year		4,684	4,516
Total Payable		4,684	4,516
Sources for Funding of Capital Commitments:			
Unrestricted General Funds		4,684	4,516
Total Sources of Funding		4,684	4,516
(b) Finance Lease Commitments			
Nil			
(c) Operating Lease Commitments (Non Cancellable)			
a. Commitments under Non Cancellable Operating Leases at the Reporting date, but not recognised as Liabilities are payable:			
Within the next year		203	214
Later than one year and not later than 5 years		166	158
Later than 5 years		-	-
Total Non Cancellable Operating Lease Commitments		369	372
b. Non Cancellable Operating Leases include the following assets:			
Council's current operating leases are for IT Equipment including desktop computers, laptops, printers and multi-function devices and are for a term of three years.			
Conditions relating to Operating Leases:			
- All Operating Lease Agreements are secured only against the Leased Asset.			
- No Lease Agreements impose any financial restrictions on Council regarding future debt etc.			

Note 13a(i) Statement of Performance Measurement - Indicators (Consolidated)

For the financial year ended 30 June 2014

\$ '000	Amounts		Indicator 2014	Prior Periods	
	2014	2014		2013	2012
Local Government Industry Indicators - Consolidated					
1. Operating Performance Ratio					
Total continuing operating revenue (1) (excl. Capital Grants & Contributions) - Operating Expenses	1,595		1.56%	5.84%	8.42%
Total continuing operating revenue (1) (excl. Capital Grants & Contributions)	102,423				
2. Own Source Operating Revenue Ratio					
Total continuing operating revenue (1) (less ALL Grants & Contributions)	97,720		84.72%	84.22%	81.80%
Total continuing operating revenue (1)	115,347				
3. Unrestricted Current Ratio					
Current Assets less all External Restrictions (2)	44,831		2.88 : 1	2.04	2.05
Current Liabilities less Specific Purpose Liabilities (3, 4)	15,583				
4. Debt Service Cover Ratio					
Operating Result (1) before capital excluding interest and depreciation / impairment / amortisation (EBITDA)	21,518		4.82	10.88	10.69
Principal Repayments (from the Statement of Cash Flows) + Borrowing Interest Costs (from the Income Statement)	4,460				
5. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage					
Rates, Annual and Extra Charges Outstanding	2,456		3.25%	3.47%	3.39%
Rates, Annual and Extra Charges Collectible	75,582				
6. Cash Expense Cover Ratio					
Current Year's Cash and Cash Equivalents including All Term Deposits	60,500		8.01	7.68	5.92
Payments from cash flow of operating and financing activities	7,549				

Notes

(1) Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and net share of interests in joint ventures.

(2) Refer Notes 6-8 inclusive.

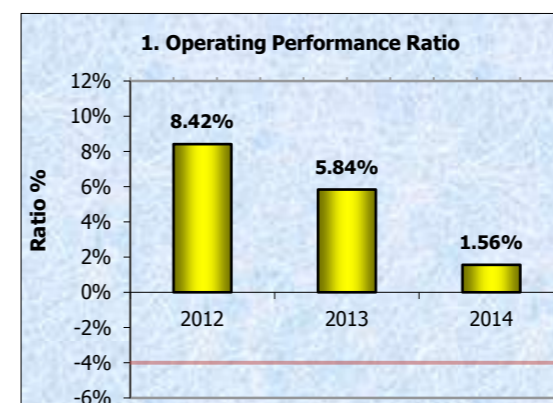
Also excludes any Real Estate & Land for resale not expected to be sold in the next 12 months

(3) Refer to Note 10(a).

(4) Refer to Note 10(a)(ii) - excludes all payables & provisions not expected to be paid in the next 12 months (incl. ELE).

Note 13a(ii). Local Government Industry Indicators - Graphs (Consolidated)

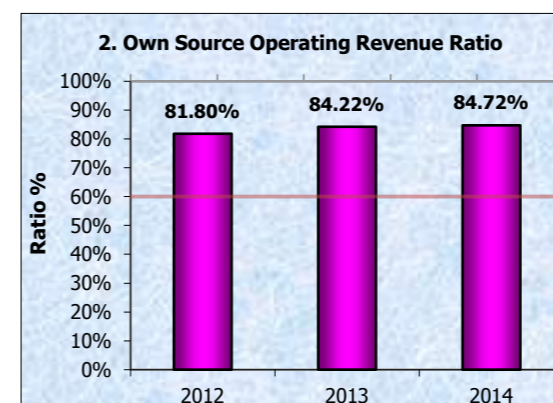
For the financial year ended 30 June 2014



— Minimum -4.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting

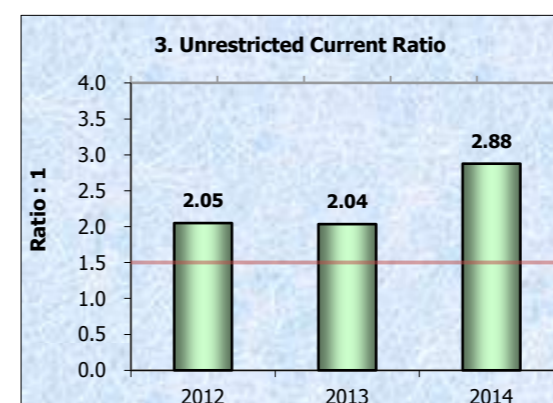
Purpose of Operating Performance Ratio	Commentary on 2013/14 Result
	2013/14 Ratio 1.56%
This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Council's performance ratio is above the benchmark of (-4%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The ratio has been above benchmark for the last three years.



— Minimum 60.00%

Source for Benchmark: Code of Accounting Practice and Financial Reporting

Purpose of Own Source Operating Revenue Ratio	Commentary on 2013/14 Result
	2013/14 Ratio 84.72%
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.	Council's Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last three years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



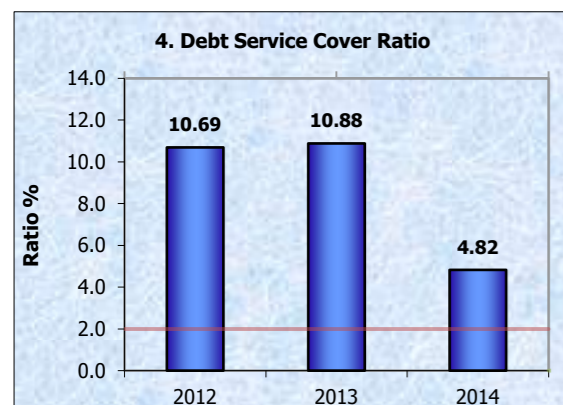
— Minimum 1.50

Source for Benchmark: Code of Accounting Practice and Financial Reporting

Purpose of Unrestricted Current Ratio	Commentary on 2013/14 Result
	2013/14 Ratio 2.88 : 1
To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Council's Unrestricted Current Ratio is above the benchmark of >1.5% and has been outperforming benchmark for the last three years. Council's liquidity is good and it can readily pay its debts as they fall due.

Note 13a(ii) Local Government Industry Indicators - Graphs (Consolidated)

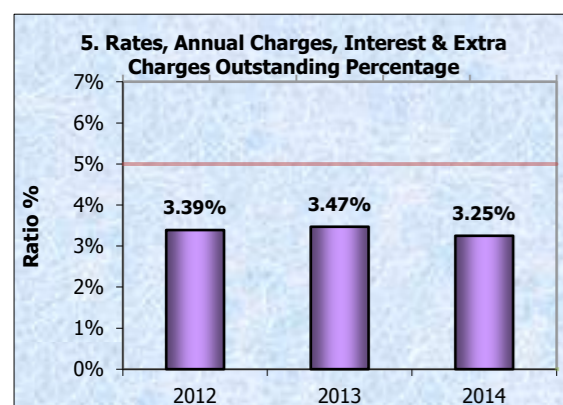
For the financial year ended 30 June 2014



— Minimum 2.00

Source for Benchmark: NSW Treasury Corporation

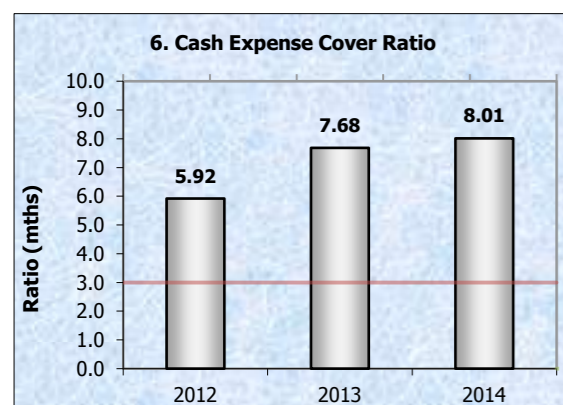
Purpose of Debt Service Cover Ratio	Commentary on 2013/14 Result
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments	2013/14 Ratio 4.82
	The Debt Service Cover Ratio has been above benchmark of 2.0, however it has decreased compared to previous years due to higher principal and interest repayments during the financial year.



— Maximum 5.00%

Source for Benchmark: Office of Local Govt - Comparative Information (10/11)

Purpose of Rates & Annual Charges Outstanding Ratio	Commentary on 2013/14 Result
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	2013/14 Ratio 3.25%
	The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 3.25% is satisfactory and is better than benchmark of "less than 5%".



— Minimum 3.00

Source for Benchmark: Code of Accounting Practice and Financial Reporting

Purpose of Cash Expense Cover Ratio	Commentary on 2013/14 Result
This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.	2013/14 Ratio 8.01
	Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months".

Note 14 Investment Properties

For the financial year ended 30 June 2014

\$ '000

Council has not classified any Land or Buildings as "Investment Properties"

Note 15 Financial Risk Management

For the financial year ended 30 June 2014

Risk Management

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's Financial Assets & Financial Liabilities recognised in the financial statements is presented below.

	Carrying Value		Fair Value	
	2014	2013	2014	2013
Financial Assets				
Cash and Cash Equivalents	-	13,028	-	13,028
Investments				
- "Designated At Fair Value on Initial Recognition"	9,957	8,375	9,957	8,375
- "Held to Maturity"	82,505	69,500	82,321	67,908
Receivables	7,996	7,571	7,996	7,571
Total Financial Assets	100,458	98,474	100,274	96,882
Financial Liabilities				
Bank Overdraft	50	-	50	-
Payables	9,614	9,588	9,614	9,588
Loans / Advances	43,682	34,668	43,682	34,668
Total Financial Liabilities	53,346	44,256	53,346	44,256

Fair Value is determined as follows:

- **Cash & Cash Equivalents, Receivables, Payables** - are estimated to be the carrying value which approximates market value
- **Borrowings & Held to Maturity Investments** - are based upon estimated future cash flows discounted by the current market interest rates applicable to assets & liabilities with similar risk profiles, unless quoted market prices are available.
- Financial Assets classified "**at fair value through profit & loss**" are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Refer to Note 27 - Fair Value Measurement for information regarding the fair value of financial assets & liabilities

Note 15 cont'

For the financial year ended 30 June 2014

\$ '000

(a) Cash & Cash Equivalents, Financial assets 'at fair value through the Profit & Loss' & "Held-to-maturity" Investments

Council's objective is to maximise its return on cash & investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's Finance area manages the Cash & Investments portfolio with the assistance of independent advisors.

Council has an Investment Policy which complies with the Local Government Act & Minister's Investment Order. This Policy is regularly reviewed by Council and it's staff and an Investment Report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance.

The risks associated with the investments held are:

- **Price Risk** - the risk that the capital value of investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.

- **Interest Rate Risk** - the risk that movements in interest rates could affect returns and income.

- **Credit Risk** - the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council -be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisors before placing any funds in Cash Equivalents & Investments.

The following represents a summary of the sensitivity of Council's Income Statement and Accumulated Surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

2014	Increase of Values/Rates		Decrease of Values/Rates	
	Profit	Equity	Profit	Equity
Possible impact of a 10% movement in Market Values	996	996	(996)	(996)
Possible impact of a 1% movement in Interest Rates	100	100	(100)	(100)
2013				
Possible impact of a 10% movement in Market Values	838	838	(838)	(838)
Possible impact of a 1% movement in Interest Rates	84	84	(84)	(84)

Note 15 cont'

For the financial year ended 30 June 2014

\$ '000

(b) Receivables

Council's major receivables comprise of (i) Rates & Annual charges and (ii) User Charges & Fees.

The major risk associated with these receivables is credit risk - the risk that debts due and payable to Council may not be repaid in full.

Council manages this risk by monitoring outstanding debt and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts - that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates & annual charges at higher than market rates which further encourages the payment of debt.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

	2014 Rates & Annual Charges	2014 Other Receivables	2013 Rates & Annual Charges	2013 Other Receivables
(i) Ageing of Receivables - %				
Current (not yet overdue)	100%	86%	100%	82%
Overdue		14%		18%
	100%	100%	100%	100%
(ii) Ageing of Receivables - value				
Current (not yet overdue)	2,200	5,036	2,181	4,484
Past due by up to 30 days	-	287	-	223
Past due between 31 and 180 days	-	580	-	800
	2,200	5,903	2,181	5,507
(iii) Movement in Provision for Impairment of Receivables			2014	2013
Balance at the beginning of the year			117	117
- amounts already provided for & written off this year			(10)	-
Balance at the end of the year			107	117

Note 15 cont'

For the financial year ended 30 June 2014

\$ '000

(c) Payables & Borrowings

Payables & Borrowings are both subject to liquidity risk - the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

The contractual undiscounted cash outflows (ie. principal and interest) of Council's Payables & Borrowings are set out in the maturity table below:

\$ '000	Subject to no maturity	payable in:						Total Cash Outflows	Actual Carrying Values
		≤ 1 Year	1-2 Yrs	2-3 Yrs	3-4 Yrs	4-5 Yrs	> 5 Yrs		
2014									
Bank Overdraft	50	-	-	-	-	-	-	50	50
Trade/Other Payables	2,709	6,905	-	-	-	-	-	9,614	9,614
Loans & Advances	-	5,128	20,363	14,344	3,263	3,100	1,833	48,031	43,682
Total Financial Liabilities	2,759	12,033	20,363	14,344	3,263	3,100	1,833	57,695	53,346
2013									
Trade/Other Payables	2,716	6,872	-	-	-	-	-	9,588	9,588
Loans & Advances	-	3,562	8,869	8,262	8,041	7,242	2,894	38,870	34,668
Total Financial Liabilities	2,716	10,434	8,869	8,262	8,041	7,242	2,894	48,458	44,256

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs & debt servicing requirements. Council manages this risk through the diversification of borrowing types, maturities & interest rate structures.

The following interest rates were applicable to Council's Borrowings at balance date:

	2014		2013	
	Carrying Value	Average Interest Rate	Carrying Value	Average Interest Rate
Bank Overdraft	50	16.9%	-	-
Trade/Other Payables	9,614	5.0%	9,588	5.0%
Loans & Advances - Fixed Interest Rate	2,546	6.0%	3,652	6.0%
Loans & Advances - Variable Interest Rate	41,136	4.3%	31,016	4.3%
	53,346		44,256	

Note 16 Material Budget Variations

For the financial year ended 30 June 2014

\$ '000

Council's Original Financial Budget for 2013/14 was adopted by the Council on 25 June 2013.

While the Income Statement included in this General Purpose Financial Report must disclose the Original Budget adopted by Council, the Local Government Act requires Council to review its Financial Budget on a Quarterly Basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This Note sets out the details of material variations between Council's Original Budget and its Actual results for the year as per the Income Statement - even though such variations may have been adjusted for during each Quarterly Budget Review.

Note that for Variations* of Budget to Actual :

Material Variations represent those variances that amount to **10%** or more of the original budgeted figure.

F = Favourable Budget Variation, **U** = Unfavourable Budget Variation

\$ '000	2014 Budget	2014 Actual	2014 Variance*	
---------	-------------	-------------	----------------	--

REVENUES

Other Revenues	7,944	9,308	1,364	17%	F
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A favourable variance of \$1.3 million against budget is identified in Other revenue. This was achieved primarily due to increased rental income from various projects, including additional Childcare Facilities due to new KU rental agreements, Community Halls and other properties.

Operating Grants & Contributions	6,375	4,703	(1,672)	(26%)	U
----------------------------------	-------	-------	---------	-------	---

Operating Grants & Contributions income is down compared to budget by \$1.6 million, mainly due to the Financial Assistant Grant no longer being paid in advance. The Financial Assistance Grant for 2013/14 reflects a one off reduction due to the fact that this grant is no longer being paid in advance. This does not represent a loss of income but is instead a timing variance.

Capital Grants & Contributions	15,563	12,924	(2,639)	(17%)	U
--------------------------------	--------	--------	---------	-------	---

Capital Grants & Contributions income is down compared to budget by \$2.6 million mainly due to lower than anticipated Section 94 income received during the financial year.

Net Gains from Disposal of Assets	2,307	1,516	(791)	(34%)	U
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Net Gain from Disposal of Assets is lower than budget primarily due to book value of assets sold being higher than anticipated. This occurred as a result of reclassification of community land to operational land for one of Council's assets that was disposed during 2013/14.

Note 16 cont'

For the financial year ended 30 June 2014

\$ '000	2014 Budget	2014 Actual	2014 Variance*		
EXPENSES					
Borrowing Costs	2,007	1,466	541	27%	F
The favourable variance of \$541k in borrowing costs is mainly due to lower actual interest rates compared to forecast rates.					
Depreciation & Amortisation	16,482	18,457	(1,975)	(12%)	U
An unfavourable budget variance of \$1.9 million is recorded in Depreciation expense, primarily due to additional assets recognised in the Recreational Facilities asset class. An audit and inspection of all Recreational Facilities assets to coincide with the implementation of a new Asset Management System was undertaken during the year. This resulted in additional assets being recorded in the Financial Assets Register not previously recognised, thus causing an increase in depreciation expense.					

Note 17 Statement of Developer Contributions

For the financial year ended 30 June 2014

\$ '000

Council recovers contributions, raises levies & enters into planning agreements on development works that are subject to a development consent issued by Council. All contributions must be spent/utilised for the specific purpose they were levied and any interest applicable to unspent funds must be attributed to remaining funds.

The following tables detail the receipt, interest and use of the above contributions & levies and the value of all remaining funds which are "restricted" in their future use.

SUMMARY OF CONTRIBUTIONS & LEVIES

PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)
		Cash	Non Cash				Future income	Exp still outstanding	Over or (under) Funding	
Roads	(7,283)	475	-	-	-	(7,566)	8,362	(796)	-	-
Traffic Facilities	6,614	2,293	-	278	-	9,153	57,200	(66,353)	-	-
Parking	1,715	-	-	66	-	1,524	-	(1,524)	-	-
Open Space	58,241	5,865	-	1,996	-	51,453	311,099	(362,552)	-	-
Community Facilities	5,138	923	-	215	-	5,822	11,458	(17,280)	-	-
Other	226	24	-	7	-	122	207	(329)	-	-
S94 Contributions - under a Plan	64,651	9,580	-	2,562	-	60,508	388,326	(448,834)	-	-
Total S94 Revenue Under Plans	64,651	9,580	-	2,562	-	60,508				
Total Contributions	64,651	9,580	-	2,562	-	60,508	388,326	(448,834)	-	-

Note 17 cont'

For the financial year ended 30 June 2014

\$ '000												
S94 CONTRIBUTIONS - UNDER A PLAN												
CONTRIBUTION PLAN NUMBER 2 - 1993 Plan												
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)	
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding		
Parking	1,715	-	-	66	(257)	-	1,524	-	(1,524)	-	-	-
Community Facilities	252	-	-	10	(17)	-	245	-	(245)	-	-	-
Total	1,967	-	-	76	(274)	-	1,769	-	(1,769)	-	-	-
CONTRIBUTION PLAN NUMBER 3 - 2000 to 2003 Residential Plan												
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)	
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding		
Open Space	2,567	-	-	81	(1,276)	-	1,372	-	(1,372)	-	-	-
Community Facilities	590	-	-	25	-	-	615	-	(615)	-	-	-
Total	3,157	-	-	106	(1,276)	-	1,987	-	(1,987)	-	-	-
CONTRIBUTION PLAN NUMBER 5 - 2004/2009 Residential Plan												
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)	
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding		
Open Space	11,100	310	-	363	(5,123)	-	6,650	-	(6,650)	-	-	-
Community Facilities	2,971	83	-	123	(117)	-	3,060	-	(3,060)	-	-	-
Other	202	6	-	7	(81)	-	134	-	(134)	-	-	-
Total	14,273	399	-	493	(5,321)	-	9,844	-	(9,844)	-	-	-

Note 17 cont'

For the financial year ended 30 June 2014

\$ '000												
S94 CONTRIBUTIONS - UNDER A PLAN												
CONTRIBUTION PLAN - 2010 Plan												
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)	
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding		
Roads	(7,283)	475	-	-	(758)	-	(7,566)	8,362	(796)	-	-	-
Traffic Facilities	6,614	2,293	-	278	(32)	-	9,153	57,200	(66,353)	-	-	-
Open Space	44,222	5,555	-	1,537	(8,210)	-	43,104	311,099	(354,203)	-	-	-
Community Facilities	1,325	840	-	57	(320)	-	1,902	11,458	(13,360)	-	-	-
Other	24	18	-	-	(54)	-	(12)	207	(195)	-	-	-
Total	44,902	9,181	-	1,872	(9,374)	-	46,581	388,326	(434,907)	-	-	-
CONTRIBUTION PLAN NUMBER 4 - Ku-ring-gai SEPP 5 Plan												
PURPOSE	Opening Balance	Contributions received during the Year		Interest earned in Year	Expenditure during Year	Internal Borrowing (to)/from	Held as Restricted Asset	Projections			Cumulative Internal Borrowings due/(payable)	
		Cash	Non Cash					Future income	Exp still outstanding	Over or (under) Funding		
Open Space	352	-	-	15	(40)	-	327	-	(327)	-	-	-
Total	352	-	-	15	(40)	-	327	-	(327)	-	-	-

Note 18 Contingencies & Other Assets/Liabilities Not Recognised

For the financial year ended 30 June 2014

\$ '000

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge & disclosure is considered relevant to the users of Council's Financial Report.

LIABILITIES NOT RECOGNISED:

1. Guarantees

(i) Defined Benefit Superannuation Contribution Plans

Council participates in an employer sponsored Defined Benefit Superannuation Scheme, and makes contributions as determined by the Superannuation Scheme's Trustees.

Member Councils bear responsibility of ensuring there are sufficient funds available to pay out the required benefits as they fall due.

The Schemes most recent full actuarial review indicated that the Net Assets of the Scheme were not sufficient to meet the accrued benefits of the Schemes Defined Benefit member category with member Councils required to make significantly higher contributions in future years.

The Scheme has estimated that as at 30 June 2014 a deficit still exists. Effective from 1 July 2009, employers are required to contribute additional contributions in order to rectify this deficit.

The share of this deficit that can be broadly attributed to Council was estimated to be in the order of \$1,634,784 as at 30 June 2014.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to Local Government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the Net Assets or Liabilities reflects Councils contributions to the pool and the result of insurance claims within each of the Fund Years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW Local Government Industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the Company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of Net Assets in accordance with its Licence Requirements.

(iv) Other Guarantees

Council has provided no other Guarantees other than those listed above.

Note 18 cont'

For the financial year ended 30 June 2014

\$ '000

LIABILITIES NOT RECOGNISED (continued):

2. Other Liabilities

(i) Third Party Claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its Insurance Coverage and does not expect any material liabilities to eventuate.

(ii) S94 Plans

Council levies Section 94 Contributions upon various development across the Council area through the required Contributions Plans.

As part of these Plans, Council has received funds for which it will be required to expend the monies in accordance with those Plans.

As well, these Plans indicate proposed future expenditure to be undertaken by Council, which will be funded by making levies and receipting funds in future years or where a shortfall exists by the use of Council's General Funds.

These future expenses do not yet qualify as liabilities as of the Reporting Date, but represent Councils intention to spend funds in the manner and timing set out in those Plans.

(iii) Potential Land Acquisitions due to Planning Restrictions imposed by Council

Council has classified a number of privately owned land parcels as Local Open Space or Bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (& subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED:

(i) Land Under Roads

As permitted under AASB 1051, Council has elected not to bring to account Land Under Roads that it owned or controlled up to & including 30/6/08.

(ii) Infringement Notices/Fines

Fines & Penalty Income, the result of Council issuing Infringement Notices is followed up and collected by the Infringement Processing Bureau.

Councils Revenue Recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at Year End, there is a potential asset due to Council representing issued but unpaid Infringement Notices.

Due to the limited information available on the status, value and duration of outstanding Notices, Council is unable to determine the value of outstanding income.

Note 19 Controlled Entities, Associated Entities & Interests in Joint Ventures

For the financial year ended 30 June 2014

\$ '000

Council has no interest in any Controlled Entities, Associated Entities or Joint Ventures.

Note 20 Equity - Retained Earnings and Revaluation Reserves

For the financial year ended 30 June 2014

	Notes	Actual 2014	Actual 2013
(a) Retained Earnings			
Movements in Retained Earnings were as follows:			
Balance at beginning of Year (from previous years audited accounts)		668,370	653,023
a. Correction of Prior Period Errors	20 (c)	20,361	19,902
b. Net Operating Result for the Year		16,041	15,806
Balance at End of the Reporting Period		704,772	688,731
(b) Reserves			
(i) Reserves are represented by:			
- Infrastructure, Property, Plant & Equipment Revaluation Reserve		317,488	315,618
Total		317,488	315,618
(ii) Reconciliation of movements in Reserves:			
Infrastructure, Property, Plant & Equipment Revaluation Reserve			
- Opening Balance		315,618	317,198
- Revaluations for the year (Buildings & Operational Land)	9(a)	1,870	(1,580)
- Balance at End of Year		317,488	315,618
TOTAL VALUE OF RESERVES		317,488	315,618

(iii) Nature & Purpose of Reserves

Infrastructure, Property, Plant & Equipment Revaluation Reserve

The Infrastructure, Property, Plant & Equipment Revaluation Reserve is used to record increments/decrements of Non Current Asset values due to their revaluation.

Note 20 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(c) Correction of Error/s relating to a Previous Reporting Period			
Correction of errors disclosed in this year's financial statements:			
As part of the implementation of a new Enterprise Asset Management system and an audit of all assets in the Recreational Facility category, Council brought to account assets under Council's care and control not previously recognised.			
Council did not have sufficient and reliable information that would allow the reinstatement of information prior to 30/6/13 (the closing date for the comparative figures in last year's report).			
As a result, Council adjusted the asset base and retained earnings below as at 30/6/13 to reflect the correct value of assets			
- Assets at cost		55,048	
- Accumulated depreciation		(34,708)	
Recreational Facility Assets (increase) to asset base		20,340	
Council recognised assets as "held for sale " for B2 land sub division, which were depreciated in the Financial Asset Register. The depreciation on these assets has now been reversed and an adjustment made to equity			
			21
Correction of errors as disclosed in last year's financial statements:			
As part of the previous revaluation of Council's Buildings the adjustment to Depreciation for prior years understated Accumulated Depreciation and overstated the Buildings Revaluation Reserve.			
The balances have been reinstated by:			
- An increase in Accumulated Depreciation			1,924
- A decrease in Building Revaluation Reserve			(1,924)
Overall Impact on Equity:			(1,924)
As part of Council's transition to measuring all it's I,PP&E at Fair Values, Council this year reviewed and brought to account Fair Values for the following Asset Classes:			
- Buildings			
- Operational Land			
- Plant & Equipment			

Note 20 cont'

For the financial year ended 30 June 2014

\$ '000	Notes	Actual 2014	Actual 2013
(c) Correction of Error/s relating to a Previous Reporting Period			
Correction of errors disclosed in last year's financial statements (continued):			
As part of the revaluation and measurement process, the remaining useful life of each asset has been reassessed to actual.			
This reassessment has resulted in a material difference as to where some assets actually sit in relation to their asset life cycle relative to what the value of accumulated depreciation in Council's Financial Reports had previously indicated.			
Council does not have sufficient and reliable information that will allow the restatement of information prior to 30/6/12 (the closing date for the comparative figures in this report).			
As a result, Council has adjusted the accumulated depreciation for the following asset classes as at 30/6/12 to reflect the correct value of accumulated depreciation:			
- Buildings (increase)/decrease to accumulated depreciation			879
Council also added new assets not previously recognised as part of the revaluation process.			
			586
In accordance with AASB 108 - Accounting Policies, Changes in Accounting Estimates and Errors, the above Prior Period Errors have been recognised retrospectively.			
These amounted to the following Equity Adjustments:			
- Adjustments to Opening Equity - 1/7/13 (relating to adjustments for the 30/6/13 reporting year end and prior periods)		20,361	(459)
- Adjustments to Closing Equity - 30/6/14 (relating to adjustments for the 30/6/14 year end)		-	-
Total Prior Period Adjustments - Prior Period Errors		20,361	(459)
(d) Voluntary Changes in Accounting Policies			
Council made no voluntary changes in any accounting policies during the year.			

Note 21 Financial Result & Financial Position by Fund

For the financial year ended 30 June 2014

\$ '000

Council utilises only General Fund for its operations.

Note 22 "Held for Sale" Non Current Assets

For the financial year ended 30 June 2014

	2014 Current	2014 Non Current	2013 Current	2013 Non Current
(i) Non Current Assets				
Non Current Assets "Held for Sale"				
Land	5,003	-	-	-
Land Improvements	3,743	-	-	-
Total Non Current Assets "Held for Sale"	8,746	-	-	-
TOTAL NON CURRENT ASSETS CLASSIFIED AS "HELD FOR SALE"	8,746	-	-	-

(ii) Details of Assets

Council owns assets (land/land improvements) which are part of the development of 26 lot residential land subdivision combining Council's surplus land holdings at South Turrumurra with the NSW Department of Planning and Infrastructure's residue land from the abandoned B2 Freeway link. The site, owned jointly by Council and the NSW Department of Planning was previously part of the planned B2 road corridor to link the F3 and M2 motorways. Once construction and development of the site is complete, lots in the subdivision will be offered for sale by the end of 2015. Funds received from the sale will be internally restricted and used towards discharging Council's debt.

	Assets "Held for Sale"	
	2014	2013
(iii) Reconciliation of Non Current Assets "Held for Sale"		
plus New Transfers in:		
- Assets "Held for Sale"	8,746	-
Closing Balance of "Held for Sale" Non Current Assets & Operations	8,746	-

Refer to Note 27 - Fair Value Measurement for fair value measurement information.

Note 23 Events occurring after the Reporting Date

For the financial year ended 30 June 2014

\$ '000

Events that occur between the end of the reporting period (ending 30 June 2014) and the date when the financial statements are "authorised for issue" have been taken into account in preparing these statements.

Council has adopted the date of receipt of the Auditors' Report as the applicable "authorised for issue" date relating to these General Purpose Financial Statements.

Accordingly, the "authorised for issue" date is 26/08/14.

Events that occur after the Reporting Period represent one of two types:

(i) Events that provide evidence of conditions that existed at the Reporting Period

These financial statements (and the figures therein) incorporate all "adjusting events" that provided evidence of conditions that existed at 30 June 2014.

(ii) Events that provide evidence of conditions that arose after the Reporting Period

These financial statements (& figures therein) do not incorporate any "non-adjusting events" that have occurred after 30 June 2014 and which are only indicative of conditions that arose after 30 June 2014.

Council is unaware of any material or significant "non-adjusting events" that should be disclosed.

Note 24 Discontinued Operations

For the financial year ended 30 June 2014

Council has not classified any of its Operations as "Discontinued".

Note 25 Intangible Assets

For the financial year ended 30 June 2014

\$ '000	Actual 2014	Actual 2013
Intangible Assets represent identifiable non-monetary asset without physical substance.		
Intangible Assets are as follows:		
Opening Values:		
Gross Book Value (1/7/13)	1,048	692
Accumulated Amortisation (1/7/13)	(198)	(36)
Accumulated Impairment (1/7/13)	-	-
Net Book Value - Opening Balance	850	656
Movements for the year		
- Purchases	155	356
- Amortisation charges	(229)	(162)
Closing Values:		
Gross Book Value (30/6/14)	1,203	1,048
Accumulated Amortisation (30/6/14)	(427)	(198)
Accumulated Impairment (30/6/2014)	-	-
TOTAL INTANGIBLE ASSETS - NET BOOK VALUE ¹	776	850
1. The Net Book Value of Intangible Assets represent:		
- Software	776	850
	776	850

Note 26 Reinstatement, Rehabilitation & Restoration Liabilities

For the financial year ended 30 June 2014

Council has no outstanding obligations to make, restore, rehabilitate or reinstate any of its assets/operations.

Note 27 Fair Value Measurement

For the financial year ended 30 June 2014

\$ '000

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, Property, Plant and Equipment
- Investment Property
- Financial Assets & Liabilities

The fair value of assets and liabilities must be estimated in accordance with various Accounting Standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a "level" in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values:

2014	Date of latest Valuation	Fair Value Measurement Hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant inobservable inputs	
Recurring Fair Value Measurements					
Financial Assets					
Investments					
- "Designated At Fair Value on Initial Recognition"	30/6/14	9,957	-	-	9,957
- "Held to Maturity"	30/6/14	60,500	-	-	60,500
Other Financial Assets	30/6/14	21,821	-	-	21,821
Total Financial Assets		92,278	-	-	92,278
Financial Liabilities					
Payables	30/6/14	9,614	-	-	9,614
Loans / Advances	30/6/14	43,732	-	-	43,732
Total Financial Liabilities		53,346	-	-	-
Infrastructure, Property, Plant & Equipment					
Operational Land	30/6/13	-	-	52,933	52,933
Community Land	30/6/11	-	-	328,350	328,350
Land Under Roads	30/6/14	-	-	66	66
Land Improvements Depreciable	30/6/11	-	-	13,084	13,084
Stormwater Drainage	30/6/10	-	-	136,183	136,183
Structure (Car Parks)	30/6/13	-	-	1,197	1,197
Buildings - Non Specialised	30/6/13	-	-	67,390	67,390
Buildings - Specialised	30/6/13	-	-	11,275	11,275
Furniture & Fittings	30/6/14	-	-	165	165
Library Books	30/6/14	-	-	2,655	2,655
Office Equipment	30/6/14	-	-	853	853

continued on next page

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(1) The following table presents all assets and liabilities that have been measured & recognised at fair values (continued):

2014	Date of latest Valuation	Fair Value Measurement Hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Recurring Fair Value Measurements					
Financial Assets					
Plant & Equipment (e.g. Fleet & Small Plant)	30/6/14	-	-	6,241	6,241
Other (Artworks, Sculptures)	30/6/11	-	-	582	582
Roads	30/6/10	-	-	215,217	215,217
Bridges	30/6/10	-	-	5,911	5,911
Footpaths	30/6/10	-	-	21,218	21,218
Kerb & Gutter	30/6/10	-	-	35,571	35,571
Road Structure & Street Furniture	30/6/10	-	-	5,646	5,646
Recreational Facilities	30/6/11	-	-	47,591	47,591
Swimming Pools	30/6/13	-	-	17,479	17,479
Total Infrastructure, Property, Plant & Equipment		-	-	969,607	969,607
Non-recurring Fair Value Measurements					
Non Current Assets classified as "Held for Sale"					
Land Operational	30/6/13	-	-	3,220	3,220
Land Improvements	30/6/11	-	-	3,743	3,743
Community Land	30/6/11	-	-	1,783	1,783
Total NCA's classified as "Held for Sale"		-	-	8,746	8,746

(2) Transfers between Level 1 & Level 2 Fair Value Hierarchies

During the year, there were no transfers between Level 1 and Level 2 Fair Value hierarchies for recurring fair value measurements.

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values

Where Council is unable to derive Fair Valuations using quoted market prices of identical assets (ie. Level 1 inputs) Council instead utilises a spread of both observable inputs (Level 2 inputs) and unobservable inputs (Level 3 inputs).

The Fair Valuation techniques Council has employed while utilising Level 2 and Level 3 inputs are listed on the next page.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment

Community Land

Assets within the "Community Land" class are:

- Council owned land and
- Care Control Management land [Crown] of which Council derives current and *future economic benefits* arising from the use of the land asset.

Council's community land is valued on the Unimproved Capital Value (UCV), provided by the Valuer General. Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

Operational Land

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. The total area of land at the time of the last valuation was 42,713m². Council's operational land is valued on an annual basis with a comprehensive valuation completed and revalued every five years. Liquid Pacific Holdings Pty Ltd completed the last valuation in June 2013. Council's operational land was valued at market value (highest and best use) after identifying all elements that would be taken into account by buyers and sellers in setting the price, including but not limited to zoning, topography, location, size, shape, access, exposure to traffic and businesses. Remaining useful life, condition of asset, future cash flow from the use of asset are also considered when determining the fair value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Land Under Roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment and Council recognised this asset for the first time in financial year 2010/11. One location was included in the valuation. The Land under Roads was valued in accordance with the Australian Accounting Standard AASB 116 Property, Plant and Equipment, the Code of Accounting Practice and Financial Reporting June 2014, and completed by Council's Strategic Asset Coordinator. Values were determined using the Englob methodology derived from the Code of Accounting Practice and Financial Reporting. This asset class is classified as Level 3 asset as significant inputs used in the Englob valuation methodology are unobservable. Valuation techniques remained the same for this reporting period.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment (continued)

Land Improvements Depreciable

The land improvements asset class consists of bus shelters, North Turramurra Recreation Area assets and land improvement assets surrounding Council buildings. Council values these land improvements internally using cost approach. Replacement costs (unit rates) and useful lives of Council's land improvement assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, dimensions and residual value. The condition of each asset was determined by completing field inspections using the ratings 1 (Excellent) to 5 (Very Poor). This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Stormwater Drainage

The Stormwater Drainage asset class consists of Council's pits and pipes. Council staff completed the valuation of these assets internally using replacement cost approach and the last valuation was completed in June 2010.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through a combination of historic subdivision data and technical knowledge of Council staff, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, and residual value. The asset condition of 1 (Excellent) to 5 (Very Poor) was determined by assumptions based on age and CCTV investigations undertaken across a representative selection of Council's drainage network. This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Other Structure

Council's car park assets are separated into two registers: the car park surface and pavement register and the car park structures register which consists of all road structures and furniture within the car park location. Replacement costs (unit rate) and useful lives of Council's car park assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. Other significant inputs considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined by completing field inspections using the 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Buildings - Non specialised and Specialised

Council engaged Liquid Pacific Holdings Pty Ltd to value all buildings and shelters in 2013. The valuation methodology adopted was dependent on whether a market exists to substantiate the value of the asset. Council's buildings are separated into commercial, community and operational assets.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment (continued)

Non Specialised Buildings

The market sale approach to the valuation of assets comprises reference to market evidence of the sale of the identical and or similar assets. The valuation aspects are generally, but not limited to the location, size, condition, style and utility of the asset. Replacement cost, asset condition, remaining useful life and building components are some of the inputs used in fair value determination. Since most of these inputs require judgement and are unobservable, the asset class has been classified as Level 3. Valuation techniques remained the same for this reporting period.

Specialised Buildings

The market buying approach is estimated by the sum of the current market prices for one or more purchase transactions required to reproduce or replace the asset, less accumulated depreciation.

In determining the current cost of a specialised asset, reference is made to the cost of replacing the assets service potential and in doing so the Modern Equivalent Replacement Cost (MERC) is adopted. The other significant inputs considered in the valuation are remaining useful life of the asset, condition, pattern of consumption and residual value

In 2012/13 financial year Council completed construction of Council's Depot at Suakin Street, Pymble which was classified as a specialised building.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. The full revaluation of road assets is undertaken on a 5 year cycle.

The valuation, which is completed by Council's Asset and Pavement Engineers, was completed in June 2010. The Cost approach was adopted to value Council roads. The replacement costs (based on unit rates), useful lives and conditions were determined by extracting technical information contained in Council's pavement management system [SMEC] and the updated road condition spread sheet provided by the Asset and Pavement Engineer (based on invoices and contracts). Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components, residual value and type of road. A pavement condition index (PCI) is used in SMEC and determined by field inspections. This PCI is converted into road technical ratings condition 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment (continued)

Bridges

Council's bridges register consists of all pedestrian and vehicle access bridges. The bridges were inspected and valued by an independent consultant in June 2011. In order to apply fair valuation and condition based depreciation, the following information was determined by the consultant for each component:

- The replacement cost was based on the cost to replace a component to a current day equivalent. Unit rates were sourced from current contract rates and the new assets were measured at cost of construction.
- The Useful life was determined by technical knowledge of the life of similar assets
- Condition rating – Field assessment (1-5 rating)
- Residual value – The estimated amount that an entity would currently obtain from disposal of the asset
- Pattern of Consumption – straight line pattern of consumption

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Footpaths

Council's footpath register consists of all pedestrian walkways and cycleways within the Council area. Council staff completed the valuation of the Footpath assets internally and the last valuation was completed in June 2010. Replacement costs (unit rates) and useful lives of Councils footpaths were determined using technical knowledge and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Kerb & Gutter

Councils kerb and gutter register consists of all kerb and gutter within Councils road network. Council staff completed the valuation of the assets internally and the last valuation was completed in June 2010.

Replacement costs (unit rates) and useful lives of Councils kerb and gutter were determined using technical knowledge and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment (continued)

Road Structure and Street Furniture

The Road Structures and Street Furniture register comprises of all structures (traffic islands, guardrails) and furniture (bollards, signs) within Council's road network. Council staff completed the valuation of the assets internally and the last valuation was completed in June 2010. Replacement costs (unit rates) and useful lives of Council's road structures and street furniture were determined using technical knowledge from Council staff (engineers and asset management) and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Open Space / Recreational Assets

Councils recreational facilities register includes all assets within our sports fields, bushland and park locations. This includes but is not limited to, ovals, playing courts, playgrounds, fences and fire trails. Council staff completes the valuation of these assets internally. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of these assets was determined by field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Swimming Pool

The swimming pool includes all assets located within the facility.

Liquid Pacific Pty Ltd valued the building components of the swimming pool in June 2013 as part of the building revaluation and other substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(3) Valuation techniques used to derive Level 2 and Level 3 Fair Values (continued)

Infrastructure, Property, Plant & Equipment (continued)

Plant & Equipment, Office Equipment, and Furniture & Fittings

This asset category includes:

Plant & Equipment – Motor vehicles, trucks, mowers, buses, earthmoving equipment
Office Equipment – Computer equipment
Furniture & Fittings – Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

Library Books

This asset category comprises of assets such as library books, journals, magazines, Cd's and Dvd's.

The library books are reported at Fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset. Valuation techniques remain the same for this reporting period.

Others (Artwork, Sculptures)

Council engaged McWilliam and Associates Pty Ltd to value all artwork, memorabilia and monuments in June 2011. This information was updated into Council's public art register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116.

The replacement value for artworks and memorabilia was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

The replacement value for monuments was determined as the cost of replacing an asset with a similar object in a condition equal to, but not better than its condition when new. An estimate of associated costs including consultancy and site management is included in the determination of the replacement value.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life. This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3)

a. The following tables present the changes in Level 3 Fair Value Asset Classes.

	Community Land	Land Under Roads	Land Improvements Depreciable	Stormwater Drainage	Total
Adoption of AASB 13	330,796	58	35,321	138,279	504,454
Transfers from/(to) another asset class	(2,446)	-	(31,350)	-	(33,796)
Purchases (GBV)	-	-	10,413	297	10,710
Depreciation & Impairment	-	-	(1,300)	(2,393)	(3,693)
Revaluation Increments to Equity (ARR)	-	8	-	-	8
Closing Balance - 30/6/14	328,350	66	13,084	136,183	477,683

	Structure (Car Parks)	Buildings Specialised	Other (Artworks, Sculptures)	Roads	Total
Adoption of AASB 13	1,196	11,454	636	211,398	224,684
Purchases (GBV)	17	259	-	8,284	8,560
Depreciation & Impairment	(16)	(438)	(54)	(4,465)	(4,973)
Closing Balance - 30/6/14	1,197	11,275	582	215,217	228,271

	Bridges	Footpaths	Kerb & Gutter	Road Structure & Street Furniture	Total
Adoption of AASB 13	6,074	21,572	37,269	6,002	70,917
Purchases (GBV)	-	926	-	-	926
Depreciation & Impairment	(163)	(1,280)	(1,698)	(356)	(3,497)
Closing Balance - 30/6/14	5,911	21,218	35,571	5,646	68,346

	Recreational Facilities	Swimming Pools Oper & Comm)	Land (Assets Held for Sale)	Land Improvements (Assets Held for Sale)	Total
Adoption of AASB 13	20,340	13,233	-	-	33,573
Transfers from/(to) Level 2 FV hierarchy	-	-	5,003	3,743	8,746
Transfers from/(to) another asset class	27,607	-	-	-	27,607
Purchases (GBV)	708	4,939	-	-	5,647
Depreciation & Impairment	(1,064)	(693)	-	-	(1,757)
Closing Balance - 30/6/14	47,591	17,479	5,003	3,743	73,816

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

a. The following tables present the changes in Level 3 Fair Value Asset Classes. (continued)

	Buildings Non Specialised	Furniture & Fittings	Office Equipment	Plant & Equipment	Total
Adoption of AASB 13	65,700	127	790	5,929	72,546
Purchases (GBV)	4,969	53	291	1,937	7,250
Disposals (WDV)	(819)	-	(55)	(677)	(1,551)
Depreciation & Impairment	(2,460)	(15)	(173)	(948)	(3,596)
Closing Balance - 30/6/14	67,390	165	853	6,241	74,649

	Operational Land	Library Books	Total
Adoption of AASB 13	50,040	2,931	52,971
Transfers from/(to) another asset class	(2,557)	-	(2,557)
Purchases (GBV)	7,203	436	7,639
Disposals (WDV)	(3,615)	-	(3,615)
Depreciation & Impairment	-	(712)	(712)
Revaluation Increments to Equity (ARR)	1,862	-	1,862
Closing Balance - 30/6/14	52,933	2,655	55,588

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
I,PP&E					
Community Land	328,350	Cost Approach	Unimproved Capital Value provided by Valuer General Total area (6,986,004 m2)	Unit Rates: \$1 - \$2,384 (per square metre)	Increase/decrease in the price per square meter based on the unimproved capital value will result in changes in fair value
Land Under Roads	66	Cost Approach	Total area (85,374,620m2) Total Value of land (\$24,944,545,350) Total area LUR (2245m2) Englobo valuation basis (AASB116)	\$29.22 (per square metre)	Increase/decrease in the price per square meter will result in changes in fair value
Land Improvements Depreciable	13,084	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates - vary from asset to asset Asset Condition 1 - 5 representing Excellent to Very poor Remaining Useful Life 20 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Stormwater Drainage	136,183	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life Residual Value	Unit Rates: \$92 - \$5,567 vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 10 - 90 yrs Residual Value: 0% to 10%	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Buildings - Specialised	11,275	Cost Approach	Modern Equivalent Replacement Cost (MERC) - Asset Condition rating - Remaining Useful life - Components	Unit Rates: vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 4 - 60yrs Components: Superstructure Roof Floor Mechanical Fire	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Structure (Car Parks)	1,197	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life Residual Value	Unit Rates: Structure: \$2 - \$30,000 Pavement: \$40-\$42 (vary from asset to asset) Asset Condition : 1-5 (Excellent to Very poor) Remaining Useful Life: Structure: .05 - 54 yrs Pavement: 12 - 36yrs Residual Value: Pavement: 0% to 10%	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Other (Artworks, Sculptures)	582	Cost Approach	Replacement costs In the absence of replacement cost, depreciable replacement (DRC) cost is adopted	Replacement cost vary from asset to asset	Increases (decreases) in replacement cost or condition of the asset would result in a higher (lower) fair value measurement

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Roads	215,217	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life Residual Value	Unit Rates - Surface: \$25-\$32 - Pavement: \$50-\$100 - Formation: \$15-\$20 (Unit rates vary from asset to asset) Asset Condition - Surface - Pavement - Formation Assessed as 1 - 5: Excellent to Very poor Remaining Useful Life - Surface: 2-25yrs - Pavement: 2-55 yrs - Formation 100 yrs Residual Value: 3% to 95%	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Bridges	5,911	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates - vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 4 - 89 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Footpaths	21,218	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates: \$40 - \$260 vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 2 - 36 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Kerb & Gutter	35,571	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates: \$55 - \$900 vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 0 - 60 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Road Structure & Street Furniture	5,646	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates: vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 0 - 90 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Recreational Facilities	47,591	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates: vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 0 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Swimming Pools	17,479	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Unit Rates: varies from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 0 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Buildings Non Specialised	67,390	Market Value/Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life Components	Unit Rates: vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 4 - 60yrs Components Superstructure Roof Floor Mechanical Fire	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.
Furniture & Fittings, Office Equipment & Plant & Equipment (e.g. Fleet & Small Plant)	7,259	Cost Approach	Replacement Cost Remaining Useful life Residual Value	Cost vary from asset to asset Remaining Useful Life: 0 - 10yrs Residual Value: 0-5%	Increase/decrease in the cost of the asset by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Operational Land	52,933	Market Value / Cost Approach	Total area (42,713m2) Total Value of land (\$49,810,000)	Unit Rates: \$1 - \$1170 (per square metre)	Increase/decrease in the price per square meter will result in changes in fair value
Library Books	2,655	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life	Vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 0 - 10 yrs Residual Value: 0% to 10%	Increase/decrease in the cost of the asset by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

Note 27 cont'

For the financial year ended 30 June 2014

\$ '000

(4). Fair value measurements using significant unobservable inputs (Level 3) (continued)

b. Significant unobservable valuation inputs used (for Level 3 asset classes) and their relationship to fair value (continued).

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various Level 3 Asset Class fair values.

Class	Fair Value (30/6/14) \$'000	Valuation Technique/s	Unobservable Inputs	Range of Inputs (incl. probable)	Relationship of unobservable inputs to Fair Value
Non Current Assets classified as "Held for Sale"					
Land	3,220	Cost Approach	Unimproved Capital Value provided by Valuer General Total area (6,986,004 m2)	Unit Rates: \$1 - \$2,384 (per square metre)	Increase/decrease in the price per square meter based on the unimproved capital value will result in changes in fair value
Land Improvements	3,743	Cost Approach	Replacement Cost Asset Condition rating Remaining Useful life Pattern of consumption Residual Value	Unit Rates - vary from asset to asset Asset Condition: 1-5 (Excellent to Very poor) Remaining Useful Life: 20 - 100 yrs	Increase/decrease in the unit rates by 10% will result in 10% increase/decrease in Fair value Asset condition rating and pattern of consumption that impact the remaining useful life or residual value of the asset will also result in significant changes to Fair Value.

(5). Highest and best use

All of Council's non financial assets are considered as being utilised for their highest and best use.

Ku-ring-gai Council
General Purpose Financial Report
Independent Auditor's Report

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We have audited the accompanying financial report of Ku-ring-gai Council (the Council), which comprises the Statement of Financial Position as at 30 June 2014, the income statement, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by Councillors and Management.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation of the financial report that presents fairly the Council's financial position in accordance with Australian Accounting Standards and the *Local Government Act 1993* and for such internal control as the Council determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with the relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report.

Our audit responsibility does not extend to the original budget information disclosed in the income statement, statement of cash flows, note 2(a), note 16 budget variation explanation and note 17 forecast information and accordingly, we do not express an opinion on such. In addition, our audit did not include an analysis of the prudence of business decisions made by Council or Management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the general purpose financial report of Ku-ring-gai Council for the year ended 30 June 2014 published in the annual report and included on Council's website. The Council is responsible for the integrity of the website. We have not been engaged to report on the integrity of this website. The auditor's report refers only to the financial report identified above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

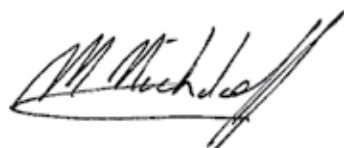
Independence

In conducting our audit, we have complied with the independence requirements of Australian professional accounting bodies.

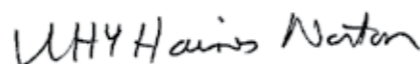
Auditor's Opinion

In our opinion,

- (a) the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13 part 3 Division 2; and
- (b) the financial report:
 - (i) has been presented in accordance with the requirements of this Division;
 - (ii) is consistent with the Council's accounting records;
 - (iii) presents fairly the Council's financial position as at 30 June 2014 and the results of its operations for the year then ended; and
 - (iv) is in accordance with applicable Australian Accounting Standards and the Local Government (General) Regulations 2005.
- (c) all information relevant to the conduct of the audit has been obtained; and
- (d) there are no material deficiencies in the accounting records or financial report that have come to light during the course of the audit.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed in Sydney on 27th August 2014

27 August 2014

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The Mayor
Ku-ring-gai Council
818 Pacific Highway
GORDON NSW 2072

Dear Mayor,

**Report on the Conduct of the Audit
Year Ended 30 June 2014**

We are pleased to advise completion of our audit of the General and Special Purpose Financial Statements for Ku-ring-gai Council for the year ended 30 June 2014, in accordance with Section 415 of the Local Government Act, 1993 ("the Act"); and that our audit opinion provided under Section 417(2) of the Act has been issued to Council. The following report on the conduct of the audit is issued in compliance with Section 417(3) of the Act.

The Councillors and Council Management are responsible for the preparation and true and fair presentation of the financial reports, which includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial reports. While we considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of our procedures, our audit was not designed to provide assurance on internal controls.

We have conducted our audit in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the Council's financial reports are free of material misstatement. An audit is influenced by factors such as professional judgement, selective testing, the inherent limitations of internal control and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

We have reviewed that the accounts have been prepared in accordance with Australian equivalents to International Financial Reporting Standards (AIFRS) and the Local Government Code of Accounting Practice and Financial Reporting.

We offer the following comments on the financial statements and the audit:

STATEMENT OF COMPREHENSIVE INCOME

MOVEMENT IN RESULTS OVER PRIOR YEAR

Council's Net Operating Result before Grants and Contributions provided for capital purposes indicates a surplus of \$3.117 million for the year ended 30 June 2014 compared to a surplus of \$4.815 million for the year ended 30 June 2013.

The Net Operating Result after Grants and Contributions for capital purposes has increased \$235,000 to a surplus of \$16.041 million (2013: surplus of \$15.806 million).

Commentary on the major movements within the income and expense categories within the income statement is detailed below:

MOVEMENT IN REVENUE ITEMS 2013-2014

	2014	2013	Increase (Decrease)
	\$'000	\$'000	\$'000
Rates and Annual Charges	72,976	68,816	4,160
User Charges and Fees	11,480	12,349	(869)
Grants & Contributions Provided for Operating Purposes	4,703	6,589	(1,886)
Grants & Contributions Provided for Capital Purposes	12,924	10,991	1,933

RATES AND ANNUAL CHARGES

Rates and annual charges have increased by \$4.160 million (6%). The increase in rate income is in line with the permissible rate increase granted by the Minister for Local Government and in line with the increase in residential properties in the Ku-ring-gai area.

USER CHARGES AND FEES

User fees & charges have decreased this year by \$869,000 (7%). This decrease is as a result of lower income from restoration charges and the partial closure of North Turramurra Golf Course due to construction works.

GRANTS AND CONTRIBUTIONS PROVIDED FOR OPERATING PURPOSES

Grants and contributions provided for operating purposes has decreased by \$1.886 million (29%) to \$4.703 million. The decrease was largely due to Council not receiving Financial Assistance Grant funding in advance for 2014/2015 financial year.

GRANTS AND CONTRIBUTIONS PROVIDED FOR CAPITAL PURPOSES

Grants and contributions provided for capital purposes has increased by \$1.933 million (18%) to \$12.924 million. The main reason for the increase in Capital Grant income is largely due to Section 94 contributions and contributions received from the Department of Planning and Infrastructure.

MOVEMENT IN EXPENSE ITEMS 2013-2014

	2014	2013	Increase (Decrease)
	\$'000	\$'000	\$'000
Employee Benefits and On-costs	35,014	34,572	442
Materials and Contracts	31,096	28,997	2,099
Depreciation and Amortisation	18,457	15,790	2,667
Other Expenses	14,795	14,709	86

EMPLOYEE BENEFITS & ON-COSTS

Employee benefits & on-costs expense has increased by \$442,000 (1%) to \$35.014 million. The increase is broadly consistent with the increases in superannuation and fringe benefits tax.

MATERIALS AND CONTRACTS

Materials & contracts expense has increased by \$2.099 million (7%) to \$31.096 million. The increase can mainly be attributed to an increase in contractor and consultancy costs, including domestic waste contractor costs.

DEPRECIATION AND AMORTISATION

Depreciation and amortisation expense has increased by \$2.667 million (17%) to \$18.457 million. The increase was largely due to the recognition of additional assets in the recreational facilities class.

OTHER EXPENSES

Other expenses have increased by \$86,000 (less than 1%) to \$14.795 million. There were no major variances.

STATEMENT OF FINANCIAL POSITION

During the year, the Council's net assets increased by \$17.911 million to \$1.022 billion. The major movements within the balance sheet were:

- Increase of \$17.113 million in the value of infrastructure, property, plant, and equipment.
- Increase of \$8.746 million in current assets classified as held for sale.
- Increase of \$1.559 million in cash and investments securities.
- Increase of \$9.064 million in borrowings.

INFRASTRUCTURE, PROPERTY, PLANT, AND EQUIPMENT

The increase in the IPPE balance is largely a result of capital additions throughout the financial year. The additions can be attributed to the following asset classes:

- Land improvements - depreciable (\$10.413 million)
- Roads (\$8.284 million)
- Operational land (\$7.203 million)

Council also brought to account additional assets in the recreational facilities class. These assets totalled \$20.361 million and were adjusted retrospectively.

CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

The increase in the current assets classified as held for sale can be attributed the allocation of \$8.746 million from land and land improvements. These assets are expected to be sold within the following financial year.

CASH AND INVESTMENTS SECURITIES

The increase in the investments is a result of net investment additions of \$14.581 million. This is offset by a decrease in cash and cash equivalents of \$13.028, which has been used in funding investment additions.

BORROWINGS

The increase in borrowings is a result of Council acquiring additional loan facilities throughout the financial year.

STATEMENT OF CASH FLOWS

	2014	2013	Increase (Decrease)
	\$'000	\$'000	\$'000
Net Cash Flows from Operations	34,768	32,559	2,209
Net Cash Flows from Investing	55,922	46,456	9,466
Net Cash Flows from Financing	8,076	26,721	(18,645)

NET CASH FLOWS FROM OPERATIONS

Net cash provided from operating activities amounted to \$34.768 million in 2014 compared to \$32.559 million in the prior year. The increase can mainly be explained by a cash increase in rates and annual charges of \$4.220 million and cash decrease in materials and contracts of \$1.065 million.

NET CASH FLOWS FROM INVESTING

Net cash used in investing activities amounted to \$55.922 million for the year ended 30 June 2014 compared to \$46.456 million for the prior year.

This is largely due to the purchase of investment securities of \$53.961 million and the acquisition of property, plant and equipment of \$48.141 million, partially offset through the sale of investment securities of \$39.380 million.

NET CASH FLOWS FROM FINANCING

Net cash provided from financing activities amount to \$8.076 million for the year ended 30 June 2014. This can be attributed to new borrowings obtained of \$11.070 million and offset by \$2.994 million in borrowing repayments.

TOTAL INVESTMENTS AND CASH BALANCES

	2014	2013	Increase (Decrease)
	\$'000	\$'000	\$'000
Externally Restricted Cash	65,599	70,764	(5,165)
Internally Restricted Cash	22,992	14,746	8,246
Unrestricted Cash	3,871	5,393	(1,522)
Total Cash, Cash Equivalents and Investments	92,462	90,903	1,559

EXTERNALLY RESTRICTED CASH

Externally restricted cash and investments are restricted in their use by externally imposed requirements. The movement in externally restricted cash balances included the reduction of \$4.143 million in developer contributions – general.

INTERNALLY RESTRICTED CASH

Internally restricted cash and investments have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by Council. The movement in internally restricted cash balances included an increase of \$4.847 million in infrastructure and facilities reserves and \$4.546 million in other reserves.

UNRESTRICTED CASH

Unrestricted cash and investments are those funds available to provide liquidity for day to day operations.

WORKING CAPITAL (NET CURRENT ASSETS)

	2014	2013	Increase (Decrease)
	\$'000	\$'000	\$'000
Current Assets	59,425	64,819	(5,394)
Current Liabilities	(25,759)	(23,641)	(2,118)
Net Current Assets	33,666	41,178	(7,512)
Add: Current Liabilities not anticipated to be settled within the next 12 months	10,176	9,366	810
Adjusted Net Current Assets	43,842	50,544	(6,702)
Add: Current Liabilities expected to be settled within the next 12 months			
- Borrowings	4,347	2,992	1,355
- Provisions	2,705	2,802	(97)
- Security Bonds, Deposits and Retentions	135	150	(15)
Less: Externally Restricted Assets	(14,594)	(35,765)	21,171
Less: Internally Restricted Assets including Current Assets Classified as Held for Sale	(31,738)	(14,746)	(16,992)
Working Capital as at 30 June	4,697	5,977	(1,280)

Council's balance of working capital has decreased \$1.280 million to \$4.697 million for the 2014 financial year. This decrease is as a result of Council not receiving the Federal Government's Financial Assistant Grant in advance in 2014, as it has done in previous years and Council's expected increase in borrowing repayments.

PERFORMANCE INDICATORS AND TRENDS

Our comments in regard to Council's performance for the 2014 year are based on those performance indicators that are considered meaningful.

The indicators we have reviewed are as follows:

	2014	2013
Unrestricted Current Ratio	2.88 : 1	2.04 : 1
Debt Service Cover Ratio	4.82 : 1	10.88 : 1
Operating Performance Ratio	1.56%	5.84%
Own Source Operating Revenue Ratio	84.72%	84.22%
Rates and Annual Charges Outstanding Percentage	3.25%	3.47%
Cash Expense Cover Ratio	8.01	7.68

UNRESTRICTED CURRENT RATIO

The unrestricted current ratio is used to assess the adequacy of available current assets and Council's ability to satisfy its obligations in the short term after taking into account any external restrictions over the use of the current assets. The ratio of 2.88 has increased from the prior year's ratio of 2.04 and is an indicator of Council's ability to effectively meet the current liabilities. The increase in the current ratio is largely a result of the increase in current assets classified as held for sale.

DEBT SERVICE COVER RATIO

At 30 June 2014 Council had outstanding borrowings of \$43.682 million compared with \$34.668 million as at 30 June 2013. The debt service cover ratio measures the availability of operating cash to service debt repayments. For the 2014 financial year the ratio indicated that operating results before capital, interest, depreciation and amortisation covered payments required to service debt by 4.82 to 1. The ratio has decreased as a result higher principal and interest repayments during the financial year.

OPERATING PERFORMANCE RATIO

This ratio is essentially measures Council's ability to contain operating expenditure within its operating revenue, excluding capital grants and contributions. For the 2014 financial year, this indicator was 1.56%, which exceeded the benchmark of -4%.

OWN SOURCE OPERATING REVENUE RATIO

The own source operating revenue ratio measures Council's fiscal flexibility and their degree of reliance on external funding sources such as grants and contributions. For the 2014 financial year, this indicator was 84.72% and exceeded the benchmark of 60%

RATES AND ANNUAL CHARGES OUTSTANDING PERCENTAGE

The rates and annual charges outstanding percentage is used to assess the impact of uncollected rates and annual charges on liquidity and the adequacy of debt recovery efforts. The percentage of rates and annual charges outstanding has decreased from 3.47% to 3.25% in the current year. This indicates that debtors are being collected at a faster rate than in the prior year.

CASH EXPENSE COVER RATIO

This liquidity ratio indicates the number of months that Council can continue to pay its immediate expenditure items with available cash and term deposit balances, without the need for additional cash inflow. For 2014, this ratio stood at 8.01 months compared to the benchmark of greater than 3 months.

REPORTING TO MANAGEMENT

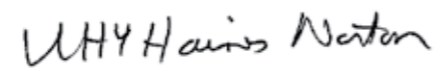
A management letter highlighting matters arising from our interim audit has been prepared and issued where considered necessary or appropriate. Matters raised in the letter included suggestions for improvement and management's comments and proposed actions.

We wish to record our appreciation to your General Manager, Director Corporate, Finance Manager and their staff for the co-operation and courtesy extended to us during the course of our audit and commend their efforts in the early completion of the financial reports.



M.D. Nicholaeff
Partner

Signed at Sydney on 27th August 2014



UHY Haines Norton
Chartered Accountants



Special Purpose Financial Statements

Wahroonga Park

Contents

1. Statement by Councillors and Management	268
2. Special Purpose Financial Statements:	
- Income Statement of Other Business Activities	269
- Statement of Financial Position - Other Business Activities	274
3. Notes to the Special Purpose Financial Statements	279
4. Auditor's Report	282

Background

- (i) These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- (ii) The principle of competitive neutrality is based on the concept of a "level playing field" between persons/entities competing in a market place, particularly between private and public sector competitors.
Essentially, the principle is that government businesses, whether Commonwealth, State or Local, should operate without net competitive advantages over other businesses as a result of their public ownership.
- (iii) For Council, the principle of competitive neutrality & public reporting applies only to declared business activities.
These include (a) those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation and (b) those activities with a turnover of over \$2 million that Council has formally declared as a Business Activity (defined as Category 1 activities).
- (iv) In preparing these financial statements for Council's self classified Category 1 businesses and ABS defined activities, councils must (a) adopt a corporatisation model and (b) apply full cost attribution including tax equivalent regime payments & debt guarantee fees (where the business benefits from councils borrowing position by comparison with commercial rates).

Statement by Councillors and Management

Made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

For the financial year ended 30 June 2014

The attached Special Purpose Financial Statements have been prepared in accordance with:

- The NSW Government Policy Statement "Application of National Competition Policy to Local Government".
- The Division of Local Government Guidelines "Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality".
- The Local Government Code of Accounting Practice and Financial Reporting.

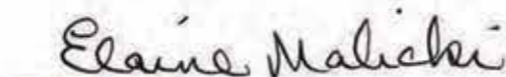
To the best of our knowledge and belief, these Financial Statements:

- Present fairly the Operating Result and Financial Position for each of Council's declared Business Activities for the year, and
- Accord with Council's accounting and other records.

We are not aware of any matter that would render these Statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 26 August 2014.


Jennifer Anderson
MAYOR


Elaine Malicki
COUNCILLOR


John McKee
GENERAL MANAGER


Angela Apostol
RESPONSIBLE ACCOUNTING OFFICER

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2014

\$ '000	Thomas Carlyle Childrens Centre		Art Centre	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Income from continuing operations				
Access charges	-	-	-	-
User charges	966	922	457	431
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	290	234	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	8
Total income from continuing operations	1,256	1,156	457	439
Expenses from continuing operations				
Employee benefits and on-costs	950	786	510	514
Borrowing costs	-	-	-	-
Materials and contracts	119	147	53	46
Depreciation and impairment	26	25	26	40
Other expenses	76	77	60	79
Total expenses from continuing operations	1,171	1,035	649	679
Surplus (deficit) from Continuing Operations before capital amounts	85	121	(192)	(240)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	85	121	(192)	(240)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	85	121	(192)	(240)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(26)	(36)	-	-
SURPLUS (DEFICIT) AFTER TAX	60	85	(192)	(240)
plus Opening Retained Profits	831	741	3,880	3,400
plus Adjustments for amounts unpaid:				
- Corporate taxation equivalent	26	36	-	-
add:				
- Subsidy Paid/Contribution To Operations	-	-	159	720
less:				
- TER dividend paid	-	-	-	-
- Dividend paid	(85)	(31)	-	-
Closing Retained Profits	831	831	3,847	3,880
Return on Capital %	9.4%	13.1%	-4.9%	-6.0%
Subsidy from Council	-	-	332	390

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2014

\$ '000	Trade Waste		Gordon Golf Club	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Income from continuing operations				
Access charges	-	-	-	-
User charges	1,526	1,771	545	552
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	80	83	-	-
Total income from continuing operations	1,606	1,854	545	552
Expenses from continuing operations				
Employee benefits and on-costs	43	42	298	360
Borrowing costs	-	-	-	-
Materials and contracts	1,497	1,429	317	264
Depreciation and impairment	-	-	71	166
Other expenses	10	11	159	149
Total expenses from continuing operations	1,550	1,482	845	939
Surplus (deficit) from Continuing Operations before capital amounts	56	372	(300)	(387)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	56	372	(300)	(387)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	56	372	(300)	(387)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(17)	(112)	-	-
SURPLUS (DEFICIT) AFTER TAX	39	260	(300)	(387)
plus Opening Retained Profits	(175)	(150)	5,345	3,816
plus Adjustments for amounts unpaid:				
- Corporate taxation equivalent	17	112	-	-
add:				
- Subsidy Paid/Contribution To Operations	-	-	1,247	1,916
less:				
- Dividend paid	(56)	(397)	-	-
Closing Retained Profits	(175)	(175)	6,292	5,345
Return on Capital %	n/a	n/a	-4.4%	-6.6%
Subsidy from Council	-	-	540	607

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2014

\$ '000	Turramurra Golf Course		Tennis Courts	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Income from continuing operations				
Access charges	-	-	-	-
User charges	362	666	303	287
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	-	12
Total income from continuing operations	362	666	303	299
Expenses from continuing operations				
Employee benefits and on-costs	319	313	2	-
Borrowing costs	-	-	-	-
Materials and contracts	156	181	25	10
Depreciation and impairment	270	96	276	64
Other expenses	232	338	41	50
Total expenses from continuing operations	977	928	344	124
Surplus (deficit) from Continuing Operations before capital amounts	(615)	(262)	(41)	175
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(615)	(262)	(41)	175
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(615)	(262)	(41)	175
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	-	(53)
SURPLUS (DEFICIT) AFTER TAX	(615)	(262)	(41)	123
plus Opening Retained Profits	11,413	3,487	4,556	3,883
plus Adjustments for amounts unpaid:				
add:				
- Subsidy Paid/Contribution To Operations	3,544	8,188	1,478	498
less:				
- Dividend paid	-	-	-	-
Closing Retained Profits	14,342	11,413	5,993	4,556
Return on Capital %	-4.1%	-2.2%	-0.7%	3.8%
Subsidy from Council	1,149	717	255	-

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2014

\$ '000	Swimming Pool		Nursery	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
Income from continuing operations				
Access charges	-	-	-	-
User charges	-	-	41	59
Fees	-	-	-	-
Interest	-	-	-	-
Grants and contributions provided for non capital purposes	-	-	-	-
Profit from the sale of assets	-	-	-	-
Other income	-	-	12	11
Total income from continuing operations	-	-	53	70
Expenses from continuing operations				
Employee benefits and on-costs	-	-	123	119
Borrowing costs	-	-	-	-
Materials and contracts	106	2	10	11
Depreciation and impairment	694	226	11	9
Other expenses	50	61	32	41
Total expenses from continuing operations	850	289	176	180
Surplus (deficit) from Continuing Operations before capital amounts	(850)	(289)	(123)	(110)
Grants and contributions provided for capital purposes	-	-	-	-
Surplus (deficit) from Continuing Operations after capital amounts	(850)	(289)	(123)	(110)
Surplus (deficit) from discontinued operations	-	-	-	-
Surplus (deficit) from ALL Operations before tax	(850)	(289)	(123)	(110)
less: Corporate Taxation Equivalent (30%) [based on result before capital]	-	-	-	-
SURPLUS (DEFICIT) AFTER TAX	(850)	(289)	(123)	(110)
plus Opening Retained Profits	12,945	885	48	90
plus Adjustments for amounts unpaid:				
- Corporate taxation equivalent	-	-	-	-
add:				
- Subsidy Paid/Contribution To Operations	4,831	12,349	158	68
less:				
- Dividend paid	-	-	-	-
Closing Retained Profits	16,926	12,945	83	48
Return on Capital %	-4.9%	-2.2%	-113.9%	-154.9%
Subsidy from Council	1,472	780	127	113

Income Statement of Council's Other Business Activities

For the financial year ended 30 June 2014

\$ '000	Commercial Leasing	
	Actual 2014	Actual 2013
Income from continuing operations		
Access charges	-	-
User charges	1,549	992
Fees	-	-
Interest	-	-
Grants and contributions provided for non capital purposes	-	-
Profit from the sale of assets	-	-
Other income	168	-
Total income from continuing operations	1,717	992
Expenses from continuing operations		
Employee benefits and on-costs	146	159
Borrowing costs	-	-
Materials and contracts	585	48
Depreciation and impairment	559	267
Other expenses	361	236
Total expenses from continuing operations	1,651	710
Surplus (deficit) from Continuing Operations before capital amounts	66	282
Grants and contributions provided for capital purposes	-	-
Surplus (deficit) from Continuing Operations after capital amounts	66	282
Surplus (deficit) from discontinued operations	-	-
Surplus (deficit) from ALL Operations before tax	66	282
less: Corporate Taxation Equivalent (30%) [based on result before capital]	(20)	(85)
SURPLUS (DEFICIT) AFTER TAX	46	197
plus Opening Retained Profits	14,824	1,034
plus Adjustments for amounts unpaid:		
- Corporate taxation equivalent	20	85
add:		
- Subsidy Paid/Contribution To Operations	6,146	13,508
less:		
- Dividend paid	-	-
Closing Retained Profits	21,036	14,824
Return on Capital %	0.3%	1.9%
Subsidy from Council	683	278

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2014

	Thomas Carlyle Childrens Centre Category 2		Art Centre Category 2	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	18	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	18	-	-	-
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	907	925	3,938	3,969
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Total Non-Current Assets	907	925	3,938	3,969
TOTAL ASSETS	925	925	3,938	3,969
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	1	-	78	-
Interest bearing liabilities	-	-	-	-
Provisions	89	90	13	26
Total Current Liabilities	90	90	91	26
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	90	90	91	26
NET ASSETS	835	835	3,847	3,943
EQUITY				
Retained earnings	831	831	3,847	3,880
Revaluation reserves	4	4	-	63
Council equity interest	835	835	3,847	3,943
TOTAL EQUITY	835	835	3,847	3,943

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2014

	Trade Waste Category 2		Gordon Golf Club Category 2	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	-	-	-	-
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	-	-	6,750	5,823
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Total Non-Current Assets	-	-	6,750	5,823
TOTAL ASSETS	-	-	6,750	5,823
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	-	-	1	-
Interest bearing liabilities	-	-	-	-
Provisions	175	175	16	37
Total Current Liabilities	175	175	17	37
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	175	175	17	37
NET ASSETS	(175)	(175)	6,733	5,786
EQUITY				
Retained earnings	(175)	(175)	6,292	5,345
Revaluation reserves	-	-	441	441
Council equity interest	(175)	(175)	6,733	5,786
TOTAL EQUITY	(175)	(175)	6,733	5,786

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2014

	Turramurra Golf Course Category 2		Tennis Courts Category 2	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	28	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	28	-	-	-
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	14,992	12,082	6,011	4,556
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Total Non-Current Assets	14,992	12,082	6,011	4,556
TOTAL ASSETS	15,020	12,082	6,011	4,556
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	-	-	18	-
Interest bearing liabilities	-	-	-	-
Provisions	96	87	-	-
Total Current Liabilities	96	87	18	-
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	96	87	18	-
NET ASSETS	14,924	11,995	5,993	4,556
EQUITY				
Retained earnings	14,342	11,413	5,993	4,556
Revaluation reserves	582	582	-	-
Council equity interest	14,924	11,995	5,993	4,556
TOTAL EQUITY	14,924	11,995	5,993	4,556

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2014

	Swimming Pool Category 2		Nursery Category 2	
	Actual 2014	Actual 2013	Actual 2014	Actual 2013
\$ '000				
ASSETS				
Current Assets				
Cash and cash equivalents	-	-	-	-
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Other	-	-	-	-
Non-current assets classified as held for sale	-	-	-	-
Total Current Assets	-	-	-	-
Non-Current Assets				
Investments	-	-	-	-
Receivables	-	-	-	-
Inventories	-	-	-	-
Infrastructure, property, plant and equipment	17,479	13,011	108	71
Investments accounted for using equity method	-	-	-	-
Investment property	-	-	-	-
Total Non-Current Assets	17,479	13,011	108	71
TOTAL ASSETS	17,479	13,011	108	71
LIABILITIES				
Current Liabilities				
Bank Overdraft	-	-	-	-
Payables	487	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	21	19
Total Current Liabilities	487	-	21	19
Non-Current Liabilities				
Payables	-	-	-	-
Interest bearing liabilities	-	-	-	-
Provisions	-	-	-	-
Total Non-Current Liabilities	-	-	-	-
TOTAL LIABILITIES	487	-	21	19
NET ASSETS	16,992	13,011	87	52
EQUITY				
Retained earnings	16,926	12,945	83	48
Revaluation reserves	66	66	4	4
Council equity interest	16,992	13,011	87	52
TOTAL EQUITY	16,992	13,011	87	52

Statement of Financial Position - Council's Other Business Activities

as at 30 June 2014

\$ '000	Commercial Leasing Category 2	
	Actual 2014	Actual 2013
ASSETS		
Current Assets		
Cash and cash equivalents	-	-
Investments	-	-
Receivables	48	-
Inventories	-	-
Other	-	-
Non-current assets classified as held for sale	-	-
Total Current Assets	48	-
Non-Current Assets		
Investments	-	-
Receivables	-	-
Inventories	-	-
Infrastructure, property, plant and equipment	21,026	14,867
Investments accounted for using equity method	-	-
Investment property	-	-
Total Non-Current Assets	21,026	14,867
TOTAL ASSETS	21,074	14,867
LIABILITIES		
Current Liabilities		
Bank Overdraft	-	-
Payables	2	-
Interest bearing liabilities	-	-
Provisions	36	43
Total Current Liabilities	38	43
Non-Current Liabilities		
Payables	-	-
Interest bearing liabilities	-	-
Provisions	-	-
Total Non-Current Liabilities	-	-
TOTAL LIABILITIES	38	43
NET ASSETS	21,036	14,824
EQUITY		
Retained earnings	21,036	14,824
Revaluation reserves	-	-
Council equity interest	21,036	14,824
TOTAL EQUITY	21,036	14,824

Contents of the Notes accompanying the Financial Statements

for the financial year ended 30 June 2014

Note 1	Summary of Significant Accounting Policies	280
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Note 1 Significant Accounting Policies

for the financial year ended 30 June 2014

These financial statements are a Special Purpose Financial Statements (SPFS) prepared for use by Council and the Office of Local Government.

For the purposes of these statements, the Council's business activities (reported herein) are not reporting entities.

The special purpose financial statements, unless otherwise stated, have been prepared in accordance with:

- the recognition and measurement criteria of applicable Australian Accounting Standards,
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB) &
- Australian Accounting Interpretations.
- The Local Government Act and Regulation, and

The disclosures in these special purpose financial statements have been prepared in accordance with:

- the Local Government Act and Regulation, and
- the Local Government Code of Accounting Practice and Financial Reporting.

The statements are also prepared on an accruals basis. They are based on historic costs and do not take into account changing money values nor current values of non-current assets (except where specifically stated).

Certain taxes and other costs (appropriately described) have been imputed for the purposes of the National Competition Policy.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' to its business activities as part of the national competition policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 Government Policy statement on the "Application of National Competition Policy to Local Government".

The "Pricing & Costing for Council Businesses A Guide to Competitive Neutrality" issued by the Division of Local Government in July 1997 has also been adopted.

The pricing & costing guidelines outline the process for identifying and allocating costs to activities and provide a standard of disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents; council subsidies; return on investments (rate of return); and dividends paid.

Declared Business Activities

In accordance with *Pricing & Costing for Council Businesses - A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

- Category 1
(Where gross operating turnover is over \$2 million)
Nil
- Category 2
(Where gross operating turnover is less than \$2 million)
 - a. Thomas Carlyle Children's Centre
Comprising the whole of the operations and assets of Thomas Carlyle Children's Centre.
 - b. Art Centre
Comprising the whole of the operations and assets of the Art Centre.
 - c. Trade Waste
Comprising the whole of the operations and assets of Trade Waste.
 - d. Gordon Golf Course
Comprising the whole of the operations and assets of the Gordon Golf Course.
 - e. Turramurra Golf Course
Comprising the whole of the operations and assets of Turramurra Golf Course.
 - f. Tennis Courts
Comprising the whole of the operations and assets of Council's Tennis Courts.
 - g. Swimming Pool
Comprising the whole of the operations and assets of Councils Swimming Pool.
 - h. Plant Nursery
Comprising the whole of the operations and assets of Council's Plant Nursery.
 - i. Commercial Leasing
Comprising the whole of the operations and assets of Commercial Leasing.

Monetary Amounts

Amounts shown in the financial statements are in Australian currency and rounded to the nearest one thousand dollars.

(i) Taxation Equivalent Charges

Council is liable to pay various taxes and financial duties in undertaking its business activities. Where this is the case, they are disclosed in these statements as a cost of operations just like all other costs.

However, where Council is exempt from paying taxes which are generally paid by private sector businesses (such as income tax), equivalent tax payments have been applied to all Council nominated business activities and are reflected in these financial statements.

Income Tax

An income tax equivalent has been applied on the profits of each reported Business Activity.

Note 1 cont'

for the financial year ended 30 June 2014

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account of in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level (gain/(loss) from ordinary activities before capital amounts) as would be applied by a private sector competitor – that is, it should include a provision equivalent to the corporate income tax rate, currently 30%.

Income Tax is only applied where a positive gain/(loss) from ordinary activities before capital amounts has been achieved.

Since this taxation equivalent is notional - that is, it is payable to the "Council" as the owner of business operations, it represents an internal payment and has no effect on the operations of the council.

Accordingly, there is no need for disclosure of internal charges in Council's General Purpose Financial Statements.

The rate applied of 30% is the equivalent company tax rate prevalent as at balance date. No adjustments have been made for variations that have occurred during the year.

Loan & Debt Guarantee Fees

There are no loans applicable to the business activities in the operating statement.

(ii) Subsidies

Government policy requires that subsidies provided to customers and the funding of those subsidies must be explicitly disclosed.

Subsidies occur where council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for council to meet its community service obligations.

Accordingly, Subsidies disclosed (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by the council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported Business Activity.

(iii) Return on Investments (Rate of Return)

The Policy statement requires that councils with Category 1 businesses "would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field".

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The Rate of Return on Capital is calculated as follows:

$$\frac{\text{Operating Result before Capital Income + Interest Expense}}{\text{Written Down Value of I,PP\&E as at 30 June}}$$

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 3.56% at 30/6/14.

The actual rate of return achieved by each Business Activity is disclosed at the foot of each respective Income Statement.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Current Assets and Liabilities

Current Assets and Liabilities are accounted for in Council's consolidated general fund and in our view would not make a material difference to the financial position of Council's Business Activities.

**Ku-ring-gai Council
Special Purpose Financial Report
Independent Auditor's Report**

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We have audited the accompanying financial report, being a special purpose financial report, of Ku-ring-gai Council (the Council), which comprises the statement of financial position as at 30 June 2014, the income statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the statement by Councillors and Management.

Council's Responsibility for the Financial Report

The Council is responsible for the preparation of the financial report and has determined that the basis of preparation described in Note 1 to the financial report is appropriate to satisfy the requirements of the *Local Government Act 1993* and meet the needs of the NSW Division of Local Government. The Council's responsibility also includes such internal control as the Council determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Council's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Council, as well as evaluating the overall presentation of the financial report.

Our audit did not involve an analysis of the prudence of business decisions made by Council or management.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Matters Relating to the Electronic Presentation of the Audited Financial Report

This auditor's report relates to the special purpose financial report of Ku-ring-gai Council for the year ended 30 June 2014 included on Council's website. The Council is responsible for the integrity of the website. We have not been engaged to report on the integrity of this website. The auditor's report refers only to the financial report identified above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of the financial report are concerned with the inherent risks arising from publication on a website, they are advised to refer to the hard copy of the audited financial report to confirm the information contained in this website version of the financial report.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional accounting bodies.

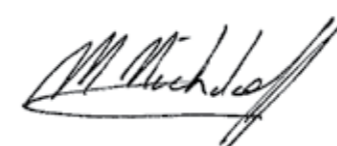
Auditor's Opinion

In our opinion the special purpose financial report of Ku-ring-gai Council:

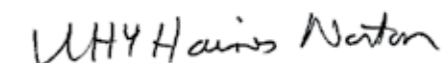
- a) has been prepared in accordance with the requirements of those applicable Australian Accounting Standards detailed in note 1 and the Local Government Code of Accounting Practice and Financial Reporting;
 - i) is consistent with the Council's accounting records;
 - ii) presents fairly, in all material respects, the financial position of Council's nominated Business Activities as at 30 June 2014 and the results of their operations for the year then ended;
- b) all information relevant to the conduct of the audit has been obtained; and
- c) there are no material deficiencies in the accounting records or financial report that we have become aware of in the course of the audit.

Basis of Accounting

Without modifying our opinion, we draw attention to Note 1 to the financial report which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the requirements of the NSW Division of Local Government. As a result, the financial report may not be suitable for another purpose.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed in Sydney on 27th August 2014



Swain Gardens, St Ives

Special Schedules No. 1	Net Cost of Services	285
Special Schedule No. 2(a)	Statement of Long-term Debt (all purposes).....	287
Special Schedule No. 7	Report on Infrastructure Assets (as at 30 June 2014).....	288
Special Schedule No. 8	Financial Projections	292
Special Schedule No. 9	Permissible Income Calculation	293

¹ Special Schedules are not audited (with the exception of Special Schedule 9).

Background

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as;

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS),
- the NSW Office of Water (NOW), and
- the Office of Local Government (OLG).

(ii) The financial data is collected for various uses including;

- the allocation of Financial Assistance Grants,
- the incorporation of Local Government financial figures in national statistics,
- the monitoring of loan approvals,
- the allocation of borrowing rights, and
- the monitoring of the financial activities of specific services.

Special Schedule No. 1 - Net Cost of Services

for the financial year ended 30 June 2014

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Governance	245	1	-	(244)
Administration	24,852	36,394	-	11,542
Public Order and Safety				
Emergency Services	2,879	87	128	(2,664)
Enforcement of Local Govt. Regulations	1,228	328	-	(900)
Animal Control	173	121	-	(52)
Total Public Order & Safety	4,280	536	128	(3,616)
Health	435	132	-	(303)
Environment				
Other Environmental Protection	1,790	1,526	55	(209)
Solid Waste Management	14,078	16,900	-	2,822
Street Cleaning	1,160	1	-	(1,159)
Drainage	3,291	-	25	(3,266)
Stormwater Management	3,365	87	165	(3,113)
Total Environment	23,684	18,514	245	(4,925)
Community Services and Education				
Administration & Education	2,338	2,610	-	272
Aged Persons and Disabled	289	152	-	(137)
Children's Services	3,236	3,397	-	161
Total Community Services & Education	5,863	6,159	-	296
Housing and Community Amenities				
Public Conveniences	-	-	39	39
Street Lighting	2,536	281	-	(2,255)
Town Planning	1,770	529	1,477	236
Other Community Amenities	176	814	-	638
Total Housing and Community Amenities	4,482	1,624	1,516	(1,342)

Special Schedule No. 1 cont'

for the financial year ended 30 June 2014

Function or Activity	Expenses from Continuing Operations	Income from continuing operations		Net Cost of Services
		Non Capital	Capital	
Recreation and Culture				
Public Libraries	4,608	384	20	(4,204)
Art Galleries	634	457	-	(177)
Community Centres and Halls	1,814	866	63	(885)
Other Cultural Services	393	71	10	(312)
Sporting Grounds and Venues	4,302	580	54	(3,668)
Swimming Pools	849	-	-	(849)
Parks & Gardens (Lakes)	6,516	236	6,003	(277)
Other Sport and Recreation	334	-	840	506
Total Recreation and Culture	19,450	2,594	6,990	(9,866)
Mining, Manufacturing and Construction				
Building Control	4,271	2,178	-	(2,093)
Total Mining, Manufacturing and Const.	4,271	2,178	-	(2,093)
Transport and Communication				
Urban Roads (UR) - Local	10,196	1,533	1,418	(7,245)
Urban Roads - Regional	-	-	321	321
Parking Areas	653	1,871	-	1,218
Footpaths	2,243	40	12	(2,191)
Other Transport & Communication	-	-	2,293	2,293
Total Transport and Communication	13,092	3,444	4,044	(5,604)
Economic Affairs				
Other Economic Affairs	174	40	1	(133)
Total Economic Affairs	174	40	1	(133)
Totals – Functions	100,828	71,616	12,924	(16,288)
General Purpose Revenues ⁽²⁾		32,329		32,329
NET OPERATING RESULT ⁽¹⁾	100,828	103,945	12,924	16,041

(1) As reported in the Income Statement

(2) Includes: Rates & Annual Charges (incl. Ex Gratia, excl. Water & Sewer), Non Capital General Purpose Grants, Interest on Investments (excl. Ext. Restricted Assets) & Interest on overdue Rates & Annual Charges

Special Schedule No. 2(a) - Statement of Long Term Debt (all purpose)

for the financial year ended 30 June 2014

Classification of Debt	Principal outstanding at the beginning of the year		New Loans raised during the year	Debt redemption during the year		Transfers to Sinking Funds	Interest applicable for Year	Principal outstanding at the end of the year	
	Current	Non Current		From Revenue	Sinking Funds			Current	Non Current
Loans (by Source)									
Commonwealth Government	-	-	-	-	-	-	-	-	-
Treasury Corporation	-	-	-	-	-	-	-	-	-
Other State Government	-	-	-	-	-	-	-	-	-
Public Subscription	-	-	-	-	-	-	-	-	-
Financial Institutions	2,992	31,676	12,008	2,994	-	-	1,466	4,347	39,335
Other	-	-	-	-	-	-	-	-	-
Total Loans	2,992	31,676	12,008	2,994	-	-	1,466	4,347	43,682
Other Long Term Debt									
Ratepayers Advances	-	-	-	-	-	-	-	-	-
Government Advances	-	-	-	-	-	-	-	-	-
Finance Leases	-	-	-	-	-	-	-	-	-
Deferred Payments	-	-	-	-	-	-	-	-	-
Total Long Term Debt	2,992	31,676	12,008	2,994	-	-	1,466	4,347	43,682
Total Debt	2,992	31,676	12,008	2,994	-	-	1,466	4,347	43,682

Notes: Excludes (i) Internal Loans & (ii) Principal Inflows/Outflows relating to Loan Re-Financing.
This Schedule is prepared using the face value of debt obligations, rather than fair value (which are reported in the GPFs).

Special Schedule No. 7 - Report on Infrastructure Assets

as at 30 June 2014

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Actual ⁽³⁾ Maintenance 2013/14	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ⁽⁴⁾ , ⁽⁵⁾				
						1	2	3	4	5
Buildings	All Council Buildings	23,982	1,802	1,771	78,665	24%	36%	23%	17%	0%
	sub total	23,982	1,802	1,771	78,665	24.0%	36.0%	23.0%	17.0%	0.0%
Other Structures	Other Structures	586	-	5	1,197	2%	53%	32%	11%	2%
	sub total	586	-	5	1,197	2.0%	53.0%	32.0%	11.0%	2.0%
Roads	Roads	96,409	1,316	1,294	154,990	50%	9%	7%	12%	22%
	Bridges	8			5,911	49%	48%	3%	0%	0%
	Footpaths	3,441	953	938	21,218	54%	19%	24%	3%	0%
	Kerb and Gutter	20,697	149	147	35,571	5%	11%	65%	15%	4%
	Road Furniture	372			5,646	45%	32%	22%	1%	0%
sub total	120,927	2,418	2,379	223,336	43.1%	11.9%	18.1%	11.0%	15.9%	
Drainage	Pits and Pipes	15,004	634	633	136,183	6%	62%	28%	4%	0%
	sub total	15,004	634	633	136,183	6.0%	62.0%	28.0%	4.0%	0.0%
Open Space and Recreational Assets	Swimming Pools				17,479	100%	0%	0%	0%	0%
	Recreational Assets	4,671	5,038	4,579	47,591	21%	46%	30%	2%	1%
sub total		4,671	5,038	4,579	65,070	42.2%	33.6%	21.9%	1.5%	0.7%

Special Schedule No. 7 - cont'

as at 30 June 2014

Asset Class	Asset Category	Estimated cost to bring up to a satisfactory standard ⁽¹⁾	Required ⁽²⁾ Annual Maintenance	Actual ⁽³⁾ Maintenance 2013/14	Written Down Value (WDV) ⁽⁴⁾	Assets in Condition as a % of WDV ⁽⁴⁾ , ⁽⁵⁾				
						1	2	3	4	5
Land Improvements - Depreciable	Land improvements	-	-	-	13,084	99%	1%	0%	0%	0%
	sub total	-	-	-	13,084	99.0%	1.0%	0.0%	0.0%	0.0%
TOTAL - ALL ASSETS		165,170	9,892	9,367	517,535	31.6%	31.3%	21.5%	8.6%	7.0%

Notes:

- Satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate". The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset to ensure that it is in a satisfactory standard. This estimated cost should not include any planned enhancements (ie. to heighten, intensify or improve the facilities).
- Required Annual Maintenance is "what should be spent to maintain assets in a satisfactory standard".
- Actual Maintenance is what has been spent in the current year to maintain the assets.
- Actual Maintenance may be higher or lower than the required annual maintenance due to the timing of when the maintenance actually occurs.
- Written Down Value is in accordance with Note 9 of Council's General Purpose Financial Statements

Infrastructure Asset Condition Assessment "Key"

1	Excellent	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Average	Maintenance work required
4	Poor	Renewal required
5	Very Poor	Urgent renewal/upgrading required

Special Schedule No. 7 - cont'

for the financial year ended 30 June 2014

\$'000	Amounts 2014	Indicator 2014	Prior Period 2013
Infrastructure Asset Performance Indicators Consolidated			
1. Building and Infrastructure Renewals Ratio			
Asset Renewals (Building and Infrastructure) ⁽¹⁾	15,680	104.46%	94.06%
Depreciation, Amortisation & Impairment	15,010		
2. Infrastructure Backlog Ratio			
Estimated Cost to bring Assets to a Satisfactory Condition	165,170	0.32	0.30
Total value ⁽²⁾ of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	517,535		
3. Asset Maintenance Ratio			
Actual Asset Maintenance	9,367	0.95	0.81
Required Asset Maintenance	9,892		
4. Capital Expenditure Ratio			
Annual Capital Expenditure	42,217	2.29	4.05
Annual Depreciation	18,457		

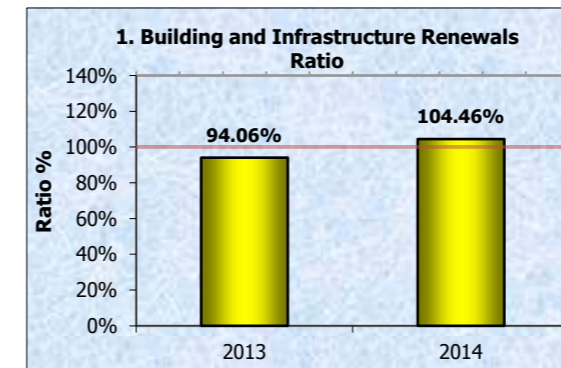
Notes

(1) Asset Renewals represent the replacement &/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance. Asset Renewals include building and infrastructure assets only.

(2) Written down value

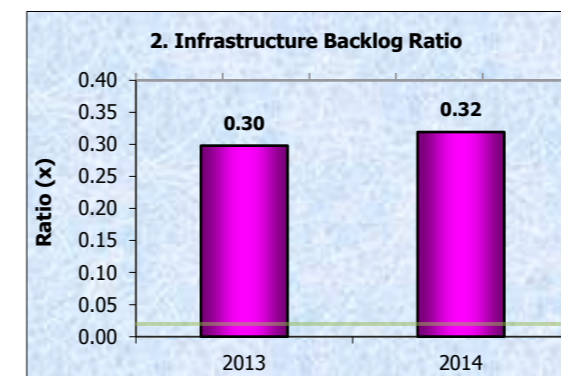
Special Schedule No. 7 - cont'

for the financial year ended 30 June 2014



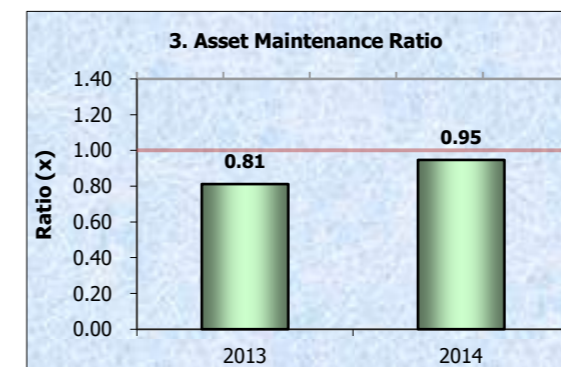
— Minimum 100.00%
Source for Benchmark: TCorp Sustainability Review of NSW Local Govt. (2013)

Purpose of Asset Renewals Ratio	Commentary on 2013/14 Result
To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	2013/14 Ratio 104.46%
	This indicator assesses Council's rate at which buildings and infrastructure assets are being renewed against the rate at which they are depreciating. A ratio of 1:1 indicates that the amount spent on asset renewals equals the amount of depreciation. Council's ratio increased by 10.5% to 104.46% in 2013/14. Council continues its commitment to maintain financial sustainability and decrease the infrastructure backlog.



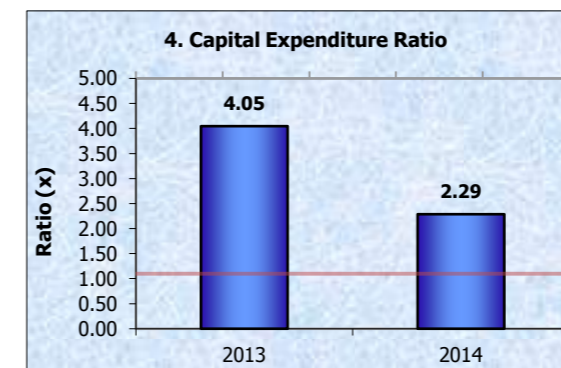
— Maximum .02
Source for Benchmark: TCorp Sustainability Review of NSW Local Govt. (2013)

Purpose of Infrastructure Backlog Ratio	Commentary on 2013/14 Result
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	2013/14 Ratio 0.32 x
	Council's Infrastructure Backlog Ratio has been on a downward trend in the last 5 years (0.65x in 2008/09), however, the ratio of 0.32x achieved in 2013/14 indicates that Council still has a sizeable infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance.



— Minimum 1.00
Source for Benchmark: TCorp Sustainability Review of NSW Local Govt. (2013)

Purpose of Asset Maintenance Ratio	Commentary on 2013/14 Result
Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.	2013/14 Ratio 0.95 x
	Council's Asset Maintenance Ratio of 0.95x is marginally lower than the benchmark ratio of "greater than 1.00x", which indicates that the level of expenditure on the maintenance of infrastructure assets is not sufficient to prevent the infrastructure backlog from growing. Council is committed to increase expenditure on asset maintenance in future to stop the infrastructure backlog from growing.



— Minimum 1.10
Source for Benchmark: TCorp Sustainability Review of NSW Local Govt. (2013)

Purpose of Capital Expenditure Ratio	Commentary on 2013/14 Result
To assess the extent to which a Council is expanding its asset base thru capital expenditure on both new assets and the replacement and renewal of existing assets.	2013/14 Ratio 2.29 x
	Council's Capital Expenditure Ratio of 2.29x continues to be above the benchmark of 1.1x reflecting its significant capital expenditure program on new assets and the renewal of existing assets compared to their depreciation.

Special Schedule No. 8 - Financial Projections

as at 30 June 2014

\$'000	Actual ⁽¹⁾ 13/14	Forecast ⁽³⁾ 14/15	Forecast ⁽³⁾ 15/16	Forecast ⁽³⁾ 16/17	Forecast ⁽³⁾ 17/18
(i) OPERATING BUDGET					
Income from continuing operations	116,869	132,589	142,566	155,102	163,710
Expenses from continuing operations	100,828	112,108	113,376	116,974	120,143
Operating Result from Continuing Operations	16,041	20,481	29,190	38,128	43,567
(ii) CAPITAL BUDGET					
New Capital Works ⁽²⁾	23,399	11,334	24,890	14,814	33,456
Replacement/Refurbishment of Existing Assets	24,018	16,295	27,781	23,182	36,237
Total Capital Budget	47,417	27,629	52,671	37,996	69,693
Funded by:					
– Loans	11,070	780	-	-	-
– External Reserves	7,211	5,580	5,979	5,626	3,819
– Grants/Contributions	21,215	10,089	32,922	16,769	33,234
– Internal Reserves	4,803	9,264	11,647	13,479	29,403
– Other	3,118	1,916	2,123	2,122	3,237
	47,417	27,629	52,671	37,996	69,693

Notes:

(1) From 13/14 Income Statement.

(2) New Capital Works are major non-recurrent projects, eg new Leisure Centre, new Library, new Swimming pool etc.

(3) Financial projections should be in accordance with Council's Integrated Planning and Reporting framework.

Special Schedule No. 9 - Permissible Income Calculation

for the financial year ended 30 June 2015

\$'000		Calculation 2013/14	Calculation 2014/15
Notional General Income Calculation⁽¹⁾			
Last Year Notional General Income Yield	a	54,533	56,965
Plus or minus Adjustments ⁽²⁾	b	400	381
Notional General Income	c	54,933	57,346
Permissible Income Calculation			
Special variation percentage ⁽³⁾	d	8.40%	7.30%
or Rate peg percentage	e	3.40%	2.30%
or Crown land adjustment incl. rate peg percentage	f	0.00%	0.00%
less expiring Special variation amount	g	(2,384)	(2,620)
plus Special variation amount	h = c x d	4414	3995
or plus Rate peg amount	i = c x e	-	-
or plus Crown land adjustment and rate peg amount	j = c x f	-	-
sub-total	k = (c+g+h+i+j)	56,963	58,721
plus (or minus) last year's Carry Forward Total	l	2	(0)
less Valuation Objections claimed in the previous year	m	-	-
sub-total	n = (l + m)	2	(0)
Total Permissible income	o = k + n	56,965	58,721
less Notional General Income Yield	p	56,965	58,666
Catch-up or (excess) result	q = o - p	(0)	55
plus Income lost due to valuation objections claimed ⁽⁴⁾	r	-	-
less Unused catch-up ⁽⁵⁾	s	-	-
Carry forward to next year	t = q + r - s	(0)	55

Notes

1 The Notional General Income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.

2 Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called "supplementary valuations" as defined in the Valuation of Land Act 1916.

3 The Special Variation Percentage is inclusive of the Rate Peg percentage and where applicable crown land adjustment.

4 Valuation objections are unexpected changes in land values as a result of land owners successfully objecting to the land value issued by the Valuer-General. Councils can claim the value of the income lost due to valuation objections in any single year.

5 Unused catch-up amounts will be deducted if they are not caught up within 2 years. Usually councils will have a nominal carry forward figure. These amounts can be adjusted for in setting the rates in a future year.

Ku-ring-gai Council

Report on Special Schedule No. 9

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Scope

We have audited the accompanying special purpose financial report comprising the reconciliation of total permissible general income (Special Schedule No.9) of Ku-ring-gai Council for 2014/15.

Responsibility of Council for Special Schedule No.9

The Council is responsible for the preparation and fair presentation of Special Schedule No.9 in accordance with the Local Government Code of Accounting Practice and Financial Reporting (Guidelines) Update No.22. This responsibility includes the maintenance of adequate accounting records and internal controls designed to prevent and detect fraud and error; designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of Special Schedule No.9 that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditors' Responsibility

Our responsibility is to express an opinion on Special Schedule No.9 based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether Special Schedule No.9 is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in Special Schedule No.9. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of Special Schedule No.9, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of Special Schedule No.9.

Because of the inherent limitations of an audit, together with the inherent limitations of internal controls, there is an unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Australian Auditing Standards.

In making our risk assessments, we consider internal controls relevant to the entity's preparation of Special Schedule No.9 in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

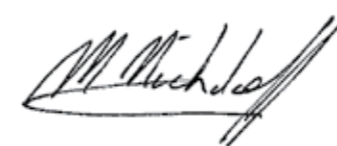
In conducting our audit, we followed applicable independence requirements of Australian Professional Ethical Pronouncements.

Audit Opinion

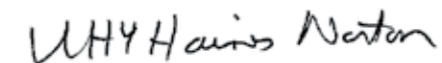
In our opinion, Special Schedule No.9 of Ku-ring-gai Council for 2014/15 is properly drawn up in accordance with the requirements of the Office of Local Government and in accordance with the books and records of the Council.

Basis of Accounting

Without modifying our opinion, we advise that this schedule has been prepared for distribution to the Office of Local Government for the purposes of confirming that Council's reconciliation of Council's total permissible general income is presented fairly. As a result, the schedule may not be suitable for another purpose.



M.D. Nicholaeff
Partner



UHY Haines Norton
Chartered Accountants

Signed in Sydney on 27th August 2014

Local Government Act, 1993

Under Section 428 of the *Local Government Act, 1993* Council must prepare an Annual Report within five months of the end of the financial year. The Annual Report is a report to the community and must outline Council's achievements in implementing its four year Delivery Program and annual Operating Plan. The Annual Report must also contain Council's audited financial statements and notes and any information required by regulation or guidelines.

Section 406 - Integrated Planning and Reporting Guidelines

The Annual Report has been prepared in accordance with the requirements of the NSW Division of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW 2010. (revised 2013).

Section 428(2) - End-of-Term Report

- Not required

The End-of-Term report is prepared for the outgoing Council in the year of the Council election. It presents Council's progress and achievements in implementing its Community Strategic Plan over the previous four years. The End-of-Term Report is not required for the 2013/2014 reporting year.

Section 428(4)(a) - Financial Statements

Ku-ring-gai Council's audited Financial Statements for the 2013/14 financial year are presented on pages 179 - 295. (see General Purpose Financial Statement and Special Purpose Financial Statements).

Section 428A(4) - State of the Environment Report

- Not required

Our State of the Environment Report was prepared in 2011/12 as part of the joint Northern Sydney Regional Organisation of Councils (NSROC) Regional State of Environment Report prepared for the seven Northern Sydney member councils of Ku-ring-gai, Hornsby, Hunters Hill, Lane Cove, North Sydney, Ryde and Willoughby Councils.

The Report provides a comprehensive representation of environmental trends, major environmental impacts and relevant environmental indicators for the region. The joint report recognises that many environmental issues impact beyond council boundaries. Member councils are committed to cooperative approaches to achieve improved environmental outcomes. The joint Report is available at kmc.nsw.gov.au.

A State of the Environment Report is not required for the 2013/14 reporting year.

Local Government (General) regulation, 2005

Clause 217 of the Local Government (General) Regulation requires the following information to be included in the Annual Report:

CI 217 (1)(a) - Details of overseas visits by councillors and council staff

This must include the purpose of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations)

- Nil

CI 217 (1)(a1) - Details of mayoral and councillor fees, expenses and facilities

This must include the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

- (i) Provision of dedicated office equipment allocated to councillors - Nil

This includes equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)

There was no new expenditure for dedicated office equipment allocated to Councillors during 2013/14. An amount of \$19,372.23 was expended on dedicated office equipment in 2012/13 following the election of councillors at the NSW Local Government Elections in September 2012.

- (ii) Communication costs (including telephone calls) – \$9,393.35
- (iii) Attendance of councillors at conferences and seminars – \$13,923.11 (including accommodation, conference registration, transport and meals)
- (iv) Training of councillors and provision of skill development – \$20,437.58
- (v) Interstate visits by councillors, including transport, accommodation and other out of pocket travelling expenses – \$9,052.64
- (vi) Overseas visits by councillors, including transport, accommodation and other out of pocket travelling expenses – Nil
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor – \$333 spouse expenses
- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor – \$1860.72

Ku-ring-gai Council has in place a Councillors' Expense Policy that governs the expenses paid and facilities provided to the Mayor and councillors in the discharge of their civic duties. The Policy, entitled 'Payment of Expenses and Provision of Facilities to Councillors' can be found at the following link on Council's website - kmc.nsw.gov.au/policies

The total amount of money spent on mayoral and councillor fees was \$213,060.

CI 217(1)(a2) - Contracts awarded by Council in 2013/14

This includes contracts exceeding \$150,000 not including employment contracts. It must include the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Payee name	Contract Amount (\$)	Description	Contract Description
V & S Flemming	3,928,406	Contract	North Turramurra Golf Course Finishing Works NTRA Phase 1 Stage 1 and 2
Hargraves Landscapes	345,229	Contract	Princes Street Neighbourhood Centre Upgrade works
Renascent Sydney	945,343	Contract	Gordon Library Refurbishment
G J Landscapes	310,976	Contract	Mahratta Park Upgrade, Wahroonga
C W Concrete	2,334,021	Contract	Minor Concrete, Asphalt and related Civil Works 2013/15
Stateline Asphalt	218,221	Contract	Minor Concrete, Asphalt and related Civil Works 2013/15
Performance Concrete	887,328	Contract	Minor Concrete, Asphalt and related Civil Works 2013/15
Boral Asphaltting	280,890	Contract	Tender NSROC - Road Surfacing, Patching and associated works 2013/15
Downer EDI	4,278,229	Contract	Tender NSROC - Road Surfacing, Patching and associated works 2013/15
Civil Edge Contracting Pty Ltd	2,427,782	Contract	Preparation of a 26 Lot Subdivision at South Turramurra
Go Gardening Pty Ltd	493,243	Contract	Wahroonga Park Playground Upgrade
Enviroacific Services	245,473	Contract	Stage 2 Remediation of Old Depot - 1-7 Carlotta Ave Gordon

CI 217(1)(a3) - Amounts incurred in relation to legal proceedings

This includes a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

The total cost incurred in the 2013/14 financial year was **\$502,525**. The amounts received for costs recovered was **\$56,340**.

Proceedings	Nature of Proceedings	Result	Costs \$
Council are Brigidine College St Ives	L & E - Class 1	Consent Orders (amended proposal)	5,573
Council ats The Northern Eruv Incorporated	L & E - Class 1	Dismissed	556
Council ats Staldone Corporation Pty Ltd (No 1)	L & E - Class 1	Resolved by agreement (amended proposal)	345
Council ats Lakeman (No 1)	L & E - Class 1	Dismissed	1,862
Council ats Tselepi	L & E - Class 1	Resolved by agreement (amended proposal)	26,427
Councila ats Steve Nolan Constructions Pty Limited	L & E - Class 1	Consent Orders (amended proposal)	3,447
Council ats Mackenzie Architects Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	13,134
Council ats Everall and Everal	L & E - Class 1	Discontinued	576
Council ats De Stoop	L & E - Class 1	Resolved by agreement (amended proposal)	5,616
Council ats Boston Blyth Fleming	L & E - Class 1	Resolved by agreement (amended proposal)	19,004
Council ats Chilton Estate Development Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	66,134
Council ats Ralan Beaconsfield Pty Ltd	L & E - Class 1	Discontinued	252
Council ats Merriwa Street Investment Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	6,605
Council ats Lakeman (No 2)	L & E - Class 1	Discontinued	25,555
Council and Anor ats Lord & Ayres	L & E - Class 1	Not concluded	74,829
Council ats Fletcher (N/A)	L & E - Class 1	Discontinued	3,319
Council ats Arkibuilt Pty Ltd	L & E - Class 1	Not concluded	120,044
Council ats Jones	L & E - Class 1	Resolved by agreement (amended proposal)	17,150
Council ats Keefe	L & E - Class 1	Resolved by agreement (amended proposal)	11,148
Council ats Staldone Rosedale Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	6,863
Council ats Colonial State Properties Pty Limited	L & E - Class 1	Resolved by agreement (amended proposal)	30,735
Council ats Diamond Killara Pty Ltd	L & E - Class 1	Not concluded	11,277
Council ats Murtag Developments Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	14,274
Council ats Roseville Uptown Pty Ltd	L & E - Class 1	Not concluded	1,217
Council ats Chandos Group Pty Ltd	L & E - Class 1	Resolved by agreement (amended proposal)	6,335
Council ats Staldone Corporation Pty Ltd (No 2)	L & E - Class 1	Not concluded	8,766

CI 217(1)(a4) - Works on private land

Council is required to provide a summary of resolutions made under Section 67 of the Act concerning work carried out on private land, including details or a summary of such work if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

During 2013/14 Council resolved to or carried out the following works:

- Improvement works for Princes Street shops, Turramurra
Improvement works to public and pedestrian areas were substantially completed at the Princes Street shops in Turramurra during 2013/14. Approximately 180m2 of the construction project, comprising a total area of about 450m2, was located on private land. Total cost of works on private land, as reported to Council in December 2012, was \$87,131.
- Exeter Road Creek Rehabilitation
Council awarded an Environmental Levy Small Grant to Mr Prince-Wright to undertake creek stabilization works on his property in Wahroonga. The works were completed during 2013/14, with the \$5,000 cost of ground works being fully funded by Council's Environmental Levy Small Grant.
- Warrimoo North Rain Garden construction
Council funded construction of a demonstration rain garden on private land for the Warrimoo North Water Smart program, at a total cost of \$3,800, which was funded through Council's Environmental Levy.
- Stormwater Filter Gardens construction
As part of the Community Education Program for Water Sensitive Urban Design, Ku-ring-gai Council built the following stormwater filter gardens on private properties during 2013/14:
 - 1 Milburn Place, St Ives Chase - Design, construction and facilitator fee of \$2,505 with in kind labour

- 43 Eastgate Avenue, East Killara - Design, construction and facilitator fee of \$1,100 with in kind labour
- 38 Grayling Road, West Pymble - Design, construction and facilitator fee of \$1,100 with in kind labour

- Sensory Garden construction
Council's Environmental Levy Small grants scheme provided \$4,000 funding for the construction of a sensory garden at the St Ives Pre-school.

CI 217(1)(a5) - Contributions/grants to organisations and individuals

Each year, Council provides financial assistance to community and cultural groups in Ku-ring-gai in accordance with Section 356 of the Act. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations, promote the development of artistic pursuits in Ku-ring-gai, increase resident participation in community activities and deliver small community based environmental projects at a neighbourhood level.

- Environment project grants
Council's environmental levy funds a small grants scheme, which provides money to community groups or individuals to complete projects that benefit Ku-ring-gai's natural environment. During 2013/14 Council provided 16 grants valued at over \$50,278 for works that included weed removal at a number of environmentally sensitive sites, wildlife education and a weed awareness display/campaign. The following table details the recipients, project and funding:

Environmental Levy Community Small Grants Scheme 2013/14

Name or organisation or group	Name of project	Suburb	Amount \$
Normac Street Bushcare	Bush Regeneration	Roseville Chase	3,300
Dumaresq Bushcare	Vine removal	Gordon	2,500
Turramurra Lookout Community Garden	Greenhouse purchase	Turramurra	4,524
WildThings NSW	Wildlife cameras for surveillance	Across LGA	2,125
STEP	Weed removal from STEP Track	Turramurra	5,000
Ku-ring-gai Bushcare Association	Weed Awareness Display	Across LGA	4,983
Australian Research Institute for Environment & Sustainability (ARIES)	Habitat Stepping Stones – Ambassador initiative	Across LGA	5,000
Turramurra North Primary School	Wildlife corridor	Turramurra North	4,000
St Ives Pre-school	Sensory Garden	St Ives	4,000
Mashmans Quarry Streetcare Group	Bush regeneration	St Ives	4,000
Browns Forest Bushcare group	Vine removal	Wahroonga	5,000
Friends of Ku-ring-gai Environment (FOKE)	Signage for Sheldon Forest	Turramurra	1,300
First Turramurra Scouts	Weed removal	Turramurra	1,246
Lindfield East Primary School	Purchase native bee hive	Lindfield East	400
Highfield Road Bushcare group	Vine removal	Lindfield	2,900
Total			\$50,278

Community project grants

Each year Ku-ring-gai Council provides financial assistance to community and cultural groups in Ku-ring-gai. The program is supported by the Community Bank of Turramurra and Lindfield with sponsorship funding of \$15,000 provided in 2013/14. A grant submissions workshop and information evening was organised by Council in conjunction with the Community Bank of Turramurra and Lindfield to assist groups in applying for funding. Projects funded under the Community Grants Program 2013/14 cover a diverse range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds.

The grants provided will enhance the capacity of community groups to provide much needed support services to the community. The arts/cultural projects proposed will foster celebrations and promote the development of artistic pursuits in Ku-ring-gai. A key outcome of this program is to provide opportunities for residents to participate and engage in their local community. The various projects funded under this program contribute to a sustainable community and some contain elements with benefits to the natural and urban environment.

A total of \$144,539 funding was allocated in 2013/14. The following tables detail the recipients, projects and funding:

Summary - Recipients and funding allocations

Group	Amount \$	Purpose
Community and cultural groups	131,834	Various (Recipients and funding are detailed in the following tables)
Eryldene Historic House	3,705	Rates, garbage rebate (former Council resolution)
Ku-ring-gai Historical Society	3,000	Contribution to Society's journal printing costs (former Council resolution)
Presentation Evening	6,000	Costs of presentation evening for community and cultural recipient groups
TOTAL	\$144,539	

Community and Cultural Groups - Details of recipients and funding allocations

1. Category: Small Equipment

Name of organisation or group	Amount \$
Beaumont Road Public School P&C Assoc	2,000
English at Gordon (Gordon Baptist Church Cross Cultural Friendship Centre)	1,250
The Eryldene Trust	1,963
Gordon East Public School P&C Assoc	Nil
Hornsby Ku-ring-gai Catering Rural Fire Brigade	2,000
Hornsby Ku-ring-gai Community College	Nil
Killara Bowling Club Inc	1,125
Killara Public School P&C Assoc	1,700
KU East Killara Preschool	1,995
KU Killara Park Preschool	1,500
KU Saddington Street	Nil
Ku-ring-gai Community Workshop "The Shed" Inc	2,000
Ku-ring-gai Neighbourhood Centre Inc	1,274
Ku-ring-gai West Probus Club	1,000
KYDS Youth Development Service Inc	0,814
Lady Game Kindergarten	2,000
Lindfield 2nd/3rd Scout Group	2,000
Lindfield Tennis Club	Nil
North Turramurra District - Girl Guides Assoc NSW	1,000
Pymble 1st Scout Group - The Scout Assoc of Aust NSW Branch	2,000
Roseville Bowling Club	1,950
Roseville Kids Care	0,700
St Andrews Uniting Church South Turramurra	2,000
St Ives Preschool Kindergarten	1,926
Sydney U3A Upper North Region	1,400
Turramurra North 1st Scouts - Scouts Assoc of Aust NSW Branch	0,880
Turramurra Uniting Church Day Care Centre	2,000
West Pymble Scouts	2,000
Zonta Club of Hornsby Ku-ring-gai Inc	0,352
Total	\$38,829

2. Category: Community Development

Name of organisation or group	Amount \$
Active Opportunities Inc	3,230
Autism Community Network	1,200
Beaumont Road Public School P&C Assoc	2,500
Christ Church St Ives	5,000
Constant Companion Service	1,380
The Friends of Richard Geeves	2,000
Hee Nyeon Church - Uniting Church in Australia	0,500
Hornsby Ku-ring-gai and Hills Multiple Births Assoc	0,530
Hornsby Ku-ring-gai Community College	1,380
Ku-ring-gai Community Workshop "The Shed" Inc	5,000
Ku-ring-gai Neighbourhood Centre Inc	5,000
KYDS Youth Development Service Inc	5,000
Lifeline Harbour to Hawkesbury	4,500
Parkinson's NSW Hornsby Ku-ring-gai Support Group	3,000
Rotary Club of Turramurra	5,000
St Edmund's School - Edmund Rice Special Education Services	5,000
St Ives Progress Association Inc	3,600
St Ives 2nd Scout Group - The Scout Assoc of Aust NSW	3,000
St Philips Anglican Church Turramurra (Combined Churches Australia Day Community Breakfast)	1,000
Total	\$57,820

3. Category: Arts/Cultural

Name of organisation or group	Amount \$
The Cathedral Singers	2,000
Chabad House of the North Shore	5,000
Chatswood Musical Society - PLC Project	500
Gordon East Public School P&C Association	2,300
Hee Nyeon Church - Uniting Church in Australia	1,000
Jewish Arts Incorporated	4,720
Killara Public School P & C Association	1,000
KU East Killara Preschool	1,000
KU Saddington Street	1,040
Ku-ring-gai Art Society	5,000
Ku-ring-gai Historical Society Inc	5,000
Ku-ring-gai Youth Orchestra	3,695
The Mirrabooka Singers	1,930
Roseville Kids Care	1,000
Total	\$35,185

C1 217(a)(a6) External bodies exercising delegated functions

- Nil return

CI 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council (whether alone or in conjunction with other councils) held a controlling interest during the year

- Nil return

CI 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during the year

- Nil return

CI 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity management plan

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law.

We keep abreast of legislative and industry changes in this area and undertake regular reviews of HR practices and processes to ensure that EEO principles are applied accordingly.

Equity

Within Ku-ring-gai we expect that all employees will

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination
- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path
- have access to relevant training and development opportunities

Diversity

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Our draft Equity and Diversity Management Plan 2014/18 sets out the objectives and strategies to be delivered across the next 4 years. This will enable management and employees to understand Equity and Diversity principles and their responsibilities in relation to its implementation.

Specific activities and achievements under the EEO Management Plan for 2013/14 included:

- Completion of an Employee Opinion Survey. Survey results showed that staff identified 'equal opportunity' and 'prevention and discouragement of bullying and harassment' as 2 of the top 5 best performance scores.
- Provision of refresher training to all staff for the prevention of bullying and harassment.
- Regular reporting of EEO statistical information to the Senior Management team.
- Ongoing coordination of our EEO Contact Officer network which provides employees opportunities to raise issues and/or concerns with peers.
- Delivery of our comprehensive induction process inclusive of Equal Employment Opportunity and Bullying and Harassment Prevention training which is provided to all new employees upon commencement.
- Development of our new draft Equity and Diversity Plan for 2014 – 2018.

CI 217(1)(b) and (c) - Senior staff remuneration packages during the year including:

(b) - a statement of the total remuneration comprised in the remuneration package of the general manager during the year;

(c) - a statement of the total remuneration comprised in the remuneration packages of all senior staff members (other than the general manager) employed during the year, expressed as the total remuneration of all the senior staff members concerned (not of the individual senior staff members).

Senior Officers	Gross (Salary Component)	Statutory Superannuation Contributions	Non- Cash Benefits	ATRP Payments	Bonus Performance Payments	Total Contract Payments	FBT Payable by Council	Total
General Manager	\$292,876.00	\$12,537.71	\$13,751.65	-	-	-	\$18,543.00	\$337,708.36
Directors	\$965,859.00	\$114,268.91	\$62,943.72	-	-	-	\$55,540.00	\$1,198,611.63

CI 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services.

The stormwater management charge is used to fund new and upgraded drainage works across the Ku-ring-gai Local Government Area as well as the environmental management of Council's drainage system impacting on watercourses. During 2013/14 this included:

- drainage upgrades
 - water quality analysis and data monitoring.
 - regular maintenance of 141 Enviropods and 72 other Gross Pollutant Traps as part of the stormwater pollution control device maintenance contract, funded by the stormwater charge.
- This maintenance removed approximately 59.4 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.

Companion Animal Act, 1998

Clause 217(1)(f) of the Local Government Act (General) Regulation requires a detailed statement, prepared in accordance with relevant guidelines, of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act, 1998*

Companion Animals Management

During 2013/14 Council carried out companion animals management in accordance with Council's adopted Companion Animals Management Plan 2011-2016, together with Council's adopted Compliance Policy.

Highlights for the year included the hosting of a successful specialty community event for dogs and their carers, known as 'Dog Day Out' and the achievement of local registration rates in excess of 95%.

Companion animal management has remained a key operational regulatory program throughout the year, with a steady demand placed on Council's Regulatory Services Unit. Council continues to receive good feedback from members of the community and staff via email, website and social media. This has assisted Council in providing timely community consultation and education on key companion animal matters.

Overall in 2013/14, Council's Companion Animal Unit completed the following:

- managed 681 complaints regarding companion animal issues, a 3% increase on the previous year's figures
- handled 211 complaints in relation to stray, abandoned or roaming dogs, a 2% decrease on the previous year's figures, which can be attributed to increased ranger patrols
- handled 11 complaints in relation to stray, abandoned or nuisance cats, a 60% decrease on the previous year's figures, which can be attributed to increased education and information available about nuisance cats
- handled 284 complaints regarding barking dogs, a 8 % increase on the previous year's figures.

Overall requests for management of companion animal matters within Ku-ring-gai local government area remained relatively steady, with a notable increase in dog attacks and barking dog complaints.

Specific statements – Companion Animal Act, 1998

16.2 (a) - Lodgement of pound data collection returns with the Division

Council seized 161 companion animals in 2013/14; 83 of these were returned directly home and the remaining 84 were transferred to Council's impounding facility. This is the first year these figures have been recorded and it demonstrates Council is proactively reuniting pets with their owners and reducing the resources required to impound animals. Our high registration rates also assist in the efficient return of animals to their owners.

A total of 149 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2013/14, a 33 % increase from previous years.

A total of 79 animals or 53 % were released to their owners, an 11% increase from the previous year. Of the remaining animals,

43 were rehomed from the facility, 5 were released to rescue organisations, 1 was stolen and 14 animals were euthanised.

The 20 animals (6 dogs and 14 cats) euthanised were the result of the animals being declared as unsuitable for rehoming due to terminal illness, infant status, or feral behaviour.

16.2 (b) - Lodgement of data about dog attacks with the Division

There were 45 reported dog attacks in 2013/14, an increase of 50% from the previous year. The increase in reported dog attacks mainly occurred at off leash parks, with dogs found to be rushing at other dogs or owners.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$174,000. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$59,000. Income for the group was \$121,000, mainly attributed to registration fees of \$99,000 and fine income of \$21,000.

16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats.

Ku-ring-gai Council continued to promote and educate the community regarding Companion Animals Legislation through the website, social media, e-newsletters, information with rates notices, flyers distributed at off leash areas and participation at community events such as Dogs Day Out and Festival on the Green.

Council has a number of strategies in place to promote and assist the desexing of dogs and cats, including regular unregistered animal notices, promoting the benefits of desexing prior to registration, promotion of National Desexing Network Week as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

16.2 (e) - Council's strategies for complying with the requirement under section 64 of the Act to seek alternatives to euthanasia for unclaimed animals

Thornleigh Veterinary Hospital continues to act as Council's animal impounding service provider. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals. Unclaimed animals are advertised for adoption through social media, their on-site veterinary clinic, website, flyers and newspaper articles if needed. In addition, if animals cannot be adopted they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

16.2 (f) - Off leash areas provided in the council area

There are currently 21 Leash Free Areas and a full list of these areas is available on Ku-ring-gai Council's website at www.kmc.nsw.gov.au/Services_facilities/Basics/Animals/Off-leash_dog_parks

Environmental Planning and Assessment Act, 1979

Under section 93G(5) of the *Environmental Planning and Assessment Act, 1979* Council must include in its 2013/14 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

Draft Voluntary Planning Agreement for the delivery of a future public road at 28-30 and 32 Dumaresq Street, Gordon - DA 501/12

In 2012/2013 Council resolved to enter into one Planning Agreement pursuant to Section 93G (5) of the *Environmental Planning and Assessment Act 1979*.

Australia Wenzhou Group approached Ku-ring-gai Council in mid-2012 to enter into a Voluntary Planning Agreement (VPA) in connection with the redevelopment of a multi-unit apartment block at 28-30 Dumaresq Street Gordon.

The agreement relates to a proposed road identified in the Ku-ring-gai Local Environmental Plan (Local Centres) 2012, Ku-ring-gai Development Control Plan (Local Centres) 2012, Ku-ring-gai Contributions Plan 2010 and Ku-ring-gai Public Domain Plan 2010. The road is to be partly located on 32 Dumaresq Street Gordon, which Ku-ring-gai Council has acquired for this purpose, and continue on to Moree Street, Gordon to provide a link road. Ku-ring-gai Council has not yet acquired the land fronting Moree Street to complete the link.

Under the proposed VPA the developer will be required to pay monetary contributions and deliver that part of the road located on 32 Dumaresq Street Gordon together with earth works required to support the road until it can be continued to Moree Street in the future.

The VPA also includes the sale at agreed market value of a residual amount of land not required for the road reservation.

Status of Council Voluntary Planning Agreement - Edgelea Development 100 Eton Road Lindfield NSW 2070 (also known as UTS Ku-ring-gai) - DA0677/11

Defence Housing Australia, in accordance with the terms of Condition B13 of Concept Approval MP06_0130 (issued by the Minister for Planning) approached Ku-ring-gai Council in December 2011 to enter into a Voluntary Planning Agreement (VPA) in connection with the redevelopment of the UTS Ku-ring-gai site, known as 100 Eton Road Lindfield. The agreement is linked to the first stage of development, being the initial subdivision, land dedication and embellishment works.

Council resolved to enter into an agreement with Defence Housing Australia and the VPA was formalised in September 2012.

Under the VPA the developer was required to pay monetary contributions and provide other material public benefits which included;

- a minimum of 9,800 m² of land for a soccer field (sportsfield)
- 300m² of built community space plus associated amenities
- new public access roads and parking and a financial contribution for the future maintenance of the public roads in the vicinity of \$200,000
- environmental lands.

During 2012/13 DHA tendered for the construction of the sportsfield and community building, which were completed and opened for use in December 2013. On completion of the sportsfield Council entered into an exclusive licence agreement with DHA for use of the sportsfield at no cost to Council. This agreement will run until registration of the plan of subdivision for the sportsfield and community building, and dedication of the sportsfield to Council.

Council also currently has exclusive use of part of the community building for community groups, under licence and at no cost to Council. This building and land, and other surrounding environmental lands, will be dedicated to Council following completion of residential sales for the former UTS Ku-ring-gai site.

GIPA Annual Report

Review of proactive release program – Clause 7(a)

Under section 7 of the GIPA Act, NSW agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Ku-ring-gai Council's program for the proactive release of information involves a review of what information is already being made available to the public on Council's website and the types of information requested under both informal and formal requests for information. We also look at current matters that council is involved in or that could be considered of interest to the public.

During the reporting period, we reviewed this program by examining the information publicly available on the website. The web site continues to provide timely reporting on current matters. The website also includes information on the status of development applications with details about new applications and those that have recently been determined via Council's DA Tracking system.

Council's home page of the website is regularly updated to include items of current interest to the public. Due to the high level of community interest in Council's purchase of 828 Pacific Highway, Gordon as a new Council Administration building, Council has proactively created a page on the website which contains various documents relating to the purchase.

In the reporting period, Council received two (2) public requests for information which resulted from details of Formal Access requests which were recorded in Council's Disclosure Log on the website.

We have also continued to monitor trends in informal requests for information to identify requests for similar information that could otherwise be disclosed proactively on our website. Despite the high number of informal requests received each year, the same information is rarely sought by a number of different members of the public resulting in no new avenues to proactively disclose information as a result of informal requests.

While there is continued public interest in information about older development applications, information relating to these applications is often protected by copyright and is unable to be

proactively released on the website. A public access computer kiosk is located in the foyer area of Council's Administration Building allowing members of the public to enable free public viewing access to electronic information on current development applications.

This review has determined that the proactive release of information to the public by Ku-ring-gai Council is considered appropriate at this time.

Number of access applications received – Clause 7(b)

During the reporting period, Ku-ring-gai Council received a total of 31 formal access applications (including withdrawn applications).

Number of refused applications for Schedule 1 information – Clause 7(c)

During the reporting period, Ku-ring-gai Council refused one formal access application.

Government Information Public Access Act, 2009

Statistical report for 2013/14

In accordance with Section 125 of the *Government Information (Public Access) Act 2009* Council, as an agency under the Act, is required to prepare an annual report of its obligations under the Act. Schedule 2 of the Act outlines the annual reporting requirements for capturing statistical information and are to be used as the framework for this report.

Schedule 2 – number of Applicants by type of applicant and outcome

Ku-ring-gai Council received a total of 31 formal applications, of which 5 were subsequently withdrawn under the Government Information (Public Access) Act 2009 during the reporting year 2013/14.

Table A: Number of Applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/deny whether information is held	Application withdrawn
Media	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0
Private sector business	0	0	0	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	3	3	0	1	1	0	0	1
Members of the public (other)	8	3	1	4	2	0	0	4

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B..

Table B: Number of Applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refused to deal with application	Refused to confirm/deny whether information is held	Application withdrawn
Personal information applications*	1	0	0	0	0	0	0	0
Access applications (other than personal information applications)	10	6	0	5	4	0	0	5
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid Applications

Reason for Invalidity	Number of Applications
Application does not comply with formal requirements (section 41 of the Act)	0
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	0
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act

Reason for Invalidity	Number of times consideration used*
Overriding Secrecy Laws	0
Cabinet Information	0
Executive Council Information	0
Contempt	0
Legal Professional Privilege	1
Excluded Information	0
Documents affecting law enforcement and public safety	0
Transport Safety	0
Adoption	0
Care and Protection of Children	0
Ku-ring-gai Council Code of Conduct	0
Aboriginal and Environmental Heritage	0

* More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of occasions when application not successful
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	5
Business interests of agencies and other persons	2
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0

Table F: Timeliness

	Number of Applications
Decided within the statutory timeframe (20 days plus any extensions)	25
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	0
Total	26

Indexes and Glossary

Global reporting initiative - content index

The Global Reporting Initiative (GRI) is a process that introduces globally applicable guidelines that enable an understanding of an organisation's contribution to sustainable development. The guidelines are designed to ensure GRI based reports:

- provide a balanced and reasonable picture of their economic, environmental and social performance
- facilitate comparability, benchmarking and assessment of performance
- address issues of concern to stakeholders.

Council is not fully compliant with the G4 Sustainability Reporting Guidelines but we are working towards progressive integration of our sustainability reporting against the GRI criteria into our Four Year Delivery Program and Annual Report. The GRI indicators that have been discussed in this report (either wholly or in part) are referenced in the following table.

[More information about the GRI is available at llobalreporting.org](http://www.lobalreporting.org)

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision Varied	Decision Upheld	Total
Internal Review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by ADT	0	0	0
Total	Nil	Nil	Nil

* The Information Commissioner does not have the authority to vary decisions, but can made recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Note: One (1) application is still pending as the review period has not expired.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review
Applications by access applicants	Nil
Application by persons to whom information the subject of access application relates (see section 54 of Act)	Nil

GRI.4 Section	General Standard Disclosures	Report Section	Comment
Strategy and analysis			
G4-1	CEO Statement	Introduction	
G4-2	Risk and Opportunities	Our community leadership	Theme 6 - Leadership and Governance
Organisational Profile			
G4-3	Name of the organisation	Introduction	
G4-4	Primary brands, products, and/or services.	Introduction Our performance 2013/14	Vision Performance highlights
G4-5	Location of operational headquarters	Introduction Inside back cover	Who we are Contact us
G4-6	Jurisdiction or areas in which the council operates	Introduction	
G4-7	Legal form of the council	Our community leadership	
G4-8	The main target customers of the council's activities	Introduction	About this report Ku-ring-gai – a snapshot
G4-9	Scale of the council * number of employees * net revenues * total assets	Introduction Our community leadership Our performance 2013/14	Our performance – Financial Theme 6 - Leadership and Governance
G4-10	Size and compilation of the workforce	Our performance 2013/14	Our people Theme 6 - Leadership and Governance
G4-11	Workforce covered by collective bargaining agreements	Our performance 2013/14	Our people Theme 6 - Leadership and Governance
G4-12	Council's supply chain	Statutory information	Contracts awarded
G4-13	Significant changes to the council during the reporting period	Introduction Our community leadership Our performance 2013/14	Performance highlights 2013/14 Our performance - financial Our performance - summary Our performance 2013/14
G4-15	Externally developed voluntary economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or which it endorses	Introduction Our performance 2013/14	About this report Performance highlights 2013/14 Our performance 2013/14
G4-16	Association memberships and national/international advocacy organisations in which the organisation has positions	Our community leadership Our performance 2013/14	
Identified Material Aspects and Boundaries			
G4-17	Entities included in the Council's financial statements	Financial Information	
G4-20	Aspect boundary and limitations within the organisation	Introduction Financial Information	About this report
G4-21	Aspect boundary and limitations within the organisation	Introduction Financial Information	About this report
G4-23	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report		No significant changes

GRI.4 Section	General Standard Disclosures	Report Section	Comment
Stakeholder Management			
G4-24	List of stakeholder groups engaged by the organisation	Introduction	About this report
G4-25	Basis for identification and selection of stakeholders with whom to engage	Introduction	
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Introduction	About this report
G4-27	Issues and concerns raised through stakeholder engagement and how the organisation has responded	Our performance 2013/14	Theme 6 - Leadership and Governance
Report Profile			
G4-28	Reporting period for information provided	Introduction Our performance 2013/14	
G4-29	Date of most recent previous report		
G4-30	Reporting cycle	Introduction	
G4-31	Contact point	Inside back cover	
G4-32	GRI Content Index for Standard disclosures	Indexes and glossary	
G4-33	Policy and current practice with regard to seeking external assurance for the report	Introduction	
Governance			
G4-34	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks	Our community leadership	
G4-36	Appointment of executive-level positions and reporting lines to highest governance body	Our community leadership Our organisational leadership	
G4-37	The process for consultation between stakeholders and highest governance body	Introduction Our community leadership	
G4-38	The composition of the highest governance body and committees	Our community leadership	
G4-39	Indicate whether the chair of the highest governance body is also an executive officer	Our community leadership	
G4-40	The selection process for the highest governance body	Our community leadership	
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Our community leadership	
G4-44	Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Introduction Our performance 2013/14	
G4-46	Processes for the highest governing body overseeing identification and management of economic, environmental and social impacts	Our community leadership	
G4-51	Remuneration policies for the highest governance body and senior executives	Statutory information	
G4-52	The process for determining remuneration	Statutory information	
G4-56	The values, principles and code of conduct	Our community leadership	
Economic Performance Indicators			
G4-EC1	Economic value generated and distributed	Introduction	
G4-EC2	Financial Implications and other risks and opportunities for the organisations activities due to climate change	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-EC4	Financial assistance received from government	Financial Information	
G4-EC7	Development and Impact of Infrastructure Investments and Services supported	Our performance 2013/14 Financial Information	Theme 6 - Leadership and Governance
G4-EC8	Significant Indirect Economic Impacts	Our performance 2013/14 Financial Information	Theme 5 - Local Economy and Employment

GRI.4 Section	General Standard Disclosures	Report Section	Comment
Environmental Performance Indicators			
G4-EN2	Percentage of materials used that are recycled input materials	Statutory information	Theme 2 - Natural Environment
G4-EN3	Energy consumption within the organisation	Our performance 2013/14	Theme 2 - Natural Environment
G4-EN6	Reduction of Energy Consumption	Our performance 2013/14	Theme 2 - Natural Environment
G4-EN13	Habitats protected or restored	Our performance 2013/14	Theme 2 - Natural Environment
G4-EN16/17	Indirect greenhouse gas emissions	Our performance 2013/14	Theme 2 - Natural Environment
G4-EN19	Reduction of greenhouse gas emissions	Our performance 2013/14	Theme 2 - Natural Environment
G4-EN23	Total weight of waste by type and disposal method	Our performance 2013/14	Theme 2 - Natural Environment
Social Performance Indicators			
G4-LA1	Total number and rates of new employee hires and employee turnover	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-LA5	Percentage of workforce represented in health and safety committees	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-LA6	Rates of injury and lost days	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-LA9	Hours of training per year	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-LA11	Employees receiving regular performance and career development reviews	Our performance 2013/14	Theme 6 - Leadership and Governance
Society Performance Indicators			
G4-SO1	Business units with implemented local community engagement, impact assessments, and development programs	Our performance 2013/14	All themes
G4-SO3	Business units assessed for risks related to corruption	Our performance 2013/14	
G4-SO4	Communication and Training on anti-corruption policies and procedures	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-SO5	Confirmed incidents of corruption and actions taken	Our performance 2013/14	
Product Responsibility Performance Indicators			
G4-PR2	Incidents of non-compliance – health and safety	Our performance 2013/14	Theme 6 - Leadership and Governance
G4-PR5	Results of surveys measuring customer satisfaction	Our performance 2013/14	All themes

Glossary of terms

ABS

Australian Bureau of Statistics.

AHO

Aboriginal Heritage Office

Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's north shore. The eight partnering councils are North Sydney, Willoughby, Lane Cove, Warringah, Ku-ring-gai, Pittwater, Manly and Ryde.

The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The AHO hosts the only Aboriginal Museum, Education Centre and Keeping Place in northern Sydney and supports local Aboriginal people.

APZ

Asset Protection Zone.

ARA

Australasian Reporting Awards.

AR Bluett Memorial Award

The AR Bluett Memorial Award has been awarded annually since 1945 in memory of Albert Robert Bluett. AR Bluett was an outstanding figure in local government, serving as the Secretary and Solicitor to the Local Government and Shires Associations of NSW for 30 years and one of the architects of the Local Government Act of 1919. The AR Bluett Memorial Award is keenly contested each year by councils in NSW who would like to be recognised as being the most progressive in the state in all aspects of their operations and services.

Better Business Partnership

BBP is a joint Council program designed to improve the sustainability of businesses located on Sydney's North Shore. Small to medium sized businesses can join the program for free thanks to the support of the four local government areas (LGAs) of Ku-ring-gai, Lane Cove, North Sydney and Willoughby City. For information visit betterbusinesspartnership.com.au

Best Practice

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.

Biodiversity

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

CALD

Culturally and linguistically diverse.

Catchment

Area of land that drains rainfall into a river or lake.

Community Engagement

Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.

Community Strategic Plan

The Ku-ring-gai Community Strategic Plan 2030 - Our community Our future identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long-term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long-term objectives of the plan.

Councillors

Elected representatives who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

CRC

Corporate Research Centre.

DA

Development Application.

Database

Systematic arrangement of computer data to enable it to be automatically retrieved and manipulated.

DCP

Development Control Plan.

Development Control Plan (DCP)

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development.

Delivery Program

The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's longterm objectives and priorities during the 4 year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

Demographic Statistics

Demographic statistics in this report are taken from the 2011 Australian Bureau of Statistics Census figures for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website.

DLG (NSW)

New South Wales Division of Local Government.

EEO

Equal Employment Opportunity.

EIS

Environmental Impact Statement.

EPA

Environmental Protection Authority.

ERP

This is the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces 'Estimated Resident Population' (ERP) numbers.

ESDAC

Economic Social Development Advisory Committee.

ESL

Environmentally Sensitive Lands.

Financial Year

The financial year that we are reporting on in this annual report is the period from 1st July 2012 to 30 June 2013.

GHG

Greenhouse Gas.

GIPA

The *Government Information (Public Access) Act 2009*, which has replaced Freedom of Information legislation.

Governance

Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.

HCA

Heritage Conservation Area.

Heritage

Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.

ICLEI

An international association of local governments and their associations that have made a commitment to sustainable development.

Indigenous

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

Infrastructure

Roads, buildings, bridges, pavements, cycleways and other constructions.

Integrated Planning and Reporting (IP&R)

In 2009 the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- long-term strategic planning with the community
- long-term resourcing strategies for assets, finances and the workforce
- four year programs aligned to a council's term, detailing key actions, projects and resourcing
- one year plans of actions, projects and budgets
- quarterly, biannual and annual performance reporting schedule.

IPART

Independent Pricing and Regulatory Tribunal of NSW. The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.

Issue

A key area of concern or priority identified by the community and Council that needs to be addressed.

Key Performance Indicator (KPI)

A measure that assists in the assessment of overall performance towards the community's term achievements and longterm objectives and also tell us whether we are heading in the right direction.

KYDS

Ku-ring-gai Youth Development Services.

Leachate

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

LEP

Local Environmental Plan.

LGA

Local Government Area.

LIRS

Local Infrastructure Renewal Scheme.

LLK

Loving Living Ku-ring-gai.

Local Environmental Plan (LEP)

An environmental planning instrument that contains legally binding provisions relating to development.

Long-term Objective

Describes the desired future state or outcome for each issue. 'Long-term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

LTFP

Long-term Financial Plan. It sets out Council's 10-20 year financial plan.

MOU

Memorandum of Understanding.

NAIDOC

National Aborigines and Islanders Day Observance Committee Northern Sydney Regional Organisation of Councils (NSROC) Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, North Sydney, Ryde and Willoughby.

NIEIR

National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

NPWS

NSW National Parks and Wildlife Service.

NTAG

North Turrumurra Action Group.

Objectives

An objective is a specific, measurable condition that must be attained in order to accomplish a particular program goal.

OEH

Office of Environment and Heritage.

Operational Plan

An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.

Partnering

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

Performance Reporting

The introduction of a corporate performance reporting system has allowed us to significantly progress the quality of our reporting in the past two years and to improve the connectivity of our short, medium and long term objectives and relate these to the performance indicators which have been developed to support the objectives of the Community Strategic Plan 2030.

The performance of Council against the delivery of the activities is measured through two levels of indicators. Key performance indicators (KPIs) represent a measure of the standard or outcome of an organisation's services or activities. The KPIs are designed to encapsulate the performance and outcomes of Council and are reported on every six months. Tied to this reporting, Council also receives quarterly budget reports which provide data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.

Plan of Management (PoM)

A document which regulates the use and management of community land.

PPIP

Privacy and Personal Information Protection Act, 1998.

Principal Activity

A key area in which Council sets objectives and performance indicators in order to measure performance.

Projected population

Our population is projected to rise to 147,650 by 2031 (an increase of 24% and annual growth rate of 2%). The largest projected age changes are: < 15 (26.7%); 15 – 64 (24.6%); 65+ (46.3%).

Population projections stated in this report are from the NSW Department of Planning.

Quadruple Bottom Line (QBL)

The framework for measuring and reporting on the achievement of long-term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.

Resourcing Strategy

The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:

- 10-year Long-term Financial Plan
- 10-year Asset Management Strategy
- Four-year Workforce Strategy

The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election.

It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.

RFS

Rural Fire Service.

Riparian

Situated on the bank of a creek or body of water.

Risk Management

Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council.

SES

State Emergency Service

Stakeholder

Any individual or group having a particular interest in a project or action.

State of Environment Report

Mechanism for providing details on the current status of the main environmental issues utilising the pressure, state, response model.

Sustainable Development

Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources.

Sustainability

Sensitise use of natural resources without harming the ecological balance of the region.

Target

A numerical goal against which performance is measured.

TRIM

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

Values

Underlying attitudes that influence decisions and actions to maximise an organisation's performance.

Vision

Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it. In 2008 the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai, as part of the development of its first 20-year Community Strategic Plan. The original vision and values, as stated above, were retained in our second Community Strategic Plan Our Community – Our Future 2030, which was endorsed by the community and adopted by Council in June 2013.

VPA

Voluntary Planning Agreement.

WHS

Workplace Health and Safety.

WSUD

Water Sensitive Urban Design.

	Page
A	
Arts and Culture	56, 58
Asset Management	100, 152
Awards and recognition	18
B	
Biodiversity	73
Building our capacity for the future	2
Bushland	73
Bushfire management	77
C	
Calendar of events	20, 21
Children's services	50
Community events	60
Community grants	54, 300
Companion animals	61, 303
Corporate performance indicators	17
Council committees	26
Councillors	23-26
Communications and Customer service	63
D	
Development and assessment	114
Development compliance	115
E	
Economic development	135
Energy efficiency and management	83
Environmental levy	78, 91
External auditor	257, 259, 282, 294
F	
Financial performance - summary	14, 15
Financial statements	178-295
G	
General Manager's Report	12, 13
GIPA requests	305
Gordon Library	44
Governance	154
Global Reporting Initiative(GRI) – content index	309
H	
Heritage	57, 99
I	
Infrastructure assets	100
Infrastructure Levy	100, 152
Integrated Planning and Reporting framework	16
K	
Ku-ring-gai Fitness and Aquatic Centre	46

	Page
L	
Library services	45
Local Environment Plan	98
Local government reforms	28
Long-term Financial Plan	152
Loving Living brand	78
M	
Mayor's Message	10, 11
O	
Open space	102, 106, 112
Organisation structure	30
P	
Parks maintenance	112
Parks and playgrounds	102
Performance highlights	4, 5
Performance in 2013/14	34-168
Population statistics	6, 7
Private swimming pools	64
Q	
Quadruple bottom line reporting (QBL)	17
R	
Regulatory	64, 114
Risk management	154
S	
Seniors programs	52
Shopping villages	7, 110, 138
Statutory information	296
Sustainability initiatives	78, 85
T	
Traffic safety	130
U	
Urban planning	110
V	
Values	2
Vision	2
Volunteering	54, 78
W	
Water quality	75
Website	63
Workforce	32, 160
Y	
Youth programs	48



CONTACT US

For assistance or information regarding any of Council's services or facilities please contact us.

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Email kmc@kmc.nsw.gov.au

Online chat

Go to our online chat - www.kmc.nsw.gov.au
8.30am - 5pm (AEDST), Monday to Friday

Website

kmc.nsw.gov.au

Telephone interpreter service

Non-English speakers can phone 131 450 and quote ID number C018630.

National Relay Service

If you have a hearing or speech impairment, contact us using the National Relay Service.
TTY users Call 133 677 then dial 02 9424 0000
Speak and Listen users with ordinary handset Call 1300 555 727 then ask for 02 9424 0000.

Internet relay users

Log on to Internet relay and enter 02 9424 0000

ACKNOWLEDGEMENTS

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2013/2014 Annual Report.

Photography

Many of the photographs featured throughout this Annual Report were entrants in the *Capture Ku-ring-gai Photo Competition* - thank you to our photographers.

Need help?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9424 0000 on your behalf to contact Ku-ring-gai Council. Business hours: Monday to Friday, 8.30am-5pm.

Simplified Chinese

需要帮助吗?

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5:00。

Traditional Chinese

需要幫助嗎?

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5:00。

Japanese

お困りですか?

この文書には、重要な情報が含まれています。ご不明な点があれば、「翻訳・通訳サービス」(電話 131 450) までお電話いただき、あなたに代わって、クーリングガイ (Ku-ring-gai) 議会に連絡するよう、ご依頼ください。営業時間：月曜日～金曜日 (8.30am-5pm)。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 0000 번으로 여러분을 대신하여 전화해서 쿨링가이 카운슬을 연락해 달라고 요청하십시오. 영업 시간: 월요일-금요일, 오전 8시30분-오후 5시.



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