

Liveable Ku-ring-gai

ANNUAL REPORT 2018-2019



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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.

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About this report

This is Ku-ring-gai Council's report to the Ku-ring-gai community on Council's performance during the 2018/19 financial year.

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 at kmc.nsw.gov.au/annualreport

This report provides details of Council's performance during the 2018/19 financial year including achievements, issues and challenges as well as an overview of the year ahead. Our performance is measured against what we said we would do in the first year of Council's three-year Delivery Program 2018 - 2021. This includes how well we delivered projects, programs, services, tasks, and our progress towards Council's three-year term achievements. These term achievements were set by Council in 2018 to progress the community's long term objectives contained in the Community Strategic Plan – Our Ku-ring-gai 2038.

Our focus in 2018/19

The theme of this Annual Report – Liveable Ku-ring-gai – reflects the key focus of Council's activities during 2018/19 to enhance the liveability of Ku-ring-gai over the short, medium and longer term. This included improvements to sporting and community facilities, infrastructure renewal, progressing major revitalisation projects for local centres, collaboration on improvements to access and transport and long term land use planning.

The Ku-ring-gai community already enjoys a relatively high degree of liveability, demonstrated by its access to a diverse range of services and facilities. A challenge for the future will be to both maintain and enhance liveability, within the pressures generated by anticipated future population growth and the demand for new housing, services and facilities.

This challenge is recognised in Ku-ring-gai's Community Strategic Plan through long-term objectives that will contribute to enhancing Ku-ring-gai's liveability. Council's Delivery Program and one-year Operational Plan contain projects, programs and studies designed to enhance liveability and identify future community needs.

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2018/19 Annual Report.

Photography

Photographs featured in this Annual Report include entrants in the *Capture Ku-ring-gai* photo competitions, and contributions from other members of the community and staff. Thank you to all photographers.



Tranquillity, Lane Cove National Park, East Lindfield.
Photographer: Anson Lee

Community engagement and collaboration

Council maintains a high level of engagement and collaboration with the community across all areas of strategic planning and the delivery of services. This commitment includes providing a range of equitable, accessible and appropriate opportunities to participate in Council engagement and consultation activities on matters of specific interest, or with a significant immediate or long-term impact on the community requiring Council decisions. This supports Council's willingness to engage with the Ku-ring-gai community to contribute to accountable and transparent decision-making processes.

In addition, Council proactively collaborates and partners with community groups and organisations to achieve outcomes that benefit the local community and contribute to the long-term objectives contained in the Community Strategic Plan.



FURTHER READING

Ku-ring-gai Council Community Consultation Policy
at kmc.nsw.gov.au/communityconsultationpolicy

Our community's vision

Our community's 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. This will be achieved by:

- Behaving ethically
- Leading in sustainability
- Learning and sharing knowledge
- Taking responsibility for our actions
- Respecting the needs of future generations
- Caring for the local environment and people.

In 2008, the Ku-ring-gai community and Council together developed the above vision and set of principles to guide future strategic planning and directions for Ku-ring-gai. The vision and principles formed the basis of Ku-ring-gai's first community strategic plan.

The vision and principles continued to be relevant to Ku-ring-gai and its community beyond that first plan and has formed the basis for Ku-ring-gai's two subsequent community strategic plans.

Guiding corporate values

Corporate values were adopted by Council in 2015 to guide the organisation's delivery of strategic outcomes, projects and services for the Ku-ring-gai community. They include:

Do what is right

- We act with integrity in everything that we do and say
- We make transparent, ethical and consistent decisions that support the vision of Council

Show respect

- We are considerate towards others ensuring fairness, dignity and equality
- We practice and encourage transparent communication

Own our actions

- We are accountable for our decisions
- We take responsibility for the outcomes of our choices, behaviours and actions

Strive for excellence

- We work together as a team to achieve our full potential
 - We have the insight and passion to lead Council into the future
-

The year in review

Key achievements and challenges 2018/19



THEME 1:

Community, people and culture

A healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning.

Refer to pages 105 to 118.

Key achievements

- Adopted a new Community Facilities Strategy. See p107.
- Opened a new community centre in Lindfield – Blair Wark Centre. See p107.
- Endorsed a draft Creative Arts Strategy for exhibition. See p107.
- Established Marian Street Theatre Community Reference Committee. See p108.
- Reviewed Council's Disability Action Plan. See p109.
- Hosted the first art exhibition for artists with a disability. See p108.
- Distributed \$93,757 to community groups for community based group projects. See p208.
- Adopted Lovers Jump Creek Floodplain Risk Management Study and Plan. See p111.
- 11,300 participants – youth, aged and disability services and programs. See p112-113.

Challenges

- Responding to population growth and change. See p106.
- Addressing housing needs. See p106.
- Responding to diverse needs for community services and facilities. See p106-113.
- Facilitating community health and wellbeing. See p111.
- Addressing access and disability inclusion issues. See p109.

The year ahead

- Prepare a new housing strategy.
- Exhibit and adopt a new Creative Arts Facilities Strategy.
- Prepare a development application for the Marian Street Theatre refurbishment.
- Implement the Disability Action Plan.
- Deliver an annual program of events and cultural activities.
- Support community organisations and volunteers.



THEME 2:

Natural Environment

Working together as a community to protect and enhance our natural environment and resources.

Refer to pages 119 to 136.

Key achievements

- Comprehensive community engagement for Environmental Levy application. See p62.
- Received approval for permanent continuation of the Environmental Levy. See p63 & p120.
- \$252,000 in State Government grants leveraged by Environmental Levy. See p120.
- \$45,000 grant received for simulated 3D bush fire disaster model. See p125.
- \$47,637 funding to community environmental projects. See p207.
- \$64,750 of rebates awarded for installing energy efficient systems. See p124.
- Over 8,000 participated in the Loving Living Ku-ring-gai program. See p124.
- 800 environmental volunteers dedicated 14,400 hours to environmental activities. See p123-p125.
- Distributed 1,498 native beehives and achieved 79 pool to pond conversions over the duration of these initiatives. See p125.

Challenges

- Climate adaptation in response to climate change. See p120.
- Responses to international and national waste recycling issues. See p129.
- Addressing water sensitive city issues. See p120.
- Reduced paper and mixed recycling tonnage collection trends. See p129.
- Addressing threatened vegetation communities and flora and fauna. See p120.

The year ahead

- Review Council's Climate Change Policy.
- Review greenhouse gas emission reduction targets.
- Develop an urban forest monitoring program.
- Finalise Water Sensitive City Strategy.
- Review Natural Areas Plan of Management.
- Deliver permanent Environmental Levy program.
- Re-open Warrimoo downhill mountain bike track (south section).
- Complete a new Waste Strategy.



THEME 3:

People, places and infrastructure

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Refer to pages 137 to 154.

Key achievements

- Adopted a draft Local Strategic Planning Statement for exhibition. See p138.
- Selected a shortlist of preferred tenderers for the Lindfield Village Hub project. See p44.
- Completed design documentation for the Lindfield Village Green. See p43-p44.
- Introduced paper-free lodgement of development applications. See p142.
- \$2.5 million spent on design and construction of new/upgraded parks, playgrounds, sports fields and facilities. See p139.
- Improvements to recreation and sporting facilities through partnerships. See p139-p140.
- Achieved over 90% average litter reduction across local centres. See p140.

Challenges

- Planning for future growth. See p106 & p138.
- Future demand for sporting facilities. See p140.
- Progressing major revitalisation projects for local centres. See p42-p45 & p138.
- Delayed capital works projects and programs. See p138 & p151.
- Delayed regional playground at St Ives Showground. See p138-p139.

The year ahead

- Finalise the Local Strategic Planning Statement.
- Progress technical studies required for the Local Strategic Planning Statement.
- Progress major projects for Lindfield local centre.
- Progress Activate Ku-ring-gai planning for local centres.
- Complete the St Ives regional playground.
- Complete delayed playground and sports field projects.
- Finalise the Recreation in Natural Areas Strategy.
- Progress Plans of Management for Crown Lands.



THEME 4:

Access, traffic and transport

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 155 to 166.

Key achievements

- Adopted a revised 10 year Traffic and Transport Plan. See p156.
- \$9.4 million spent on the upgrade/reconstruction of roads. See p156.
- \$1.2 million spent on new/upgraded footpaths with over 1.6km constructed. See p156.
- New carparks at Koola Park and Howson Oval sports grounds. See p157.
- Trialled new composite road asphalt. See p157.
- Hosted successful Ride2Work annual cycling event. See p159.
- Road safety calendar wins 2018 Engineering Excellence Award. See p159.

Challenges

- Improving local and regional access, traffic and transport. See p156 & p160.
- Seeking support for on-demand bus services in Ku-ring-gai LGA. See p160.
- Managing the efficiency of parking areas. See p157.
- Funding the delivery of Council's bike plan. See p159.
- Planning for future transport needs. See p159 & p160.

The year ahead

- Advocate and collaborate with others regarding improvements to access, traffic and transport for the northern Sydney region.
- Continue to consult with Transport for NSW on traffic and transport improvements and parking for Ku-ring-gai's local centres.
- Work with Transport for NSW to progress accessibility upgrades at Wahoonga and Roseville railway stations.
- Continue advocating for an on-demand bus trial.
- Contribute to the regional Transport Infrastructure Strategy and Plan.
- Complete construction of new Dumaresq to Moree Street link road, Gordon.
- Implement Traffic and Transport Plan recommendations.



THEME 5:

Local economy and employment

Creating economic employment opportunities through vital, attractive centres, business innovation and technology.

Refer to pages 167 to 178.

Key achievements

- Comprehensive engagement activities undertaken with local businesses for the Lindfield Village Hub and Lindfield Village Green projects. See p171.
- Partnering with local business, business organisations and service providers. See p168.
- Local business events attracted 577 participants. See p168 & p176.
- \$77,500 provided in sponsorship support for popular local events and cultural organisations. See p211.
- 55,000 people visited the Ku-ring-gai Wildflower Garden including the Visitor's Centre, events and programs. See p111, p171 & p176.
- The fifth St Ives Medieval Faire was held in September 2018 – the most successful yet for ticket pre-sales and visitor numbers. See p111.

Challenges

- Assisting new businesses and employment in Ku-ring-gai. See p171.
- Facilitating opportunities for local and regional economic growth. See p168 & p171.
- Reducing red tape. See p171.
- Planning for future industry and employment opportunities. See p171.

The year ahead

- Complete the Retail Commercial Centres Strategy.
- Complete the Employment Lands Study.
- Implement the Destination Management Plan.
- Support local business.
- Build local and regional economic partnerships.
- Continue highly successful event marketing, coordination and support.
- Expand visitor and tourism opportunities.



THEME 6:

Leadership and governance

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 179 to 196.

Key achievements

- Maintained a sound financial position. See p34-p37 & p180-p182.
- Adopted a new Code of Meeting Practice. See p74 & p97.
- Adopted a new Code of Conduct Policy. See p74 & p95.
- Achieved 90% overall community satisfaction for services and facilities. See p41 & p64.
- Leading practice community engagement. See p62-p64 & p185.
- 30% of Council's power needs delivered through solar energy. See p187.
- 3,500 LED lamp installation in streetlights. See p187.
- Over \$150,000 reduction in Council's annual electricity. See p128.

Challenges

- Responding to lower interest rates for investments. See p34.
- Addressing an ageing workforce. See p88.
- Identifying opportunities for cost efficiencies through service delivery. See p46.
- Long term planning for major projects. See p42.
- Responding to legislative and regulatory change. See p73.
- Increased governance and reporting requirements. See p74.
- Engaging with harder to reach community members. See p62-p63.

The year ahead

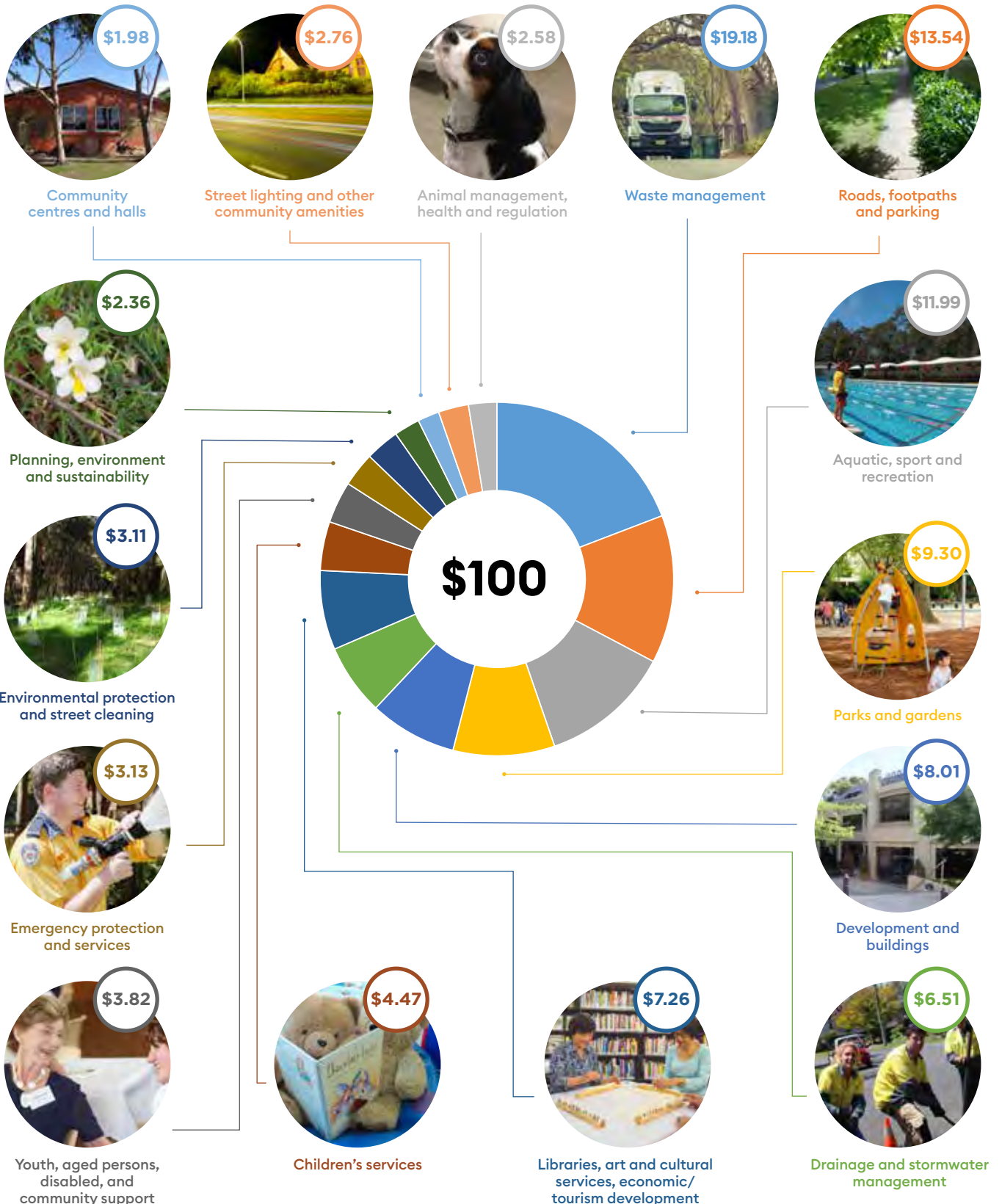
- Maintain a sound financial position.
- Continue sustainable asset management.
- Complete the customer experience review.
- Complete the information and communication technology review.
- Continue the policy review program.
- Continue responses to government policy and reforms.
- Support preparations for the 2020 local government elections.

How we spent your rates

Your annual rates go towards providing services, programs and facilities that respond to the needs and priorities of Ku-ring-gai's diverse and growing population.

Services

The diagram below shows the amount of Council expenditure on key service areas in every \$100 of rates and charges during 2018/19.



Capital works snapshot

During 2018/19, Council completed or progressed a range of capital projects and programs to benefit the Ku-ring-gai community. They include upgrades to roads, footpaths and pedestrian facilities, improvements to parks and sporting facilities, improvements to buildings and upgraded amenities.

The table below outlines a selection of key capital projects and programs with expenditure - which is part of Council's \$28 million Capital Works Program for 2018/19:

<p>Roads (new and upgraded)</p> <p>\$9,472,372</p>	<p>Upgrade and construction of roads at various locations across the LGA including the following projects which had alternative funding methods:</p> <ul style="list-style-type: none"> • \$293,375 Dumaresq Street to Moree Street, Gordon – new street funded by Section 7.11 Contributions (formally known as Section 94 Contributions) • \$111,592 Lady Game Drive/Blackbutt Creek, Gordon – project funded under NSW Roads and Maritime Services Blackspot Program • \$151,568 West Lindfield Sports and Recreation Club – bus lane funded by club and Council • \$56,897 St Ives Showground – funded by community and NSW Government's Roads to Rehabilitation Program
<p>Footpath improvements</p> <p>\$1,249,494</p>	<ul style="list-style-type: none"> • \$660,623 Construction of new footpaths across the LGA • \$554,730 Upgrade of footpaths across the LGA • \$34,141 Upgrade of footpaths at bus stops in various locations across the LGA to meet disability requirements under <i>the Disability Discrimination Act, 2010</i> legislation
<p>Car park upgrades (recreation areas)</p> <p>\$968,944</p>	<ul style="list-style-type: none"> • \$702,200 Koola Park, East Killara – new car park and surrounding works • \$266,744 Canoan Road Recreation Area, South Turrumurra – fencing and retaining wall upgrade; George Christie Playing Field, Wahroonga – carpark re-sheeting; Howson Oval, Turrumurra – carpark upgrade; North Turrumurra Recreation Area – sportsfield car park works
<p>Parks (new and improved)</p> <p>\$883,000</p>	<p>Construction works:</p> <ul style="list-style-type: none"> • \$340,734 Duff Street and Allan Avenue, Turrumurra – progressed construction of new park • \$63,632 St Ives Memorial Park – Centenary of Armistice upgrade; Claude Cameron Grove, Wahroonga – dog off leash area upgrade/accessible footpath; Lindfield Soldiers Memorial Park, East Killara – new facilities <p>Master planning/design:</p> <ul style="list-style-type: none"> • \$478,634 Duff Street and Allan Avenue, Turrumurra – new park design; Gordon Recreation Ground Masterplan – playground construction design; Hassall Park, St Ives – implementation of masterplan; Putarri Reserve, St Ives – playground upgrade; Robert Pymble Park – masterplan preparation; Roseville Park – landscape masterplan and tennis pavilion implementation; St Johns Avenue, Gordon – railway square works; St Ives Showground – landscape masterplan preparation; St Ives Village Green – masterplan implementation design
<p>Playground improvements</p> <p>\$760,394</p>	<ul style="list-style-type: none"> • \$445,553 St Ives Showground – progressed regional playground and accessible toilet • \$314,841 Irish Town Grove, Turrumurra – playground upgrade; Lindfield Soldiers Memorial Park, East Killara – playground upgrade; Morona Avenue Reserve, Wahroonga – playground upgrade
<p>Sportsfields and facilities</p> <p>\$262,630</p>	<p>Construction works:</p> <ul style="list-style-type: none"> • \$205,418 Primula Oval, Lindfield sportsfield – lighting upgrade • \$23,569 Kent Road, North Turrumurra sportsground – fencing and landscaping <p>Master planning/design:</p> <ul style="list-style-type: none"> • \$33,643 Bannockburn Oval, Pymble – masterplan and sportsfield upgrade; Mimosa Oval, Turrumurra sportsground upgrade; Norman Griffiths, West Pymble oval upgrade; Warrimoo Oval, St Ives sportsground upgrade

Sports court improvements \$598,715	Upgrade of existing facilities at the following locations: <ul style="list-style-type: none"> • \$120,767 The Glade, Wairoonga tennis courts – lights and line marking for multi-use courts • \$254,053 Lindfield Soldiers Memorial Park, East Lindfield – upgrade of cricket nets • \$223,895 Queen Elizabeth Reserve and Regimental Park, Killara tennis courts – fencing replacements; Gordon Recreation tennis courts – resurfacing; Regimental Park, Killara tennis courts – resurfacing; North Turramurra Recreation Area – fencing, line marking, goal post installation for practice netball area in car park
Drainage structures \$544,234	<ul style="list-style-type: none"> • New and upgraded drainage works at various locations across the LGA including phase one of Council’s CCTV condition assessment program for Council’s stormwater network (various types of pipes and pits)
Library resources \$662,497	<ul style="list-style-type: none"> • New and replacement resources and collections, including expanded e-resources, for Ku-ring-gai’s four Council libraries at Gordon, Lindfield, St Ives and Turramurra
Traffic/pedestrian facilities \$528,201	<ul style="list-style-type: none"> • Upgrade and construction of traffic and pedestrian facilities at various locations across the LGA
Bicentennial Park, West Pymble improvements \$457,996	<ul style="list-style-type: none"> • Stabilisation works required to former quarry
Sustainable energy initiatives for Council buildings and facilities \$682,308	<ul style="list-style-type: none"> • \$539,780 Gordon Library – heating, ventilation and air conditioning (HVAC) replacement • \$102,032 Ku-ring-gai Fitness and Aquatic Centre, West Pymble – filtration plant upgrade and solar photovoltaic works • \$38,376 East Roseville, St Ives and Turramurra libraries – solar photovoltaic works • \$2,120 Gordon Golf Course – sewer treatment plant solar photovoltaic works
Catchment management \$466,761	<ul style="list-style-type: none"> • \$451,814 Stormwater pollution trap installed to collect litter from road runoff prior to waterway entry - McIntosh Street, Gordon • \$14,947 Consultation and design work for trash rack to filter litter from creek - Woodbury Creek, St Ives
Public amenities \$104,114	<ul style="list-style-type: none"> • Upgrade to amenities at the following locations across the LGA - St Ives Village Green; Roseville Chase Oval; Swain Gardens, Killara; Gordon Golf Club; Princess Anne Pavilion, St Ives Showground – accessible toilet and pathway; Killara Park – accessible toilet block design phase
Council Chambers improvements \$686,709	<ul style="list-style-type: none"> • Upgrade and remediation works at Council Chambers including emergency lighting and air-conditioning upgrades, lift upgrade, roof replacement and fitout of Councillor meeting room and facilities
Corporate systems and technology \$443,506	<ul style="list-style-type: none"> • Software, hardware, equipment replacement and Council system upgrades and enhancements

The above rounded figures are inclusive of all grants received by Ku-ring-gai Council and all project related costs including project management/consultant costs, reports commissioned and design works.

The above selected projects and programs represent a portion of Council’s Capital Works Program for 2018/19.

Sustainability commitment

Sustainability principles inform and guide all of Council's planning and activities. These principles include:



Social Sustainability

- ▶ supporting cohesive, inclusive, diverse and dynamic communities
- ▶ ensuring council's services and programs are provided on the basis of equity and community priorities
- ▶ balancing health, work and personal commitments



Environmental Sustainability

- ▶ protecting the natural, social, cultural and built heritage
- ▶ decreasing the consumption of resources



Economic Sustainability

- ▶ maintaining a strong and stable local economy
- ▶ ensuring the delivery of services, facilities and infrastructure is financially sustainable and best value for money within available resources

Council's commitment to sustainability is reflected in Ku-ring-gai's strategic integrated plans, Council policies, land use planning, asset management as well as the delivery of services, capital works and programs.

Achieving sustainability outcomes

Long-term objectives contained in Ku-ring-gai's Community Strategic Plan aim to achieve a range of sustainability outcomes under six themes which address social, environmental, economic and civic leadership considerations. Civic leadership addresses the roles and responsibilities of Council and the community in delivering the plan's objectives. This approach ensures Council's activities have a holistic balanced view, rather than favouring one particular area.

Delivery of the long-term objectives occurs through Council's three-year term achievements and annual tasks contained in the Delivery Program and Operational Plan.

See Performance – Delivering the Vision on pages 99–196 for examples of sustainability outcomes achieved under the themes of the Delivery Program 2018–2021 and Operational Plan 2018–2019.

Environmental sustainability initiatives

Ku-ring-gai Council is recognised as a local government leader in environmental sustainability.

Council funds a range of environmental works and programs through a 5% Environmental Levy on rates. The levy contributes approximately \$3 million annually to environmental works and programs in the areas of biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education.

The Environmental Levy was due to expire in June 2019. An extensive community engagement and consultation program demonstrated the community's support and willingness to pay for the environmental programs and works funded by the levy. In early 2019, Council successfully applied to the NSW Independent Pricing and Regulatory Tribunal (IPART) to permanently extend the Environmental Levy at the current rate (5%), commencing on 1 July 2019.

The following provides a summary of key initiatives Council delivers annually to achieve environmental sustainability outcomes.

• Greenhouse gas emission reduction targets

Council supports emission reduction targets that align to the Paris Agreement to limit global temperature increases to well below 2°C and to pursue efforts to limit the temperature increase even further to 1.5°C above pre-industrial levels. We are working towards net zero emissions by 2045 or earlier.

During 2018/19, we continued to extend our energy management program and we are on track to achieving our 2020 greenhouse gas emission reduction target of 20% below 2000 levels.

• Biodiversity and bushland management

Council manages 1,152 hectares of bushland contained within 119 bushland reserves, with 24 vegetation communities (seven listed under the *NSW Biodiversity Conservation Act, 2016* and four listed under the *Environment Protection and Biodiversity Conservation Act, 1999*), 10 threatened flora species and 23 threatened fauna species. Council's annual bush regeneration program is currently conducted in 38 priority reserves, covering 60 hectares. Ecological burns are conducted regularly to control weeds, improve native plant diversity and stimulate new growth.

Through the NSW Government's Linking Landscapes program, Council created a 119 hectare BioBanking site at Sheldon Forest, between Turramurra and West Pymble, and Rofe Park and Comenarra Creek Reserve in South Turramurra. Over \$2 million (including a \$1.6 million grant) was secured in funding for the management of the three reserves for the purpose of biodiversity conservation.

A second, 6.25 hectare BioBanking Agreement was also created for four parks and reserves straddling the suburbs of Pymble, South Turramurra and Wahroonga. For this site, the biodiversity credits created will be made available to offset impacts on biodiversity by development in the local area.

• Bush fire management

Council's bush fire management program involves regular upgrades to major fire trails, planning for hazard reduction burns and updates to the Bush Fire Prone Land Map for the Ku-ring-gai local government area (LGA). More than 20km of fire breaks have been established or expanded, providing defensible space and improved firefighting access for more than 900 bushland interface properties throughout the Ku-ring-gai LGA.

• Climate Wise Communities program

Council has established a Climate Wise Communities (CWC) website and undertakes education programs to help the community to strengthen their personal, property and neighbourhood resilience to more extreme and frequent weather events as a result of a changing climate.

In late 2018, Council was awarded a grant from Local Government NSW to purchase a Simtable from the USA for use in our CWC program. The Simtable is a system using ambient computing technology to demonstrate in 3D how extreme weather events, such as bush fires and floods, behave under different weather conditions, terrain and vegetation types. The Simtable will form an important engagement tool for the CWC program.

• Water and catchment management

The urban water management program involves the installation of stormwater harvesting systems, sediment and filter basins, biofilter systems, gross pollutant traps, creek stabilisation works and water quality and macroinvertebrate sampling across the LGA.

Council also participates in research partnerships and programs to advance our water and catchment management program, measure the quality of Council's harvested stormwater and benchmark water usage performance with the local government sector.

• Energy management

The energy management program involves the delivery of a range of renewable energy and energy efficiency projects to Council's buildings and facilities. This includes installation of solar photovoltaic (PV) panels, heating, ventilation and air conditioning (HVAC) and filtration systems and renewable energy procurement.

• Waste reduction, re-use and recycling

Council takes a multi-faceted approach to waste reduction, re-use and recycling in Ku-ring-gai focused on the following:

- educating the community and businesses on sustainable practices for waste minimisation, re-use and recycling
- providing flexible services in response to the needs of residents, businesses, community groups and visitors to optimise re-use and recycling
- promoting a range of recycling and waste collection services provided by Council and other organisations.

Examples of recycling services include regular specialised e-waste and chemical waste collections, a free mobile tree chipping service, free regular household rubbish collections, free whitegoods collection, support for the NSW Government's container deposit scheme and partnering with OzHarvest to collect quality surplus food from local business, which is then donated to charity.

• Sustainable lifestyles program

Over 8,000 residents, businesses and schools now participate in Council's Loving Living Ku-ring-gai program. This program includes the following initiatives:

- **Water Smart**, offering water rebates on raingardens, rainwater tanks, green roofs and permeable surfaces to all Ku-ring-gai residents
- **Energy Smart Savers**, providing rebates for energy efficient pool pumps and home energy retrofits and regular information sessions on energy efficiency and solar power
- **Smart Units**, providing Ku-ring-gai unit blocks with energy, water and waste audits and tailored action plans
- **Smart Homes**, providing online web resources for incorporating sustainability into house renovations, retrofits or rebuilds and a sustainable building design event series
- **Compost Revolution**, offering subsidised compost bin or worm farms and online tutorials
- **Climate Wise Communities**, designed to improve community resilience to the impacts of severe weather events as a result of a changing climate at a personal, property and neighbourhood level, and
- **Greenstyle**, providing home sustainability and garden advice to Ku-ring-gai residents.

• Better Business Partnership

Council's Better Business Partnership (BBP) program provides a sustainability advice service to small and medium businesses in Ku-ring-gai. Sustainability advice is provided to over 200 active Better Business Partnership members. This advice has included waste, energy and water audits and has led to the diversion of waste from landfill, annual electricity savings and water savings.

• Environmental volunteering program

Council coordinates and supports approximately 760 volunteers dedicating their time to bush regeneration activities at 162 Bushcare, Streetcare and Parkcare sites, native beehive splitting, fauna monitoring and native plant propagation.

• Sustainable event management

Council events promote and encourage sustainable practices, such as reusable or biodegradable cups and crockery, promotional material made from recycled products, responsible waste disposal and recycling and public transport options to and from events.

• Corporate sustainability initiatives

Council's Corporate Sustainability Action Plan continues to drive corporate sustainability initiatives across the organisation. Examples of corporate sustainability initiatives include mixed and organic waste recycling and soft plastics recycling; energy and water efficiency initiatives; staff recycling collection drives; and the replacement of old printers and copiers with paper and energy saving devices.

• Annual community small grants program

Approximately \$50,000 is provided each year to assist the Ku-ring-gai community to deliver community based environmental projects at a neighbourhood level.

- **Land use planning, assessment and regulation**

Since 2013, Council has put in place a full suite of land use plans and planning controls encompassing urban, biodiversity, heritage and natural areas. These include:

- **Principal LEP and DCP**

The Ku-ring-gai Local Environmental Plan 2015 (KLEP 2015) provides 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 provides greater environmental protection through the introduction of new environmental zones, map overlays linked to local biodiversity areas and riparian lands and planning provisions to protect biodiversity and riparian lands.

- **Policies**

Over recent years Council has implemented a suite of environmental policies focused on climate change mitigation, climate change adaptation, biodiversity and fauna management, water and catchment management, recreation in natural areas, dumping and encroachment in bushland, contaminated lands and sustainable event management. View these policies at kmc.nsw.gov.au/policies

- **Guidelines for developments**

Guidelines explaining Council's environmental controls are regularly updated to inform the community and the development industry of their responsibilities and requirements for development applications. Urban policy and development assessment staff also receive training in the application of these controls.

- **Planning for major projects**

Council has a long-term program for the revitalisation of local centres through a series of urban renewal projects, which include new mixed community services and spaces, retail floor space and residential units. The projects are designed to incorporate environmental sustainability features, easy access and strong connections to public transport.

- **Alternative and sustainable modes of transport**

Council promotes alternative modes of sustainable transport through events such as Ride2Work Day and Festival on the Green. Council is progressively implementing an adopted Bike Plan in addition to upgrades and construction of new bike paths and footpaths within the LGA.

- **Planning for sustainable tourism opportunities**

Council is implementing a Destination Management Plan for Ku-ring-gai focused on five themes for developing sustainable tourism opportunities in Ku-ring-gai. These are nature-based tourism, major events, Aboriginal heritage, cultural and recreational experiences and architectural heritage.

- **Partnerships**

Council participates in research partnerships, such as the Cooperative Research Centre (CRC) for Water Sensitive Cities and the University of Technology on water management research projects, including investigations into the quality of Council's harvested stormwater.

Council provides \$50,000 each year to assist the Ku-ring-gai community to deliver community based environmental projects.



From the Mayor



It gives me great pleasure to present Ku-ring-gai Council's Annual Report for 2018/19. The annual report provides an overview of achievements and challenges during the year, as well as progress on longer term initiatives and projects.

Maintaining Ku-ring-gai's liveability

The theme of this year's annual report – Liveable Ku-ring-gai – recognises the importance of 'quality of life' for Ku-ring-gai residents.

Our research defines quality of life as including accessibility to housing, open space and sports facilities, arts and cultural activities, educational and employment opportunities and a natural and social environment supporting healthy lifestyles and social connectedness.

Projected population growth and increasing urban density are challenges for Council in maintaining Ku-ring-gai's liveability. This challenge is already recognised in our long term vision for Ku-ring-gai as a 'creative, healthy and liveable place' through our Community Strategic Plan – Our Ku-ring-gai 2038.

During 2018/19 Council addressed this challenge through progress on major revitalisation projects such as the Lindfield Village Hub and Lindfield Village Green and the renewal of Marian Street Theatre. The capital works program for this year created exciting new parks, upgraded sporting facilities and provided greater access to open space areas.

Long term planning for Ku-ring-gai

The Northern Sydney Regional Organisation of Councils (NSROC) is also exploring how we can make the northern Sydney region the most liveable region in Australia.

Critical to this work is Council's recently adopted draft Local Strategic Planning Statement (LSPS), which sets out the vision for land-use in Ku-ring-gai over the next 20 years. To help prepare the LSPS we invited the community to comment on what makes Ku-ring-gai unique from a land-use planning perspective. Reviews of existing land-use plans and strategic studies were also completed and the draft LSPS was exhibited for comment in July this year.

Council is also preparing a housing strategy for Ku-ring-gai's future housing needs, as well as an employment lands study on Ku-ring-gai's employment trends. Community consultation is being undertaken for these studies, expected to be completed in 2020.

Ultimately, the Local Strategic Planning Statement will help guide future changes to Ku-ring-gai Council's planning controls – the Local Environmental Plan and Development Control Plan.

Recognising the community's role

Every year our wonderful residents, community and sporting groups and businesses help us deliver projects, improvements and services for Ku-ring-gai. These are individuals and groups giving their time and expertise for the benefit of current and future generations through consultation, grants, volunteering and participation on Council committees.

This was very evident during 2018/19 in the community's enthusiastic response to the reference committee for Marian Street Theatre, partnerships with community and sporting organisations to deliver new facilities and the high level of volunteering across diverse groups. Examples of these contributions can be found throughout the report.

Continuing our innovative environmental programs

Ku-ring-gai's Environmental Levy, due to expire in June 2019, was the subject of extensive community consultation to determine whether the community supported its permanent continuation at the current rate.

Based on the clear demonstration of community support for continuation of the Levy, the NSW Independent Pricing and Regulatory Tribunal (IPART) approved its permanent extension in May. This annual report provides details of our achievements from the 2018/19 levy program.

Other achievements

During 2018/19 Council delivered a \$28 million capital works program for infrastructure, parks, playgrounds and sporting facilities, and around \$120 million for a range of services to the community. This included:

- a new community centre, the Blair Wark VC Community Centre at Lindfield
- new car parks at Koola Park, Killara and Howson Oval, South Turramurra
- an upgraded playground at Morona Avenue Reserve, Wahroonga

- commencing construction of a new inclusive regional playground at St Ives Showground and new park at Allan Avenue, Turramurra
- continuing to deliver Environmental Levy funded initiatives including:
 - o heating, ventilation and air conditioning (HVAC) replacement at Gordon Library
 - o filtration plant upgrade and solar photovoltaic works at the Ku-ring-gai Fitness and Aquatic Centre
 - o sewer treatment plant solar photovoltaic works at Gordon Golf Course
 - o solar photovoltaic works at Council's Roseville, St Ives and Turramurra libraries.

I take this opportunity to thank my Councillor colleagues for their contribution to Council's achievements during 2018/19. Councillors are often required to make challenging decisions on behalf of our community and as Mayor, I acknowledge the difficulties in decision-making that elected representatives sometimes face. Notwithstanding, Ku-ring-gai Council has achieved significant outcomes during this year.

It is vital that we continue to plan and deliver a range of projects and programs which have a positive impact on our community and particularly their quality of life. I am proud of Ku-ring-gai Council's achievements for 2018/19 and I commend this annual report to you.



Councillor Jennifer Anderson

Mayor

General Manager's report



As General Manager, I'm delighted to present our 2018/19 Annual Report.

The Annual Report is an account of the services, projects and initiatives delivered during the year, which will provide environmental, social and economic benefits for our community.

This is our first annual report completed under Council's new Community Strategic Plan – Our Ku-ring-gai 2038 and three-year Delivery Program 2018-2021. The Community Strategic Plan, which sets the long term vision and priorities for Ku-ring-gai's future, was developed with our residents and businesses sharing their views and describing where they want to be. The Delivery Program 2018-2021 and Operational Plan 2018-2019 detail how we will progress the Community Strategic Plan, along with identified responsibilities and required resourcing.

Major initiatives

During 2018/19, we significantly progressed major projects that will transform the Lindfield local centre, renew Ku-ring-gai's performing arts and cultural opportunities and set the future land-use vision for Ku-ring-gai. This included:

- selecting a shortlist of preferred tenderers for the Lindfield Village Hub project
- completing design documentation for the Lindfield Village Green project
- lodging a development application for the residential development of the Lindfield Village Living site
- selecting architectural design services for the design of the Marian Street Theatre renewal
- adopting a draft Local Strategic Planning Statement - a comprehensive 20-year land-use vision for Ku-ring-gai.

We implemented a governance and resourcing framework for major projects that will strengthen Council's capacity to deliver its property development program, enhance oversight and transparency in the project management process and bring greater expertise to decision making for the projects. This included establishment of an independent Major Projects Advisory Committee, a Councillor's Major Projects Consultation Forum and internal Major Projects Steering Committee.

Our challenges

Council continued to address a number of challenges in planning and delivering its services, projects and programs during 2018/19. They included:

- expanding service demands from a growing and changing population
- community service level expectations
- funding required for Council's recurrent operations and new initiatives
- financial capacity to maintain, renew and upgrade our assets into the future
- investment returns in an uncertain global economy
- economic responsibility for delivering major local centre urban renewal projects
- financial impacts of climate change on Council operations and the community
- changing overseas markets for recycling services
- ongoing local government reforms.

Long term financial sustainability

In responding to these challenges we continued to focus on more efficient ways to deliver our services and provide value for money, reducing expenditure and broadening income as well as reviewing future infrastructure and facility needs as key objectives to achieving long term financial sustainability. We have called this our Roadmap to Sustainability.

Consistent with this approach, Council's 2018-2019 budget incorporated prudent fiscal decisions to ensure stability. During the year, Ku-ring-gai Council's ongoing commitment to financial sustainability and best value for the community was demonstrated by:

- delivering 13 consecutive years of operating surpluses including capital income. The net operating result for 2018/19 was a surplus of \$29.3 million, after allowing for depreciation of Council assets. These funds are being re-invested in new and existing assets such as parks, buildings, roads and footpaths.
- continuing to deliver essential capital works infrastructure, while reducing the renewal backlog for existing assets.

- delivering best practice climate and resource management, environment and sustainability programs, land-use planning, policy development, community engagement and statutory and community reporting.
- successfully applying, with very strong community support, to permanently continue the Special Rate Variation – Environment, which contributes about \$3 million each year to our award winning environmental programs and works, that would not otherwise be possible within Council's ordinary budget.
- increasing community satisfaction with the majority of Council's services and facilities between 2014 and 2019. 90% of independently surveyed residents stated that they are satisfied with Council's services and facilities.

At the end of 2018/19, Council's healthy financial position has been maintained. In addition to an operating surplus we achieved a sound working capital result of \$6.7 million (incl. Financial Assistance Grant in advance). Our objective is to continue to maintain and enhance this positive financial position well into the future.

This work has been complemented by the completion of a new internal structure, making Council a more streamlined and efficient organisation. Importantly, these improvements to processes will ultimately make it easier for our community to interact and engage with Council.

Ku-ring-gai Council is a progressive organisation with the staffing capacity and expertise essential to deliver excellence. Along with our committed elected representatives I thank all Council staff for their enthusiasm and dedication to delivering projects and services over the past year for the long term benefit of our community.



John McKee

General Manager

Snapshot of Ku-ring-gai

Our place, our people

Ku-ring-gai is an established local government area (LGA), 85 square kilometres in size, located 16 kilometres north of the centre of Sydney CBD.

Our name 'Ku-ring-gai' is a derivation of the name of the Guringai people, the traditional Aboriginal owners of the land of which the Ku-ring-gai LGA is a part.

The landscape

The area's unique natural landscape is due to its elevated position in Sydney's north, high rainfall, alluvial soils, deep gullies, 177kms of waterways and creeks and three major water sub-catchments feeding into Sydney Harbour and the Hawkesbury River Estuary.

The area adjoins three National Parks (Ku-ring-gai Chase, Garigal and Lane Cove) and contains significant urban forests and tracts of local bushland. The established tree canopy in Ku-ring-gai is a defining characteristic and essential to the 'look and feel' of Ku-ring-gai. These landscape features give the area distinctive natural beauty and differentiate Ku-ring-gai from other parts of Sydney.

Unique biodiversity

Known as the 'Green Heart' of Sydney, Ku-ring-gai contains a diverse natural habitat regarded as the last remaining areas of biodiversity significance in the Sydney metropolitan area. This includes:

- 119 bushland reserves covering 1,150 hectares
- nationally significant ecological communities including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest
- over 800 recorded native plant species and more than 400 species of native animals
- two bio-banking sites totalling over 100 hectares of parks and reserves.

Connected urban villages

Historically, Ku-ring-gai's urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by, or close to, large tracts of natural bushland, creek systems and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain intact. Today Ku-ring-gai includes 17 suburbs, most with neighbourhood centres and seven larger local centres (Roseville, Lindfield, Gordon, Pymble, St Ives, Wahroonga, and Turramurra) located along the main rail line and Pacific Highway. Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

The physical appearance of Ku-ring-gai, the connectedness of green leafy areas encompassing both public and private lands and the physical location of urban areas within a well-defined geographic boundary, have been critical contributory factors to a sense of place.

Ku-ring-gai is located just 16 kilometres north from the Sydney CBD, and is bound by three national parks.



Map 1: Ku-ring-gai Council local government area (LGA)

Map is not to scale.

Cultural history and diversity

Ku-ring-gai has a strong legacy of heritage fabric including items and places of historical, social and architectural value. Both European and Aboriginal heritage is respected and provides a sense of living history and a physical link to the work and way of life of earlier generations.

• Aboriginal heritage

The Guringai people were the original inhabitants of the land now encompassed by Ku-ring-gai LGA. They preserved the area's natural diversity through the use of sustainable practices. They have left behind many traces of their habitation including middens, petroglyphs (rock drawings or carvings) and remains of shelters. Up to 650 Aboriginal heritage sites may have existed within the Ku-ring-gai LGA. While 106 recorded sites exist in the LGA, over double that number are believed to remain.

• Bushland legacy

Early European settlers also recognised the significance of the natural bushland, its important place in communities and its health benefits for a growing Sydney. They advocated strongly for the retention of bushland reserves, set aside land for the reserves, parklands and recreation areas that Ku-ring-gai is renowned for today and planted trees to replace those removed from earlier timber logging industries.

• European heritage

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally valued its significant built heritage with over 987 heritage items and 55 heritage conservation areas within a well-defined compact urban area. In addition, over 4,089 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

• Community diversity

Many residents who have made Ku-ring-gai their home, were born or have recent ancestry in over 100 overseas countries. This is a clear indication of the cultural history and diversity of our present community. (Census, ABS, 2016)

Strong resident participation and advocacy

The village nature of our suburbs created close knit and self-sufficient communities with a strong connection to the area. Over time this has evolved into strong resident participation in local organisations, cultural pursuits, sport and leisure activities, volunteering and events as well as a willingness to advocate for, and preserve, the area's unique natural and historical assets.

Diverse local economy

Ku-ring-gai has a diverse and vibrant local economy comprising of:

- seven local centres providing mixed food, retail and professional services
- a business park accommodating commercial and service activities
- a large education sector focused on early learning, primary and high schools
- a large medical and health care sector including two hospitals
- a highly educated workforce mostly in professional, scientific and technical service industries
- a thriving small and medium size business sector.



In November 1902, an open-air fete was held in Dr Knottman's Paddock in Pymble to help raise funds for the construction of the new Royal North Sydney Hospital. Source: Ku-ring-gai Library Local Studies Collection

ROYAL NORTH SYDNEY HOSPITAL OPEN AIR FETE AT PYMBLE

Article from The Daily Telegraph, Mon 10 Nov 1902, page 3

An open-air fete in aid of the funds of the Royal North Sydney Hospital was held on Saturday afternoon at Pymble, and the undertaking was a conspicuous success. Until the last hour, fine weather prevailed, and there was an attendance of about 1500. Numerous attractions were provided, and these included a fancy-dress cricket match, a physical drill display by the pupils of the Gordon Public School, Maypole dances, a quoit match, greasy pig and treacle-bun contests, a wood-chopping competition, a shooting gallery, a gramophone, an Aunt Sally, and a fancy-dress tug of war, pony-riding, and a Punch and Judy show. There were a number of stalls and a "temple of palmistry," and brisk and satisfactory business was done. The Police Band and the band of the 5th Regiment (Scottish Rifles) were in attendance, and performed selections of music at intervals during the afternoon. The fete was officially opened by Mr. Dugald Thomson, M.H.R., who announced that the Federal Postmaster-General had decided to proceed at once with the building of the promised post-office at Pymble.

It was later reported that the fete raised £82 for the new hospital.



Cedarwood Café, Coonanbarra Road, Wahroonga





Our place, our people

Population 2018 ¹ 126,046



AGED LESS THAN 24 YEARS²

33.6%



AGED MORE THAN 65+ YEARS²

18.1%

41

YEARS
MEDIAN AGE²

HOUSEHOLD TYPE²



54.9%
Families



24.2%
Couples without children



15.5%
Lone person

CULTURAL DIVERSITY²



38.9%
residents born overseas

27.7%
residents speak a language other than English at home



ASSISTANCE²

12.3%
residents provide assistance to a person with a disability, long term illness or old age

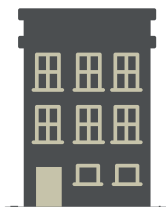


3.6%
residents require day-to-day assistance due to disability

Housing²

HIGH RISE DWELLINGS

19%



MEDIUM DENSITY DWELLINGS

8.4%



DETACHED DWELLINGS

72.4%



HOUSEHOLDS RENTING

17%



HOUSEHOLDS WITH A MORTGAGE

37%

Transport

PUBLIC TRANSPORT²



28%
residents use public transport to get to work

TRANSPORT AND ACCESS³



87%
of residents are at least 'somewhat satisfied' with the ability to move in and around Ku-ring-gai

A diverse economy



LARGEST EMPLOYMENT SECTORS²

Health care and social assistance
Professional, scientific and technical services
Education and training

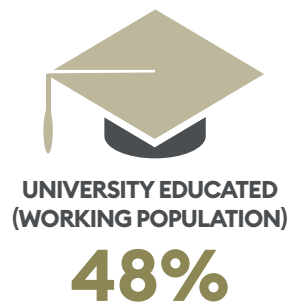
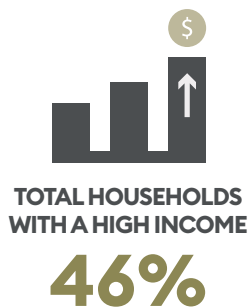
HOME BASED BUSINESS²

4.9%
residents worked from home
in home based businesses
(compared to 2.5% in
Greater Sydney)

RESIDENT WORKERS²

24%
of residents live and
work in the area

A prosperous area²

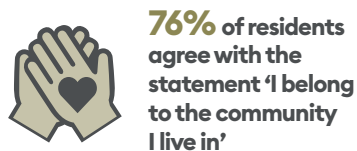


Health and wellbeing³

QUALITY OF LIFE



SENSE OF BELONGING



SAFETY



HELP AND SUPPORT



HOUSING



ACTIVE



Sources:

1 Australian Bureau of Statistics, Estimated Resident Population, 2018

2 Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id

3 Community Satisfaction Research, Ku-ring-gai Council, 2019

4 National Institute of Economic and Industry Research, 2018

5 Australian Bureau of Statistics, 2018

Performance summary



Financial

Overview

Council's continued objective for 2018/19 was to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control.

This objective ensures Council's continued focus on effective and efficient delivery of services, facilities and infrastructure required by the community.

At the end of the 2018/19 financial year, Council remained in a financially sound position with an operating surplus of \$29.3 million, including capital grants and contributions, and \$15.5 million excluding capital grants and contributions. The available working capital stood at \$6.7 million (incl. Financial Assistance Grant (FAG) in advance), which is in line with the target identified in Council's Annual Budget.

During 2018/19, we spent \$120 million (\$123m in 2017/18) on services and operations and \$28 million (\$23m in 2017/18) on capital projects to provide a diverse range of services to the community and to ensure the long term sustainability of our assets.

We currently manage \$1.39 billion 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, and interest on investments, user fees and charges. 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.

Key achievements

- achieved an operating surplus for the 2018/19 financial year
- a strong return of 2.98% on Council's total investment portfolio, which outperformed the industry benchmark by 1.01%
- maintained a strong and sustainable financial position.

Challenges

- **Interest rates**

Despite decreasing interest rates on investments and contracted margins in a tight investments environment, Council continued to achieve strong returns, outperforming industry benchmarks. This was the result of prudent longer-term investment choices with higher yields. More conservative interest rates have also been built into future investment return budgets to ensure that Council minimises the potential adverse effects from lowering interest rates in the short to medium term.

- **Compliance with new accounting standards**

From 2019/20, a number of new accounting standards will apply to the Financial Statements of Ku-ring-gai Council. During 2018/19, Council commenced a review and preparation for compliance with these accounting standards to determine the impacts that implementation of these new standards will have on future financial statements and any business systems and practices that will need to change.



FURTHER READING

Further information on achievements and challenges can be found on pages 8-9.

How did we perform?

Achieved a strong operating result

For the financial year ended 30 June 2019, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$15.5 million compared to \$5.6 million in 2017/18. This increase is mainly due to reduced depreciation expense from the review of useful lives of infrastructure assets, fair value increment from the investment property valuation and increased income in 'other revenue'.

The operating result after capital grants and contributions was \$29.3 million, a decrease of \$3.2 million in comparison to the previous financial year (\$32.5m), mainly due to reduced income from development contributions.

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.

A comparison of our operating result for 2018/19 to original budget and the four previous years is provided in the following graphs.

Major variations in expenditure and income compared to Council's original budget for 2018/19 are disclosed in Note 20 of the Audited Financial Statements on page 278. The operating result includes depreciation of assets and excludes capital expenditure (expenditure on assets).

Achieved performance measures and benchmarks

We achieved or outperformed all of Council's performance measures and benchmarks in 2018/19, with the exception of two infrastructure assets ratios - the Asset Renewals Ratio and Backlog Ratio. See pages 224-227 for details of these ratios and Council's achievement of other financial indicators and

**Net Operating Result \$'000
(excl capital income)**

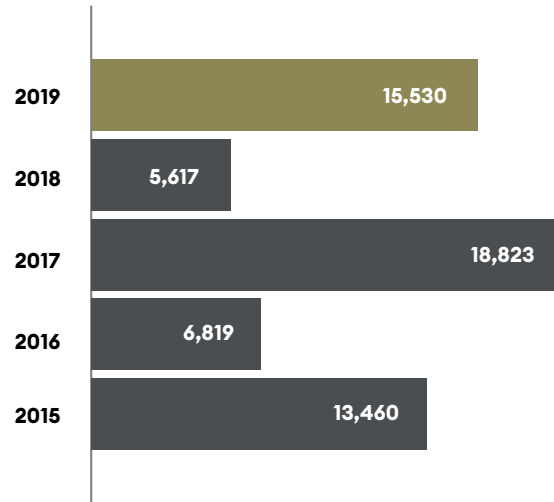


Figure 1: Net operating result (excluding capital income) – 5 year trend

**Net Operating Result \$'000
(incl capital income)**

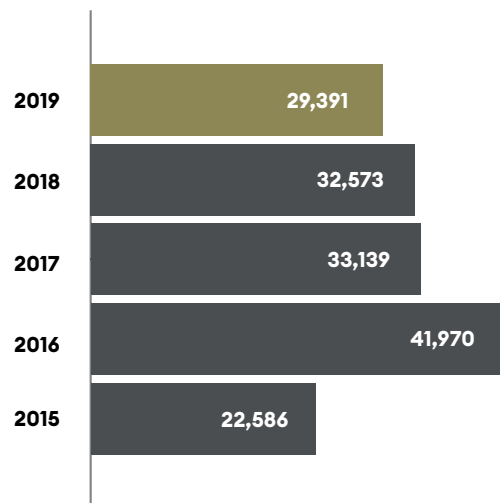


Figure 2: Net operating result (including capital income) – 5 year trend

Achieved sound working capital

Working capital is a measure of Council’s liquidity and ability to meet its obligations as 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.

Available working capital of \$6.7 million (incl. FAG in advance) at the end of the financial year highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

The following graph provides a comparison of Council’s working capital for the last five financial years under the Delivery Program. This amount includes an early payment by the government of the two instalments of the 2019/20 Financial Assistance Grant (FAG). When FAG is excluded the working capital is reduced to \$4.8 million, which is in line with the target identified in Council’s Annual Budget.

Working Capital \$'000

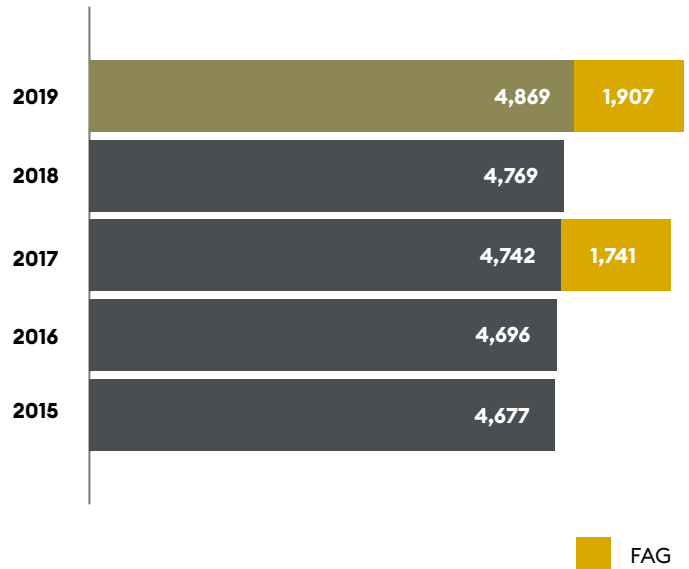


Figure 3: Working capital (including the Financial Assistance Grant) – 5 year trend

Where did our funds come from?

2018/19 total income: \$149.83 million

Our main sources of income in 2018/19, other than rates and annual charges were from:

Total income by category 2018/19

	2018/19	2017/18
Rates and annual charges	\$85.48 million or 57%	\$82.9 million
User charges and fees	\$21.48 million or 14%	\$20.5 million
Capital grants and contributions	\$13.86 million or 9%	\$26.9 million
Other revenues	\$13.11 million or 9%	\$11.2 million
Operating grants and contributions	\$8.02 million or 6%	\$8.39 million
Interest and investment revenue	\$5.89 million or 4%	\$5.08 million
Fair value increment of investment property	\$1.99 million or 1%	\$0.54 million

Where were our funds spent?

2018/19 Total operating expenses: \$120.44 million

The main expenditure items for the year were:

Total Expenditure by category 2018/19

	2018/19	2017/18
Materials and contracts	\$45.80 million or 38%	\$44.16 million
Employee costs	\$39.64 million or 33%	\$39.88 million
Depreciation	\$16.89 million or 14%	\$20.07 million
Other expenses	\$17.26 million or 14%	\$18.20 million
Borrowing costs	\$0.70 million or 1%	\$0.67 million
Net losses from disposal of assets	\$0.15 (\$156,000) or 0%	\$0.06 million

Sustaining our assets

Funding for both infrastructure asset renewal and maintenance of assets to an acceptable condition remain key challenges for Council. As a result of ongoing reviews of asset conditions and investment of additional funding into asset renewal Council has been able to allocate additional funding to asset maintenance and continue to reduce its infrastructure backlog. Further information on asset management can be found on page 181.



FURTHER READING

Further details of Council's financial position can be found in the **Financial Reporting - Introduction** on page 224. Full details of Council's **Financial Statements** are available on pages 223-338.

Delivery program and operational plan

How we performed

Activities undertaken in 2018/19 contributed to the achievement of Council's three-year Delivery Program 2018-2021 and long-term objectives contained in Ku-ring-gai's Community Strategic Plan - Our Ku-ring-gai 2038.

During 2018/19, Council successfully delivered a range of services and completed or progressed a substantial program of capital works and operational projects. These 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 operational areas in response to changing community needs and priorities while maintaining its sound financial position. This confirms Council's ongoing capacity to deliver services and facilities.

Overall performance during 2018/19 was measured against 56 three-year term achievements, 194 annual tasks and 71 annual performance indicators as outlined in the Delivery Program and Operational Plan.

Delivery Program

Term achievements



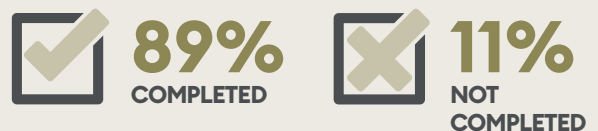
Delivery Program

Performance indicators



Operational Plan

Tasks





Theme 1: Community, People and Culture

A healthy, safe and diverse community that respects our history, and celebrates our differences in a vibrant culture of learning

- 100%** TERM ACHIEVEMENTS ON TRACK
- 100%** OPERATIONAL PLAN TASKS COMPLETED
- 93%** PERFORMANCE INDICATORS ACHIEVED



Theme 2: Natural Environment

Working together as a community to protect and enhance our natural environment and resources

- 100%** TERM ACHIEVEMENTS ON TRACK
- 93%** OPERATIONAL PLAN TASKS COMPLETED
- 64%** PERFORMANCE INDICATORS ACHIEVED



Theme 3: Places, Spaces and Infrastructure

A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place

- 75%** TERM ACHIEVEMENTS ON TRACK
- 75%** OPERATIONAL PLAN TASKS COMPLETED
- 73%** PERFORMANCE INDICATORS ACHIEVED



Theme 4: Access, Traffic and Transport

Access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure

- 100%** TERM ACHIEVEMENTS ON TRACK
- 100%** OPERATIONAL PLAN TASKS COMPLETED
- 60%** PERFORMANCE INDICATORS ACHIEVED



Theme 5: Local Economy and Employment

Creating economic employment opportunities through vital, attractive centres, business innovation and technology

- 100%** TERM ACHIEVEMENTS ON TRACK
- 100%** OPERATIONAL PLAN TASKS COMPLETED
- 100%** PERFORMANCE INDICATORS ACHIEVED



Theme 6: Leadership and Governance

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

- 100%** TERM ACHIEVEMENTS ON TRACK
- 92%** OPERATIONAL PLAN TASKS COMPLETED
- 71%** PERFORMANCE INDICATORS ACHIEVED

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 the Delivery Program and Community Strategic Plan against social, economic, environmental and governance parameters.

How we performed

The following table indicates our performance for key corporate performance indicators for the 2018/19 year compared to the previous four years. Variations above or below the overall performance trend are explained in the notations to the table. Additional indicators are in themes on pages 114, 132, 148, 162, 174, 190.

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Gov	Working Capital (Council's available funds balance)	\$M	4.7	4.7	6.5	4.8	4.8	Stable
Gov	Debt Service Ratio (Council's ability to service debt)	%	16.42	2.7	1.19	1.49	1.34	Stable
Gov	Consultation surveys conducted	No.	60	49	54	64	51	Stable
Gov	Fulltime employee turnover rate	%	12	9.53	11.34	16	13.69	Decreased ¹
Soc	Major events attendance	No.	24,000	35,000	45,000	35,904	45,000	Increased
Soc	Library visitors	No.	533,106	492,475	521,650	492,536	526,332	Increased
Soc	Participation in aged and disability service programs	No.	2,925	3,278	3,097	2,595	3,308	Increased
Soc	Participation in active recreation programs supported by Council	No.	1,067	1,717	738	912	854	Decreased
Env	Number of residents involved in community environmental programs	No.	4,257	4,531	5,348	6,264	8,134	Increased
Env	Residents involved in climate change adaptation activities per year	No.	275	278	294	313	2,457	Increased ²
Env	Household waste diverted from landfill	%	57	57	55.32	59.24	58	Monitor ³
Env	Greenhouse emissions	tCO2-e	10,645	11,258	10,589	10,203	9,658	Decreased ⁴
Eco	Capital works expenditure (actuals)	\$M	30,080,010	33,116,475	26,311,999	23,956,122	28,160,158	Increased
Eco	Roads upgraded	\$M	8,031,854	9,671,674	9,808,948	10,247,415	8,915,836	Steady
Eco	DA median processing time	Days	54	74	78	78	76	Steady

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Footnotes:

1. The long term trend of the turnover rate remains steady despite substantial workplace change due to an organisational restructure.
2. The large increase in the number of residents involved in climate change adaptation activities is due to the launch of the Climate Wise Communities website in 2018/19.
3. Recycling tonnages continue to decrease. This is partly due to reduced newsprint available for recycling and potentially impacted by the State Government container deposit legislation.
4. Greenhouse gas emissions are 5% lower than last year. The reduction is due to a 4% reduction in electricity use for Council buildings; a 4% reduction in emissions from Council's fleet; and a 2% reduction in emissions factors for grid sourced electricity.

Community satisfaction – services and facilities

Council is committed to providing services and facilities that are responsive, equitable and provide best value to the community.

Since 2014 community attitudes and perceptions towards a range of Council's services and facilities have been reviewed every two years through survey research. Key objectives of the research are:

- assessing community priorities and satisfaction with Council services and facilities
- identifying the community's overall level of satisfaction with Council's performance.

Community satisfaction research 2019


The 2019 community survey results indicated that over 90% of Ku-ring-gai Council residents are at least somewhat satisfied to very satisfied with Council's performance over the last 12 months. Comparisons with previous research conducted in 2017 and 2014 indicate a positive trend, with a steady increase in satisfaction over this period.

Other key results include:

- 89% of residents are at least somewhat satisfied to very satisfied with the level of communication Council currently has with the community
- of those who had direct contact with Council, 81% were at least somewhat satisfied to very satisfied with the way their contact was handled
- almost all residents (98%) rated their quality of life in the Ku-ring-gai area as good to excellent.

With only 8 of the 46 service areas receiving moderately low levels of satisfaction, residents for the most part, are satisfied with Council's delivery of services to the LGA.

Further results are included throughout this report.

FURTHER READING
 For a detailed summary of performance see themes on pages 105, 119, 137, 155, 167, 179.



The Blair Wark VC Centre, named after Ku-ring-gai's First World War Victoria Cross recipient, opened in May 2019 on former Defence Housing Association land in Lindfield.

Major projects

Introduction

Ku-ring-gai's Community Strategic Plan includes long-term objectives in response to current and future needs of the population. The achievement of some objectives requires the delivery of major strategic projects that will also assist in the revitalisation of the Ku-ring-gai area.

To turn these objectives into reality, Council is taking a lead role in the planning and delivery of key projects in the area that utilise Council owned lands. While the majority of the projects are located in and around key local centres, some are located further afield.

Council has a strong track record in delivering major projects to the Ku-ring-gai community. The complexity and long term nature of these projects often means that they need to extend beyond one Council term. Recent examples include the award winning North Turramurra Recreation Area, Gordon Library upgrade, construction of the Ku-ring-gai Fitness and Aquatic Centre and new Council depot in the Pymble Business Park.

In 2018, Council established a new governance and resourcing framework for major projects with the aim of strengthening Council's capacity to deliver its property development program, enhance oversight and transparency in the project management process and bring greater expertise to decision making for the major projects. This includes:

- an independent Major Projects Advisory Committee
- a Councillor's Major Projects Consultation Forum
- an internal Major Projects Steering Committee.

For further details see page 60.

Council is leading the revitalisation of the area's local centres through a series of targeted urban renewal initiatives which form part of the award-winning Activate Ku-ring-gai development program.

Activate Ku-ring-gai Program

Council is leading the revitalisation of the area's local centres through a series of targeted urban renewal initiatives which form part of the award-winning Activate Ku-ring-gai development program. Activate Ku-ring-gai aims to revitalise our local centres in a staged program of urban renewal and redevelopment which represents years of conscientious work and close involvement with our community.

Ku-ring-gai's local centres include Turramurra, St Ives, Gordon, Pymble, Lindfield and Roseville. Revitalising these centres is identified as long-term goals in the Community Strategic Plan. They are also included in Council's long-term Resourcing Strategy and the Delivery Program 2018-2021 which sets out Council's budgets and actions for each financial year.

The local centres play a vital role in our local economy by providing a diverse mix of office, leisure and retail uses, support services and community facilities. In addition, they are a focus for transport connections including important bus and rail services. Higher density residential development adjacent to the centres has strengthened their role over recent years. In Lindfield a new mixed use development on Lindfield Avenue has introduced a contemporary retail environment to the area.

The following includes information on current projects and their progress during 2018/19:

• Lindfield Village Green

The Lindfield Village Green project was developed out of Council's award winning Open Space Acquisition Program. The aim of the program is to deliver new local parks and public spaces in areas where residential densities and population are increasing. In the Ku-ring-gai local government area (LGA) these open space opportunities are in short supply and Council's options were to acquire existing residential land or to develop its own land to create new open space.

The project will transform the existing Council owned car park on Tryon Road, Lindfield into a contemporary village green by relocating the existing public car parking underground. This will free up the surface and create a new public plaza and park. Also included will be a pavilion incorporating a café or restaurant and public toilets.

VILLAGE HUB
Kuring-gai Council
Hub



ecinct that
local com
ouncil's leaders!
onmental sus!

Central to the precinct will be new community facilities



A new community centre will welcome all community members and exchange ideas. The new centre will replace the existing centre which is more than 50 years old and is part of the Community Facilities Strategy. The new centre will be integrated into the Lindfield precinct and will provide a range of local facilities.



...ing and outdoor

Lindfield Village Hub
DESIGN PRINCIPLES



...ces



VILLAGE HUB

- NOV 2018
- Early 2019
- Late 2019
- 2020

Lindfield Village Hub community display at the Australia Day 2019 celebrations.

Elevators and stairs will provide access to three levels of basement car parking including much needed commuter car parking. This involves a partnership arrangement with Transport for NSW, which will fund the long stay commuter parking level.

The Village Green has been designed for social gatherings and easy pedestrian and bicycle movement with connections to the train station. It will play a central role in community life for Lindfield residents, business people, commuters, shoppers and visitors. The project is also striving for high environmental ratings by showcasing water sensitive urban design, water capture, storage and reuse, and water conservation systems.

Design and documentation for construction of the project is now complete with a request for tender to be released in October 2019. Construction of the project is scheduled to begin early to mid-2020.

• Lindfield Village Hub

The Lindfield Village Hub project is located on a Council owned 1.3 hectare site, on the western side of Lindfield Local Centre. It is positioned behind the main street style shopfronts that have defined much of the Pacific Highway corridor for many years.

The project will deliver a mixed-use precinct including new urban plaza and park, communal meeting place with a library/community centre, outdoor cafés, restaurants, eateries and new apartments. A supermarket and supporting retail shops will also be provided on the site along with basement carparking, which will provide short term and long stay commuter parking.

During 2018/19, Council continued to develop a business case, with technical advice, to ensure the project is financially viable and operationally self-sustaining throughout its life, thereby protecting Council's long-term financial sustainability. Council also conducted the first part of a two stage tender process to identify a development partner for the site, with five firms invited to submit a tender for the project.

Preparation of a planning proposal was substantially completed at the end of June 2019 and preparation of request for tender documents commenced, following completion of a series of studies and reports. These addressed masterplanning, urban design, transport, flora and fauna, economic benefits, retail place making and community engagement.

Revised design scenarios were also tested with the community to address key potential challenges to the project's feasibility, including changes to the housing market and increases to construction costs.

Council also continued its important collaboration and partnership negotiations with Roads and Maritime Services in relation to traffic, transport and pedestrian movement around the Lindfield Local Centre, as well as Transport for NSW for the funding of 140 commuter car

parking spaces currently proposed to be located within the basement level of the new development.

It is anticipated that Council will consider a planning proposal for the site in early 2019/20.

• Lindfield Village Living

The Lindfield Village Living project is located within Lindfield Local Centre, at 259-271 Pacific Highway and has an area of approximately 5,850m².

The site contains a number of current and former community facilities including the Lindfield branch library, former Arrunga Aged Care self-contained units, former Lindfield Seniors Centre and Seniors Resource Centre, Ku-ring-gai Youth Development Service (KYDS), Lindfield Community Centre tennis courts, car park and access road.

The current Lindfield branch library is about 60 years old and has outgrown its current building. It is proposed to be relocated within the new Lindfield Village Hub project on the other side of the Pacific Highway with a new library built to reflect the contemporary needs of library users.

Detailed assessment and economic modelling of the library's current site found that the best use of this land, situated only 150 metres from Lindfield Station, was for higher density residential housing.

Since 2015, Council has adopted a masterplan for the land and completed the rezoning and reclassification requirements to enable its redevelopment in accordance with the masterplan.

During 2018/19, Council lodged a Development Application for a residential apartment building on the site. This will be assessed independently by the Sydney North Planning Panel with final determination expected in late 2019 or early 2020. Until Council is in a position to relocate the library, it will continue to operate at the current location.

• Turramurra Community Hub

Turramurra Community Hub is located in the precinct between Ray Street, the Pacific Highway and the railway line in Turramurra Local Centre and includes land owned by both Council and private landholders.

The Hub is proposed to be a mix of community facilities, open space, residential and retail uses, all designed to breathe new life into the Turramurra Local Centre and promote the wellbeing of current and future generations.

Following extensive community consultation, Council adopted a preferred masterplan incorporating a new local library, multi-purpose community centre, supermarket and speciality shops, housing, park, town square, improved streetscapes, road infrastructure and parking. Council also adopted a future local centre traffic and transport strategy and undertook rezoning and reclassification of Council-owned land to support the masterplan.

Since adoption of the masterplan, Council has proceeded to prepare a detailed business case in support of the project.

During 2018/19, draft urban design principles were completed for the hub and alternative options identified to align with variable market conditions and project feasibility requirements. Further masterplan studies are likely to be required to validate the updated business case for the project.

• **Gordon Cultural and Civic Hub**

Over the last 12 months further background studies have been undertaken by Council to develop and further define the scope of this project.

In December 2018, Council adopted a Community Facilities Strategy for Ku-ring-gai, which will guide the provision of libraries and community spaces across the LGA for the next 20 years. The document establishes the Gordon Cultural and Civic Hub as a new sub-regional facility incorporating specialist community and cultural facilities, as well as a library, council administrative offices and chamber.

Council will exhibit a Creative Arts Facilities – Options Report in September 2019. The purpose of this work is to further refine and understand the present and future cultural and creative character of Ku-ring-gai and the community's need for creative arts facilities across the local government area. The report proposes that a new purpose-built cultural hub in Gordon would include a large gallery/exhibition space, auditorium, gallery shop and café, as well as arts studios including a new arts/music recording facilities.

Knowledge gained from the current Village Hub project in Lindfield Local Centre will inform the financial criteria for this project including operational, maintenance and lifecycle costs, allowing Council to move into the master planning phase.

• **Marian Street Theatre**

The Marian Street Theatre is located in Marian Street, Killara and adjoins Selkirk Park. The theatre was built in the early 1900s and converted to a 280 seat theatre in the mid-1960's. In 2013, the building was closed due to non-compliance with the Building Code of Australia standards. Council commissioned studies in relation to the future of the theatre including the condition of the building's structural and theatrical infrastructure and cultural facility needs in Ku-ring-gai. These involved extensive community consultation.

In June 2018, Council included the renewal of Marian Street Theatre in its Delivery Program 2018-2021 and Operational Plan 2018-2019. Design work has commenced for refurbishment of the building, which will require Development Application approval prior to any building works. The project is due to commence construction by June 2021.

The refurbishment of the theatre will include multi-purpose performing spaces, state of the art lighting systems, new studio spaces and a reception area all fully accessible by lifts.

During 2018/19, Council considered a feasibility report and draft business case for the project and approved a capital funding budget of \$10.5 million for refurbishment of the theatre. A tender and award of architectural design services was also completed for preparation of a development application.

• **East Lindfield Community Centre**

The renewal of the East Lindfield Community Centre was included as a project in Council's Delivery Program 2018-2021 and Operational Plan 2018-2019. The centre is a large community hall on the corner of Wellington Road and Crana Avenue, East Lindfield. Built in 1961, the centre is well utilised by local community, recreational and sporting groups, markets and private functions.

During 2018/19, community consultation was undertaken with local residents regarding renewal options to either restore the existing hall or demolish and rebuild.

Initial results of the community consultation and recommendations were reported to Council in February 2019. In April 2019, Council decided to not proceed with a major renewal of the centre and instead undertake repairs to the existing building. Building repairs identified in a structural engineers report will commence in 2019/20.


Services

Council delivers over 100 services to the Ku-ring-gai community in response to identified needs across social, environmental, economic and governance outcome areas. The services contribute to the achievement of Council's Delivery Program and annual Operational Plan. Services delivered by the organisation are listed under each theme in the section **Performance – Delivering the vision** on pages 99-196.

Council undertakes regular research into community needs and satisfaction with current services, which then inform improvements and changes to their delivery going forward. Survey research completed during 2018/19 included:

- a survey of online library users to inform performance and service delivery
- a survey of customer experience with frontline Council services to assess customer service needs and improvement priorities
- a survey of issues and needs for waste management to inform a new LGA wide waste strategy and future services
- research into community priorities and satisfaction with 46 external services as well as contact and communication with Council.

The table adjacent provides a snapshot of some of the service improvements and efficiencies achieved during 2018/19.

 **FURTHER READING**
Further information on the survey results can be found under each theme in the section **Performance – Delivering the vision** on pages 99-196.

Community participation



- new monthly public forums
- live streaming of Council meetings
- easier to navigate Council website

Online services



- personalised reports for residents to prepare for floods, bush fires or storms
- improved tracking system for development applications
- paperless lodgement of development applications

Technology and systems



- new capital project planning system
- new native bee hive register
- new digitisation facility for Council's legacy files
- upgrade to the network link at Council's childcare centre
- new cash receipting system

Accessibility



- bush walk programs more accessible and inclusive
- sensory tent provided at major Council run events

Shared internal audit



Council hosting of internal audit function – a shared service with six other councils generating cost savings and increased effectiveness.

Look of the area



Specialist team established to remove graffiti efficiently, work with NSW Police and deliver community education/awareness program.



The annual Wildflower Sculpture Walk, held as part of the Wildflower Festival, attracted a record 47 entries. This sculpture 'The Mad Hatter's Bush Tea Party' by Morelle Reeves was awarded a highly commended certificate.

Awards and recognition

Community

The following members of the community were recognised for their outstanding contributions during 2018/19:

2019 Australia Day Awards

Citizen of the Year:

Lea James

Young Citizen of the Year:

Melissa Li

Senior Citizen of the Year:

Wal Knowles

Outstanding Service to the Community (Group):

Mirrabooka Singers

Outstanding Service to the Community (Group):

Community Aid Service
Volunteers – Lifeline



From left to right: Representatives from Lifeline, Mayor Jennifer Anderson, Lea James, Wal Knowles and representatives from Mirrabooka Singers with their awards. Photographer: Event Photography

Organisation



From left to right: Maria Leotta from Ku-ring-gai Council accepting the award for the 2018 Road Safety Calendar presented by NSW Board Director IPWEA Gary Woodman. Photographer: Photographic Events

2018 Local Government Excellence in Road Safety Award

Overall Winner - Local Government Excellence in Road Safety

Council received the award from the IPWEA (Institute of Public Works Engineering Australia) in recognition of the 2018 Road Safety Calendar. The free calendar is a collaboration between road safety officers from Ku-ring-gai, Hornsby, Lane Cove, North Sydney, Northern Beaches, City of Ryde and Willoughby Councils.



From left to right: Lino Querin, Daniel Kavanagh from The Gardenmakers and Eileen Rawlinson accepting the award for the Golden Grove Playground upgrade. Photographer: Outhouse Design

2018 Kidsafe National Playspace Design Awards

Commendation

Council received a commendation award in the Public Play Spaces Category (under \$500,000) for the recent Golden Grove Playground upgrade at Bicentennial Park. The award recognised the quality of the upgrade and its features specifically designed to make the playground inclusive for all children, regardless of ability.



From left to right: Angela Apostol, Helen Lowndes, Kim Thomas and Cindy Venables accepting a Gold Award at the 69th Australasian Reporting Awards.

2019 Australasian Reporting Awards

Gold Award - Annual Report 2017/18

Council’s 2017/18 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards 2019 in the category of Public Administration – Local Government.



From left to right: Alyssa Wells (previously Fitness Area Manager YMCANSW), with Rossalyn Morris (Fitness Co-ordinator) and Emma Gibb (Centre Manager) from the Ku-ring-gai Fitness and Aquatic Centre accepting the award for the YMCA PrYme Mover Fitness program. Photographer: YMCA SA

2019 Australian Fitness Awards

Finalist – Community Excellence Award

The Ku-ring-gai Fitness and Aquatic Centre was a finalist for the Community Excellence Award in the 2019 Australian Fitness Awards for its YMCA PrYme Mover Fitness program. The PrYme program provides an engaging range of land and water-based programs for seniors, and incorporates progressive resistance training, aerobic conditioning, balance and flexibility.



Denise Cain was awarded the AUSTSWIM Access and Inclusion Teacher of the Year 2019. Photographer: Diane Gray, AUSTSWIM

2019 AUSTSWIM NSW Awards

Two swim instructors from the Ku-ring-gai Fitness and Aquatic Centre were recipients of the AUSTSWIM awards. Denise Cain was awarded the AUSTSWIM Access and Inclusion Teacher of the Year 2019 and Randev Sappany was acknowledged for his contributions to staff training and overall dedication.



From left to right: Ku-ring-gai Fitness and Aquatic Centre staff Lisa Cremona, Randev Sappany, Hannah Baker and Lauren Knudsen at the awards ceremony where Randev Sappany was acknowledged for his contributions to staff training and overall dedication. Photographer: Diane Gray, AUSTSWIM

2019 Parks and Leisure Australia Awards of Excellence

Finalist – Facility of the year award

The Ku-ring-gai Fitness and Aquatic Centre was a finalist for the facility of the year award, which recognises community facilities that demonstrate innovative features of design, development and operation.

Events program

Council's comprehensive annual events program plays an important role in bringing the diverse Ku-ring-gai community together, raising awareness and educating residents, strengthening relationships and instilling a sense of community pride. Economic benefits are also easy to see with many of the events attracting visitors to the area, which in turn stimulates tourism, local employment and the local economy.

78% of the Ku-ring-gai community feel that a variety of cultural experiences and performing arts is important.

Source: Ku-ring-gai Council Community Satisfaction Research, May 2019

86% of the Ku-ring-gai community are satisfied with local community festivals and events.

Source: Ku-ring-gai Council Community Satisfaction Research, May 2019



FURTHER READING

Further information on events is available in **Performance – delivering the vision** on page 105.

During 2018/19 Ku-ring-gai Council presented over 2,000 events:

8
MAJOR EVENTS

WITH OVER
32,000
ATTENDING

Highlights

- ▶ St Ives Medieval Faire
- ▶ Australia Day celebrations
- ▶ Festival on the Green
- ▶ Wildflower Art and Garden Festival and 50th birthday celebrations
- ▶ Twilight Concert in the Park
- ▶ Wildflower Garden theatre productions – The Wizard of Oz and A Midsummer Night's Dream

OVER **820**
ART, CULTURAL AND
LIBRARY EVENTS

WITH OVER
12,800
ATTENDING

Highlights

- ▶ Author encounters for adults and children
- ▶ Library exhibitions and displays
- ▶ Art classes, exhibitions and openings
- ▶ Clubs and groups – children's story time and craft, creator club, book club for adults and teens, knitting, mah-jong, crossword, recipe and scrabble
- ▶ Talks – health, safety, lifestyle and leisure and science
- ▶ Senior's programs -technology, community outreach, health and social inclusion and scam awareness
- ▶ Youth and children's workshops and talks - HSC lock in, writing, magic, library orientation and holiday programs
- ▶ Multicultural events - health, literacy and social inclusion

OVER **30**
SENIOR'S EVENTS

PLUS **3** WEEKLY
EXERCISE AND FALLS
PREVENTION CLASSES

WITH OVER
3,700
ATTENDING

Highlights

- ▶ Exercise and falls preventions programs and classes
- ▶ Seminars – health, safe driving and walking, living at home for longer, finance, mental health, first aid, and dementia friendly communities
- ▶ Tours – Archibald Prize, Sydney Equestrian Centre, Royal Botanic Gardens, Dural Open Gardens, Riverboat Postman Cruise, Taste of India, Government House, Nepean Paddle Wheeler and Dobell House
- ▶ Workshops – writing memoirs and eco-credentials
- ▶ Lunch, concert and movie outings

48
ENVIRONMENT AND
SUSTAINABILITY EVENTS

WITH OVER
2,600
ATTENDING

Highlights

- ▶ National Tree Planting Day
- ▶ Weed awareness and native plant identification, propagation and advice
- ▶ Workshops and seminars - Biodiversity of Ku-ring-gai, plastic free for beginners, creek restoration, water tank know how, food waste, crop and swap, ClimateWise Communities, spiders, bugs and bees, small space gardening, solar and battery storage, permaculture, bushfoods, solar printing, decluttering, wildlife photography, dehydration, terrariums and bush fire retrofits
- ▶ GreenStyle talks – winter warming your home
- ▶ New resident's bus tour
- ▶ Guided walks and talks – bush, birds and bats

15
EVENTS FOR YOUTH AND
DISABILITY GROUPS

WITH OVER
2,700
ATTENDING

Highlights

- ▶ Youth leadership program
- ▶ Public art projects – Primula Oval and Cliff Oval
- ▶ Holiday programs
- ▶ HSC lock in and extended hours program
- ▶ International Women's Day celebrations
- ▶ Discobility
- ▶ Mental health youth forum
- ▶ ShoreShocked youth music festival
- ▶ Sound and production workshop

22
WEEKLY ACTIVE
KU-RING-GAI PROGRAMS

WITH OVER
1,500
ATTENDING

Highlights

- ▶ Gym without walls
- ▶ Pilates
- ▶ Mums and bubs fitness classes
- ▶ Tai-chi
- ▶ Social tennis
- ▶ Yoga
- ▶ Junior golf
- ▶ Walking group

13
BUSINESS
COMMUNITY EVENTS

WITH OVER
880
ATTENDING

Highlights

- ▶ Pricing for profit
- ▶ Video marketing
- ▶ Sales
- ▶ Work life balance
- ▶ Social media
- ▶ Business planning
- ▶ Visual merchandising

OVER **10**
CIVIC AND
MAYORAL EVENTS

WITH OVER
700
ATTENDING

Highlights

- ▶ Citizenship ceremonies
- ▶ Mayor's Volunteer Christmas celebration

OVER **360** PROGRAMS
AT THE KU-RING-GAI
WILDFLOWER GARDEN

WITH OVER
8,600
ATTENDING

Highlights

- ▶ Junior rangers and nippers in nature programs
- ▶ Toddlers and tadpoles programs
- ▶ Bush school for home schooled families program
- ▶ School holiday programs
- ▶ Bush birthday parties
- ▶ School excursions
- ▶ Senior's activities



Festival on the Green, 2019.



Community democracy

Community democracy

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 guiding principles

The *Local Government Act, 1993* as amended, sets out a number of principles to guide councils in carrying out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

Key principles address:

- strong and effective representation, leadership, planning and decision-making
- planning strategically using the integrated planning and reporting framework
- achieving effective and efficient services and continuous improvements using the integrated planning and reporting framework
- working with others to achieve desired outcomes for the community
- providing best possible value for residents and ratepayers
- providing sound financial management
- acting fairly, ethically and without bias in the interests of the local community
- actively engaging with the community
- considering social justice principles, the diversity of local community needs, ecologically sustainable development principles, impacts on future generations and transparency in decision-making
- providing a consultative and supportive working environment for staff.

Council's roles

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the community and the environment as well as the area's unique assets. In addition, Council is required to fulfil diverse roles to progress the long-term objectives of the community strategic plan. These have expanded from traditional lead and regulatory roles to include more proactive and engagement roles needed in today's local government environment.

Lead

Council has a critical role in drawing together the diverse interests of the local community and striving towards achieving common goals for Ku-ring-gai. Council also acts as an important role model for others, through its own actions, strategic responses to issues and challenges and way of doing things.

Engage

Council plays a vital role in engaging with the community. This can occur on a number of levels through community reference groups for major projects, workshops or forums for the community strategic plan and land use planning, consultation on draft policies and other areas of interest as well as regular communication on Council's decisions, plans and special matters of interest to residents and the business community.

Collaborate

Council does not have full responsibility for implementing or resourcing all of the community's aspirations identified in the community strategic plan. Council therefore has an important role in collaborating with community groups, businesses, the development industry and government to achieve the community's long-term objectives for the area. This can occur through formal arrangements such as partnerships with government or the private sector to deliver specific benefits to the community, joint agreements for the delivery of services and specific outcomes or less formal arrangements to work together with community groups and organisations.

Facilitate

Council proactively works with community groups, sporting organisations and agencies to assist in the formation of partnerships aimed at promoting the area and achieving the community strategic plan's long-term objectives as well as assisting with collaboration and interaction between stakeholders and community groups to optimise benefits to the community.

Educate

Council plays an important role in explaining, raising awareness and educating the community and other stakeholders on important objectives and plans such as sustainability, sound environmental management practices, quality urban design and alternative transport options. This includes the community's vision in the community strategic plan and how it can be progressed within available resourcing.

Advocate

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

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

Examples of the above roles can be found throughout this report.

Acknowledging former councillor contributions – Councillor David Citer

Ku-ring-gai Council would like to acknowledge the contributions to Ku-ring-gai of former Councillor David Citer, who resigned from Council in August 2018. Councillor Citer represented Gordon Ward from 2012 to 2017 and St Ives Ward from September 2017 to August 2018. During this time, Councillor Citer represented Council on various committees and external organisations.

Following Councillor Citer's resignation, a by-election was held for the St Ives Ward on 27 October 2018.

Council elections

Due to the previous Council's extended five year term the current term will be a shorter three years. The next council elections are scheduled for Saturday 12 September 2020.

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the community and the environment as well as the area's unique assets.

Councillors

The Ku-ring-gai local government area is divided into five wards – Roseville, Comenarra, Gordon, St Ives and Wahroonga with each represented by two councillors.



Map 2: Ku-ring-gai Council Ward map

Roseville ward

Mayor Jennifer Anderson

M 0437 037 452
F 9424 0202
E janderson@kmc.nsw.gov.au



Councillor Anderson has a professional background in library and information science in public libraries and universities in Sydney and London, and public policy advocacy in youth, education and heritage sectors.

Her special interests are economic growth through sustainable tourism, heritage conservation, support for youth and women and sound local government decision-making.

Committee representation

Heritage Reference Committee (Chair)
Lindfield Village Hub Community Reference Committee (Chair)
Marian Street Theatre Community Reference Committee (Chair)

External representative/member

Ku-ring-gai Meals on Wheels Inc. (Delegate)
Northern Sydney Regional Organisation of Councils (NSROC)

Councillor terms

2006-2008, 2008-2012, 2012-2017, 2017+
Mayor 2011-2012, 2013-2014, 2014-2015, 2016-2017, 2017-2019
Deputy Mayor 2008-2009, 2009-2010, 2010-2011

[Read more about Mayor Anderson](#)

Cr Sam Ngai

M 0436 655 543
F 9424 0202
E sngai@kmc.nsw.gov.au



Councillor Ngai has a professional background in technology, finance, risk management, policy and governance.

His special interests are in enabling young people to achieve independence and promoting greater awareness and support for issues such as domestic violence, mental health, loneliness and our impact on the environment.

Committee representation

Audit, Risk and Improvement Committee (Member)
Flood Risk Management Reference Committee (Deputy Chair)
Lindfield Village Hub Community Reference Committee (Member)

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC) (Delegate)
Ku-ring-gai Youth Development Service Inc. Management Committee (KYDS) (Secretary)
Sydney North Planning Panel (Member)
Hornsby/Ku-ring-gai PCYC Advisory Committee (Alternate Representative)

Councillor terms

2017+

[Read more about Cr Ngai](#)

Comenarra ward

Deputy Mayor Jeff Pettett

M 0478 489 430
F 9487 1506
E jpettett@kmc.nsw.gov.au



Councillor Pettett has a professional background in accountancy, taxation and financial advice. His special interests include community-sporting organisations, youth development, improvements to Council facilities, financial analysis and responsible spending.

Councillor terms

2012-2017, 2017+
Deputy Mayor 2018-2019

Read more about Cr Pettett

Cr Callum Clarke

M 0436 663 375
F 9424 0202
E cclarke@kmc.nsw.gov.au



Councillor Clarke has an academic background in chemistry, pharmaceutical medicine and medicinal chemistry. His special interests are in protecting the unique character and charm of Ku-ring-gai, particularly those characteristics that have attracted residents to the area for generations.

Committee representation

Flood Risk Management Reference Committee (Chair)
Lindfield Village Hub Community Reference Committee (Member)

External representative/member

Ku-ring-gai Youth Development Service Inc. Management Committee (KYDS) (Alternate)
Northern Sydney Regional Organisation of Councils (NSROC) (Second alternate)
North Shore Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to North Sydney (Delegate)
Ku-ring-gai Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to Brooklyn (Delegate)
Hornsby/Ku-ring-gai Bushfire Management Committee (Delegate)
Rural Fire Service District Liaison Committee (Delegate)
Hornsby/Ku-ring-gai PCYC Advisory Committee (Representative)

Councillor terms

2017+
Deputy Mayor 2017-2018

Read more about Cr Clarke

Gordon ward

Cr Cheryl Szatow

M 0434 317 328
F 9424 0202
E cszatow@kmc.nsw.gov.au



Councillor Szatow has a professional background in education, health, research, marketing and communication.

Her special interests are in the areas of heritage, education, sustainability and support for the arts in Ku-ring-gai.

External representative/member

Eryldene Trust (Delegate)

Councillor terms

2008-2012, 2012-2017, 2017+
Mayor 2015-2016
Deputy Mayor 2012-2013

Read more about Cr Szatow

Cr Peter Kelly

M 0436 654 499
F 9424 0202
E pkelly@kmc.nsw.gov.au



Councillor Kelly has a professional background in the public and private sector and defence force in Australia and overseas.

His special interests are in practical solutions to urban issues.

Committee representation

Ku-ring-gai Traffic Committee (Deputy Chair)
Lindfield Village Hub Community Reference Committee (Member)

External representative/member

Metropolitan Public Libraries Association (Delegate)

Councillor terms

2017+

Read more about Cr Kelly

St Ives ward

Cr Martin Smith

M 0436 663 376
F 9424 0202
E martinsmith@kmc.nsw.gov.au



Councillor Smith has a professional background serving for 10 years as a firefighter in the NSW Fire Brigade and now manages his own security integration company, which operates nationally.

His special interests are in bush fire risk management, heritage protection, preserving the integrity of Ku-ring-gai's village atmosphere and improving sporting, cultural and community facilities.

Committee representation

Heritage Reference Committee (Deputy Chair)
Audit, Risk and Improvement Committee (Member)

Councillor terms

2017+

[Read more about Cr Smith](#)

Cr Christine Kay

(elected to Council on 27 October 2018)

M 0436 635 454
F 9424 0202
E ckay@kmc.nsw.gov.au



Cr Kay was elected to Council in October 2018 following the St Ives Ward by-election.

Councillor Kay has a professional background in banking and finance, business development, project management, events, transport, tourism and small business.

Cr Kay's special interests include services for mental health, disability, youth suicide and domestic violence prevention as well as maintaining the uniqueness and integrity of Ku-ring-gai by protecting our urban wildlife and environment for future generations.

Councillor terms

2018+

[Read more about Cr Kay](#)

Wahroonga ward

Cr Donna Greenfield

M 0436 655 544
F 9424 0202
E dgreenfield@kmc.nsw.gov.au



Councillor Greenfield has a professional background in information technology and management. Her special interests are advocating in support of the local community, and protecting the natural environment and native fauna.

External representative/member

Ku-ring-gai Meals on Wheels Inc. (Alternate)
Hornsby/Ku-ring-gai Bushfire Management Committee (Alternate)

Councillor terms

2017+

[Read more about Cr Greenfield](#)

Cr Cedric Spencer

M 0436 661 911
F 9424 0202
E cspencer@kmc.nsw.gov.au



Councillor Spencer is a solicitor and an academic who runs his law firm in Gordon. He comes from a heritage of English, Portuguese and Chinese mix and lives in Pymble with his wife and young son.

His qualifications include a Juris Doctor, a Doctor of Business Administration, a Master of Business, a Graduate Diploma in Laws and a Graduate Diploma in Transport and Distribution Management.

His interest is in delivering services to ratepayers and residents and achieving customer satisfaction in the services that Council provide.

Committee representation

Ku-ring-gai Traffic Committee (Chair)
Marian Street Theatre Community Reference Committee (Member)

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC) (Alternate)
Sydney North Planning Panel (Member)
Greater Sydney Local Land Services Government Advisory Group (Delegate)

Councillor terms

2017+

[Read more about Cr Spencer](#)

Decision making

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.

Council meetings

During 2018/19, Ordinary Council meetings were generally held twice a month with residents invited to attend. Meeting dates are available on Council's 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 also published on Council's website and in the local newspaper (if timeframes permit).

Council meetings deal with reports prepared by staff on strategic policy, finance, land use planning, the results of public exhibitions and consultation, legal matters and other matters of interest to the community.

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 ensuring our decision making processes are transparent.

Council meeting business papers are made available to the public on Council's website, at the 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 the website.

Changes to meeting practice

During 2018/19, Council adopted a new code of meeting practice following community consultation. The new code, which will take effect from July 1, 2019 has reduced Ordinary Council meetings to one per month and introduced a public forum in the week prior to the Council meeting. In addition, Ordinary Council meetings are webcast live as well as recorded.

Further information on these changes can be found on pages 74, 97 and 184.

Councillor meeting attendance

Councillor	Ordinary council meetings attended ¹		Council advisory/reference committee meetings attended ²	
	Number	%	Number	%
Cr Jennifer Anderson (Mayor)	19/19	100	9/9	100
Cr Callum Clarke ³	19/19	100	4/4	100
Cr Donna Greenfield	19/19	100	-	-
Cr Christine Kay ⁴	12/12	100	-	-
Cr Peter Kelly	19/19	100	3/4	75
Cr Sam Ngai	19/19	100	10/10	100
Cr Jeff Pettett (Deputy Mayor)	19/19	100	-	-
Cr Martin Smith	18/19	95	7/9	78
Cr Cedric Spencer	19/19	100	3/3	100
Cr Cheryl Szatow	17/19	89	-	-

Figure 4 Councillor attendance at Ordinary Council and Advisory/Reference committee meetings July 2018 – June 2019

Explanatory Notes:

¹ All councillors who were unable to attend Ordinary Council Meetings tendered their apologies and were granted leave of absence for that meeting.

² Attendance at Council's advisory and reference committees relates only to councillors appointed by council resolution to a committee. Other councillors may attend these committee meetings as observers. Council's advisory and reference committees in 2018/19 included:

- Heritage Reference Committee
- Ku-ring-gai Traffic Committee
- Audit, Risk and Improvement Committee

- Flood Risk Management Committee
- Marian Street Theatre Community Reference Committee
- Lindfield Village Hub Community Reference Committee – this committee was dissolved by Council at its Ordinary Meeting of 26 February 2019.

³ Councillor Clarke was appointed as a representative on the Lindfield Village Hub Community Reference Committee, following the resignation of Cr Citer on 2 August 2018.

⁴ Councillor Kay was elected to Council on 27 October 2018, following the St Ives Ward By-election and attended her first meeting on 13 November 2018.

Advisory and reference committees

To assist in the decision making process and the operation of Council, advisory and reference committees are 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 for a decision. The following Advisory and Reference Committees operated or were established during 2018/19:

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 to support Council in identifying and managing Ku-ring-gai's cultural heritage. The committee provides advice to Council on heritage matters, promotes an understanding and appreciation of heritage through specific activities and events and makes recommendations to Council on the allocation of annual heritage homes grant funding to applicants. The committee meets monthly as required.



FURTHER READING

kmc.nsw.gov.au/heritagereferencecommittee

Ku-ring-gai traffic committee

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, NSW Police, 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. Meetings of the committee are held as required.

Audit, risk and improvement committee

Council's Audit, Risk and Improvement Committee 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. Additionally, the committee also provides a level of oversight on the follow-up and completion of any issues or actions identified by internal and external audits, customer and code of conduct complaints as well as independent oversight of, and strategic input into our risk management framework. The committee adopted a revised charter during 2018/19, following a review of its role and responsibilities.

The committee meets on a quarterly basis and its membership during 2018/19 included:

- two (2) external independent members - John Gordon (Chairperson) and John Bartrop (July to December 2018); Stephen Coates (Chairperson) and Brian Hrnjak (February to June 2019)
- two (2) Councillor members (excluding the Mayor) - these members have voting rights
- other attendees, who do not have voting rights - General Manager, Director Corporate, Head of the Shared Service Internal Audit, Manager Finance, Manager People & Culture and other staff as requested by the General Manager
- other invitees who are representatives of the External Auditor
- the Mayor and Councillors, who are invited to attend as observers.

See page 94-95 for further information on the Audit, Risk and Improvement Committee.

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 the NSW Office of Water, NSW Department of Planning and Environment, 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. Meetings of the committee are held as required.



FURTHER READING

kmc.nsw.gov.au/floodriskmanagementcommittee

Major projects advisory committee

The Major Projects Advisory Committee was established in 2018 to strengthen governance and decision-making concerning major projects and provide independent advice to Council in relation to property development, land acquisition and disposal activities. Its main role is to provide support to Council decision making for major projects and to oversee governance of project delivery.

Major projects are generally defined as those projects undertaken by Council with a value of \$5 million or more. Currently, these major projects include the renewal of the Lindfield, Gordon and Turramurra local centres as well as the renewal of Marian Street Theatre.

The committee reports directly to Council and consists of four members of the public with expertise in areas relevant to the planning and delivery of major projects. This includes expertise in the following areas:

- property development and land economics
- commercial arrangements between public and private sectors, including property development and major assets
- risk management and probity requirements in property development.

Committee members were appointed by Council through a public recruitment process conducted in June/July 2018. The Advisory Committee meets quarterly or as required. It provides external oversight of the project and key reports.



FURTHER READING
kmc.nsw.gov.au/majorprojectsadvisorycommittee

Marian street theatre community reference committee

The Marian Street Theatre Community Reference Committee was established in August 2018 to enable Council to engage with both the Save Marian Street Theatre Committee and the community, on a formal basis during the design and construction stages of this major project.

Six community members were selected from twenty applications following an expression of interest process for community membership. The endorsed committee comprises of the Mayor and one other councillor, two representatives from the Save Marian Street Theatre Committee and four community representatives with demonstrated knowledge of the performing arts and associated industries and/or relevant cultural and community projects. Two committee meetings were held during 2018/19.



FURTHER READING
kmc.nsw.gov.au/marianstreettheatrecommittee

Lindfield village hub community reference committee

The Lindfield Village Hub Community Reference Committee was established in 2018 to provide advice to Council on community related development outcomes for the Lindfield Village Hub project, specifically related to communication and engagement, place-making, environmental sustainability, planning and design outcomes, service delivery and social procurement.

The committee comprised of seven community representatives, the Mayor, two councillors, one representative from Roads and Maritime Services and one from Transport for NSW.

Three committee meetings were held during 2018/19. In February 2019, Council resolved to dissolve the committee.

Ku-ring-gai local planning panel (KLPP) meetings

From 1 March 2018, the NSW Minister for Planning made it mandatory for Local Planning Panels to operate in the Greater Sydney Region. The Minister for Planning set out the types of development applications to be determined by the KLPP. Councillors no longer determine development applications, which will be determined by either the KLPP, Council staff or the relevant regional planning panel (Sydney North Planning Panel). Membership of the panel includes an external chairperson, two expert panel members and four community members.

The panel held eleven (11) meetings during 2018/19.



FURTHER READING
kmc.nsw.gov.au/klppmeetings

Engagement and collaboration

Engaging with our community

Community engagement is a fundamental part of Ku-ring-gai Council's planning and delivery of services, land-use planning, capital works and major projects as well as a means of informing, raising awareness and education.

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, organisations and government.

Council is committed to robust and transparent consultation practices, where all affected community stakeholders have an opportunity to participate. This approach is underpinned by social justice principles and best practice consultation and engagement reflecting the International Association of Public Participation (IAP2) spectrum engagement techniques. This can include special events; have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.

Our objectives

By engaging and consulting with our community we seek to:

- provide opportunities for the community to express their views and priorities with regard to services, capital works, major projects and land use plans to shape the future of Ku-ring-gai
- assist the community's understanding of challenges and opportunities presented by proposals for new or expanded services, asset management or new capital works
- capture the views of our already engaged and mobilised community
- tap into the community's local knowledge and expertise
- address the challenges of harder to reach stakeholders such as young people, CALD groups, people with disabilities and other special needs groups
- make participation easier for all by removing barriers to engagement to achieve a representative viewpoint
- include the business community, government agencies, not for profit organisations, service providers, peak bodies, local community and sporting groups.

Feedback and improvement

Council provides updates to participants at the conclusion of engagement as well as information on the outcomes. In addition, we continually evaluate the engagement process during and post-completion. This provides valuable feedback on the best methods for engaging with groups in a particular area or the most appropriate times or venues and informs future engagement processes.

Community engagement in 2018/19

Key engagement activities during the year included the following:

Environmental levy

Ku-ring-gai Council's Environmental Levy was due to expire in June 2019. The levy, in place since 2005, funds around \$3 million worth of environmental programs and works each year, to ensure Ku-ring-gai's unique bushland, waterways and urban environment are conserved and maintained.

In 2017, Council resolved to prepare an application, under the *Local Government Act, 1993*, for the permanent continuation of the Environmental Levy at the existing rate paid by Ku-ring-gai ratepayers, commencing on 1 July 2019 and subject to community support.

Between July and November 2018, extensive community engagement was undertaken for the application, specifically on the need for the permanent continuation of the levy, the full impact of continuing the levy on different categories of ratepayers, gauging community support for the levy continuing or not and prioritising environmental works and programs that should be funded by the levy, if continued.

Community engagement and consultation was conducted through a variety of methods tailored to stakeholders and included:

- an awareness campaign involving:
 - o information in the publicly exhibited Community Strategic Plan - Our Ku-ring-gai 2038; Delivery Program 2018-2021 and Operational Plan 2018-2019; and Resourcing Strategy 2018-2028
 - o community information sessions
 - o information sent to all residential and business ratepayers through the rates notice
 - o information on Council's website
 - o digital communication through various Council e-news reaching nearly 11,000 people
 - o print and social media.

- direct engagement including:
 - o a recruited, representative telephone survey of nearly 500 residential ratepayers
 - o a recruited consultation workshop with 29 residential ratepayers.
- opt-in online and printed survey (using an online community engagement platform).

The results of Council's engagement clearly demonstrated community acceptance for the permanent continuation of the levy at the existing rate (5%) and the community's ongoing willingness to pay for environmental programs and works funded by the levy.

Council was notified in May 2019 that its application was successful to permanently extend the levy at the existing rate, commencing on 1 July 2019.



FURTHER READING
kmc.nsw.gov.au/environmentallevy

Lindfield village hub

Lindfield Village Hub is the first major project to be launched as part of Council's award-winning Activate Ku-ring-gai development program which includes the future revitalisation of Turramurra, St Ives and Gordon local centres.

Located on the western edge of the Lindfield centre, the Hub will be a mix of green open space and community buildings including a library and community centre, underground car park, green public spaces, a town square, new apartment housing, dining and retail outlets.

From August 2018 to May 2019, Council reached over 2,000 people directly and over 15,000 people indirectly in 25 engagement events in Gordon, Lindfield, Killara and Roseville and at events across Ku-ring-gai to discuss the Lindfield Village Hub project. The objective of the engagement was to discuss and seek community views on the project through various activities to inform and involve people of all ages in the Lindfield area and more broadly across Ku-ring-gai. This included:

- online engagement – this was designed to reach young adults and parents and included a revamped website, online forums and discussion boards, videos of participant comments, online surveys, e-newsletters and a dedicated project email
- in print - newsletters, fact sheets, display boards and comment sheets
- community events - bus tours for recruited residents of libraries and residential developments around Sydney, displays at Festival on the Green and Australia Day Council events
- library displays - drop-in sessions at Gordon and Lindfield libraries and a fixed display at Gordon Library
- speaking to over one thousand people via surveys and comment cards from the library drop-in sessions
- information kiosks at major family Council events to discuss the proposals – over 100 families were involved

- place audits - merit assessments by recruited residents of urban spaces; Lindfield Avenue, Pacific Highway shopping strip in eastern Lindfield, Kiaora Lane, Double Bay and Summer Hill Flour Mills residential developments
- workshops - five community workshops were held throughout November 2018 and three community facilities workshops throughout October 2018
- additional retail and community surveys to further confirm community views.

While the engagement results confirmed overall community support for the project a number of identified issues will continue to be addressed through the detailed design development and approval processes. These include:

- the need for more local services, shops and social amenities
- apartment building heights
- adequacy of proposed car parking
- potential for increased traffic on local streets
- the need for improved pedestrian links to the station and from east to west sides of the Lindfield local centre.

The findings from the community engagement activities were included in a draft planning proposal approved by Council. The community was advised of the outcomes of the engagement and will be regularly updated on the progress of the project.



FURTHER READING
kmc.nsw.gov.au/lindfieldvillagehub

Community satisfaction research 2019

Every two years Ku-ring-gai Council carries out independent research into resident attitudes and perceptions towards services and facilities provided by Council. This includes:

- rating services and facilities for importance and satisfaction
- overall level of satisfaction with Council's performance
- rating of quality of life, wellbeing and connectedness factors
- rating of communication and engagement with Council
- identifying top strengths and priority areas for Council's focus.

The 502 surveyed residents were selected by both a computer based random selection process and number harvesting via face-to-face intercept at a number of areas around the Ku-ring-gai LGA, ie Wahroonga Station, Turramurra Station, Gordon Station, St Ives Shopping Centre and Lindfield Station.

Key results

- overall, 90% of residents are at least somewhat satisfied with the performance of Council. Comparisons with the 2017, 2014 and 2010 results indicate a positive trend, with a steady improvement in overall satisfaction since 2014.
- almost all residents (98%) rated their quality of life in the Ku-ring-gai area as good to excellent. Ratings for quality of life within the Ku-ring-gai LGA is significantly higher than the Metro Benchmark.
- 89% of residents are at least somewhat satisfied with the level of communication Council currently has with the community. Satisfaction is consistent across demographics and has remained fairly steady since 2010.

- more than two-thirds (68%) of residents believe that a strength of the Ku-ring-gai local area is the natural environment and open spaces.
- residents believe that development eg high density (45%) will be the highest priority issue within the Ku-ring-gai area in the next 10 years.

Resident rating of 46 services and facilities can be found under the six themes in **Performance – Delivering the Vision** on pages 99-196.

Summary of key engagement achievements in 2018/19

Engagement project	Type of engagement
Special Rate Variation – continuation of Environmental Levy	<ul style="list-style-type: none"> • recruited survey • recruited workshop • information sessions • online survey and forum
Lindfield Village Hub	<ul style="list-style-type: none"> • statistically representative telephone survey • retail and library surveys • recruited and opt-in workshops • community bus tour (including place score) • community drop-in information sessions • youth workshop • library workshop
St Johns Avenue, Gordon upgrade – Eat street style urban improvements (Phase 1)	<ul style="list-style-type: none"> • face to face meetings • online survey and discussion forum • business workshop
Domestic Waste Strategy	<ul style="list-style-type: none"> • recruited statistically representative telephone survey • online survey
Local Strategic Planning Statement (Phase 1)	<ul style="list-style-type: none"> • online discussion forum • online and printed survey
East Lindfield Community Centre – future options	<ul style="list-style-type: none"> • online and paper survey • community information session • online poll
Recreation in Natural Areas Strategy	<ul style="list-style-type: none"> • recreational groups survey and workshops • environmental groups survey and workshops
Parks and sports grounds and facilities – issues and improvement works	<ul style="list-style-type: none"> • information sessions in local areas – eg sausage sizzles, breakfasts • workshop sessions • e-news and social media • letterbox drops
Local business	<ul style="list-style-type: none"> • local business group workshops • e-newsletters • workshops and forums
Community feedback on programs	<ul style="list-style-type: none"> • surveys of user groups for specific Council programs and initiatives both online and in print
Council communications	<ul style="list-style-type: none"> • media releases • newspaper advertising • Mayor’s column in local newspaper • e-news and social media information on legislation changes and new policies



Collaboration

Stakeholder roles

While Council has a number of roles in progressing the long term objectives of the Ku-ring-gai community, it does not have full responsibility for implementing or resourcing all of the community aspirations identified in the Community Strategic Plan.

Other stakeholders, such as state agencies, non-government organisations, business, community groups and individuals also have a vital role to play in delivering these outcomes. This can be as contributors of ideas

and views on proposed projects or service levels, partners in delivering specific outcomes or delivering outcomes on behalf of Council.

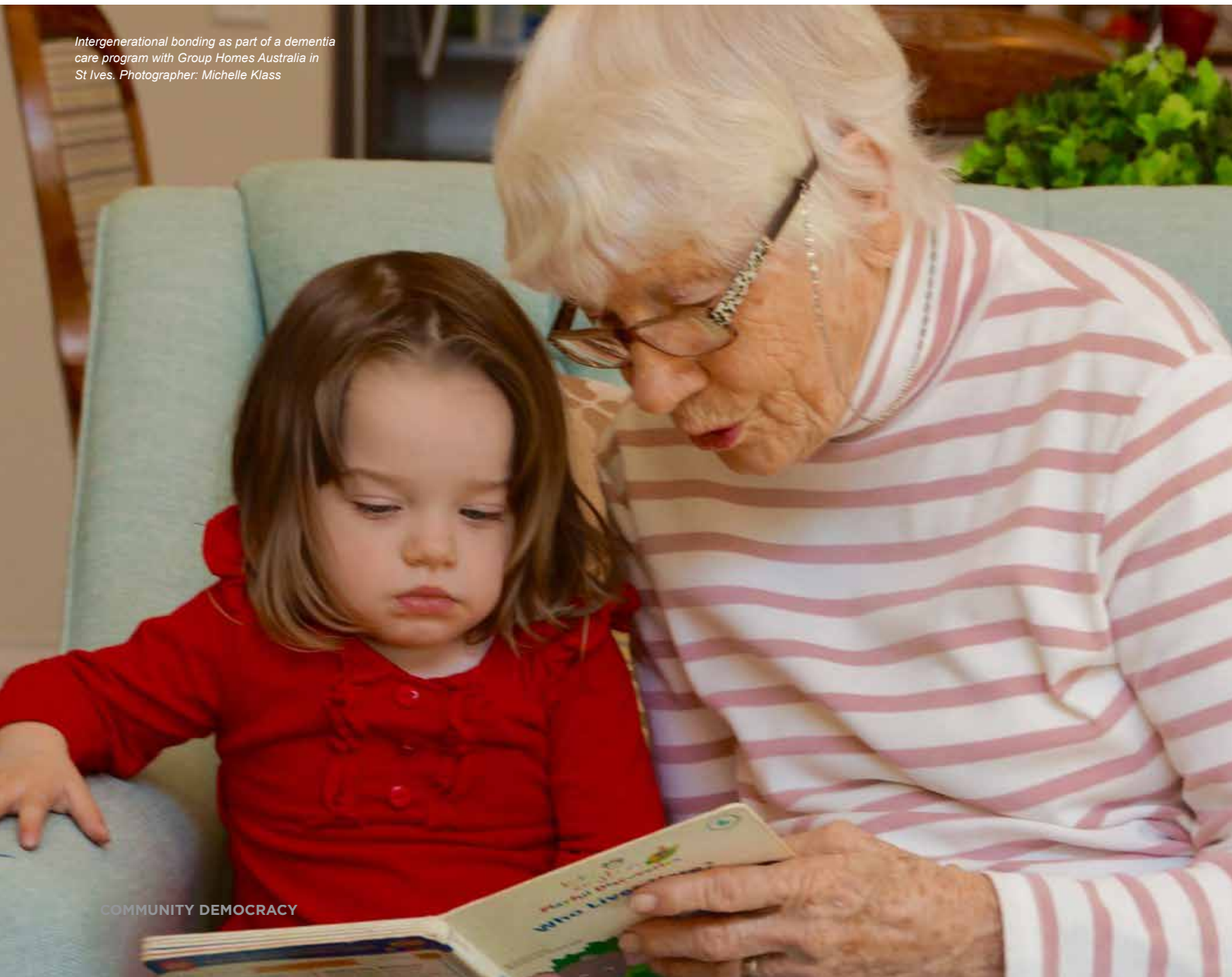
Council proactively pursues community collaboration and partnerships to optimise the value from available and often limited resources, for the benefit of the local community. Examples of the diverse contributions made by our stakeholders can be found in this Annual Report. Specific stakeholders are also listed for each long term objective in the Community Strategic Plan – Our Ku-ring-gai 2038.



FURTHER READING

kmc.nsw.gov.au/communitystrategicplan

Intergenerational bonding as part of a dementia care program with Group Homes Australia in St Ives. Photographer: Michelle Klass



The following table shows how we are collaborating with different stakeholders in the community.

Stakeholder	How we collaborate with stakeholders
Residents and property owners	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • participation on community reference or advisory committees • regular Council communications
Business community (local businesses, industry and business groups eg Chambers of Commerce)	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • facilitate local programs with the Office of the NSW Small Business Commissioner and NSW Business Chamber • work with local Chambers of Commerce, surrounding councils and the CSIRO • support businesses to deliver events • sponsorship of local events and markets and an annual sponsorship program • facilitate business and economic development workshops and events • support an online business engagement portal including a discussion forum, surveys and issue communication
Community organisations and groups (eg churches, neighbourhood associations, environmental groups)	<ul style="list-style-type: none"> • environmental research partnerships with tertiary institutions • coordinate volunteer Bushcare/Parkcare/Streetcare groups and community gardeners • work with groups to deliver annual events • offer small community grants programs • promote and support volunteering • host regular issues/needs forums • host special events and regional forums
Sporting organisations and clubs	<ul style="list-style-type: none"> • formal and informal partnerships for the delivery of improvements to facilities and grounds • shared responsibilities • assist and facilitate grant funding applications • joint funding of improvements to facilities • host an annual sports forum for local sporting groups and associations, agency representatives and council • agreements on usage of Council sporting facilities for training and competitions • host regional forums
Non-government organisations (including those supporting special needs and culturally and linguistically diverse (CALD) groups)	<ul style="list-style-type: none"> • planning workshops and forums • assist grant funding applications for support services • promote and support volunteering • work with agencies to deliver services and seek grant funding • offer annual community grants program • regular communications
Schools, preschools and childcare centres	<ul style="list-style-type: none"> • agreements and hiring of Council sporting facilities for training and competitions • regular communications
Visitors to the local area	<ul style="list-style-type: none"> • surveys of visitors at locations and events
Government organisations (neighbouring councils, Northern Sydney Regional Organisation of Councils (NSROC), state government, emergency services including NSW Police, State Emergency Services, and Rural Fire Service)	<ul style="list-style-type: none"> • formal agreements for the joint delivery of services or capital works program • shared services with other local councils • joint contracts with other councils for the delivery of services • representation on external government/agency committees • involvement in north district regional forums, including NSROC
Internal stakeholders (Councillors and staff)	<ul style="list-style-type: none"> • host briefing sessions and workshops
Elected representatives (Local State and Federal members)	<ul style="list-style-type: none"> • host briefing sessions on current matters • regular communications
Media	<ul style="list-style-type: none"> • regular media releases and communications

Volunteering

Council is privileged to have a community that contributes to a broad range of programs and services on a regular basis. Volunteers are supported and valued for the contributions with the numbers of volunteers continuing to grow.

Whilst volunteering within the Ku-ring-gai population is high compared to Greater Sydney, it is considered a

conservative estimate as many people in Ku-ring-gai do not identify their support for various community activities as volunteering.

Council coordinates an extensive community volunteering program including environmental, aged care, and youth leadership.

Environmental volunteering

**BUSHCARE
STREETCARE
PARKCARE**

Bush regeneration

690
VOLUNTEERS

13,000
HOURS

180
SITES

**NATIONAL TREE
PLANTING DAY**

Planting trees and restoring native vegetation

200
VOLUNTEERS

1,500
TREES PLANTED

GARDEN SHED

Plant propagation

16
VOLUNTEERS

530
HOURS

4,448
PLANTS
PROPAGATED AND
DISTRIBUTED

**FAUNA
MONITORING
PROGRAMS**

Monitoring nest boxes and uploading data to understand the distribution across Ku-ring-gai

**EASTERN PYGMY
POSSUMS**

11
VOLUNTEERS

144
HOURS

**TURRAMURRA
COMMUNITY GARDENS
AND WEST PYMBLE
COMMUNITY GARDENS**

Cultivating fresh food, organic gardens and friendships

47
VOLUNTEERS

**FAUNA
MONITORING
PROGRAMS**

Monitoring fly out counts at the Gordon camp to track seasonal and long term population trends to share with CSIRO and the Office of Environment and Heritage

**GREY-HEADED
FLYING FOX**

7
VOLUNTEERS

36
HOURS

25
RESIDENTIAL PROPERTIES

**CORPORATE
VOLUNTEER PROGRAM**

Bush regeneration

24
VOLUNTEERS

76
HOURS

**NATIVE BEE HIVE
PROGRAM**

Supporting distribution and splitting

60
VOLUNTEERS

696
HOURS

Community volunteering

JUSTICE OF THE PEACE

Services provided at Gordon, Lindfield and Turramurra libraries

13

VOLUNTEERS

750

HOURS

DUKE OF EDINBURGH'S AWARD

Students assist with shelving at Lindfield and Turramurra libraries

2

VOLUNTEERS

45

HOURS

INDUSTRY PLACEMENT WORK EXPERIENCE

Students experience all aspects of a working library including returns, shelving, and assisting with library activities at Gordon, Lindfield, St Ives and Turramurra libraries

2

VOLUNTEERS

175

HOURS

KU-RING-GAI ART CENTRE

Assist with set up and pack down of art classes, students with their art making and general odd jobs

1

VOLUNTEER

80

HOURS

EVENTS ASSISTANCE

Subject experts, technical professionals and authors speak at Gordon, Lindfield and Turramurra libraries

10

VOLUNTEERS

22

HOURS

AGED CARE SUPPORT

Assist with Meals on Wheels, gardening, transport, aid and other services

OVER **1,300**
VOLUNTEERS

YOUTH LEADERSHIP

Young people assist with event planning, speech writing and delivering group activities

13

VOLUNTEERS

30

HOURS



The Ku-ring-gai Hornsby Volunteer Service provides volunteering information to interested residents, determines which volunteering opportunity would best fit and then refers to the appropriate organisation. In 2018/19, two thirds of enquiries were referred to aged care volunteering opportunities.

Opportunities available for programs for elderly residents include:

- Meals on Wheels – drivers to deliver meals
- Easy Care Gardening – providing gardening services with an aim to create low maintenance gardens
- Neighbourhood Aid – assisting the community to transport residents to appointments and shopping as well as social visits to homes
- Day Centre – provide assistance with activities and to socialise with participants in aged care centres some of whom are living with dementia.

Council also provides support to young people (students under 18 years) who are seeking volunteering opportunities in Ku-ring-gai. Volunteering tips for students are made available on Council's website.

The Ku-ring-gai Men's Shed, located within the St Ives Showground at St Ives, is a facility for the community to participate in a range of activities and projects to bring people together, create a sense of belonging within the community and provide access to information regarding mental health for men. Over the years, the volunteers have completed a range of projects including plant propagation, containers for Council's native bee program for residents and the assembling and installation of racking for Meals on Wheels, Turramurra.

Council offers a Justice of the Peace (JP) service to the community at Gordon, Turramurra and Lindfield libraries as well as at Council's administration building in Gordon. JPs volunteer their time and are authorised to witness a person making a statutory declaration, affidavit or certify copies of original documents.

Facilitating new volunteering opportunities

Volunteering opportunities in Ku-ring-gai are promoted through electronic media, printed material, surveys and at volunteering expos and Council run events. Over 280 enquiries regarding volunteering opportunities were received by the Ku-ring-gai Hornsby Volunteer Service during 2018/19. Potential volunteers were offered volunteering roles with the Commonwealth Home Support Program or National Disability Insurance Scheme services or other community organisations, appropriate to their interests, skills, availability and age.

The Volunteering Expo attracted approximately 1,500 individual visits from people seeking suitable volunteer roles with 35 local organisations attending the Expo.

Over 52 local community organisations participated in Council's Everything for Seniors Day with approximately 1,300 participants in attendance. Participants were able

to explore a range of volunteering opportunities that matched their interests and skill set as well as services available in their local community.

TAFE Adult Migrant Education Program students were introduced to volunteering through a workshop promoting a range of volunteer opportunities in the local area and discussing how new residents can contribute to their local community. Council delivered similar presentations to a number of local culturally and linguistically diverse groups.

Council also actively promotes volunteering to new residents to Ku-ring-gai through promotional material and translated information.

The Seniors Out and About brochure, distributed widely in both the Ku-ring-gai and Hornsby local government areas, emphasises the importance of volunteering in maintaining wellbeing and social engagement amongst the community.

Council supports the Commonwealth Home Support Program and National Disability Insurance Scheme service providers along with local community organisations with volunteering requirements.

Council also belongs to the Northern Sydney Volunteer Network, a group of four Volunteer Referral Services that work collaboratively in Northern Sydney to develop and support community volunteering. More information is available at kmc.nsw.gov.au/volunteer including a booklet with case studies, examples of volunteering services and the benefits of being an active volunteer in the community.

Volunteer training and support

Council provides essential training and support to volunteer coordinators, volunteers and volunteer organisations in a variety of ways:

- implementing wellness and reablement training for volunteers and volunteer coordinators of local Commonwealth Home Support (CHSP) service providers
- delivering training on older people's mental health and first aid
- delivering basic first aid training
- supporting volunteer coordinators to attend a workshop on legal issues in volunteering
- providing training DVDs to local CHSP organisations to use in their volunteer training programs covering manual handling, food handling, understanding ageing, dealing with behaviours of concern and boundaries for volunteers.

Volunteer recognition

Council continued to recognise the important contributions of volunteers through a series of special events and programs including:

- free movie and supper evenings for volunteers and their friends, to show appreciation for their contribution to our community and to encourage others to try volunteering
- NSW Volunteer of the Year Awards, with local organisations encouraged to nominate their volunteers in the various categories
- pens, calendars and photo frames promoting volunteering and volunteer opportunities were distributed through local organisations as appreciation gifts to local organisations
- Council's Mayoral Volunteer's Christmas Celebration was held on 5 December 2018 at the Ku-ring-gai Wildflower Garden with 90 guests in attendance. The annual event is an opportunity for all Ku-ring-gai volunteers to come together and celebrate. Mayor Jennifer Anderson hosted the event in recognition of contributions made by volunteers and community groups.

- Council's annual awards in recognition of outstanding contributions to the Ku-ring-gai community, including Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year and Outstanding Service to the Community for an individual and group
- The Ku-ring-gai Bushcare Association (KBA) presents annual awards to community members and groups in recognition of their contribution towards environmental initiatives. In November 2018, the KBA presented 15 awards to individuals and groups that have dedicated their time and support to preserving the unique Ku-ring-gai bushland.

Council welcomes new volunteers to Council programs. Further information regarding Council's volunteering programs is available at kmc.nsw.gov.au/volunteer

28.2% of the Ku-ring-gai population reported doing some form of voluntary work in 2016 compared to 16.7% for Greater Sydney

(Australian Bureau of Statistics, Census of Population and Housing, 2016).

Volunteers and the WaterUps team finish constructing garden beds at the West Pymble Community Gardens



Local government reforms

During 2018/19, Council continued to respond to legislative and regulatory changes and new plans for metropolitan Sydney. This involved preparation of submissions, the development of new or revised Council policies and preparation of a 20-year strategic land-use planning statement for Ku-ring-gai. As resourcing requirements for implementing the changes were largely unknown at the start of the year additional resources were required to be allocated by Council for their progression or completion.

Council's responses were comprehensively researched and consistent with the long-term objectives in the Community Strategic Plan - Our Ku-ring-gai 2038. The following provides information on significant changes.

Local strategic planning statement

Under changes to the *NSW Environmental Planning and Assessment Act, 1979* and the new Greater Sydney Region Plan and North District Plans, all metropolitan Sydney councils are required to prepare a 20-year land-use strategy to manage future growth in their areas.


The strategy, known as a Local Strategic Planning Statement (LSPS), will be a core Council strategic planning document. The plan must set out:

- a 20-year vision for land-use in Ku-ring-gai, including the special character and values that are to be preserved, and how change will be managed into the future
- a structure plan or plans showing key productivity, liveability and sustainability features
- actions to implement relevant requirements of the regional and district plans, as well as Council's own priorities in the Community Strategic Plan prepared under local government legislation.

Two technical assurance processes, which confirmed the adequacy of Council's coverage of requirements, were completed with the Greater Sydney Commission, Department of Planning and Environment and Council as part of the statement preparation.

The draft local strategic planning statements were required to be exhibited by 1 July 2019 with the final version to be in place by 1 December 2019.

Council's draft LSPS was prepared and commenced public exhibition in June 2019.

 FURTHER READING
kmc.nsw.gov.au/lsp

Community participation plan


Changes to the *NSW Environmental Planning and Assessment Act, 1979* require councils to prepare a Community Participation Plan (CPP) to set out how and when we will engage with our community on planning functions under the Act.

The CPP is required to be adopted and published on the NSW Planning Portal.

During 2018/19, Council prepared a draft Ku-ring-gai Community Participation Plan which includes:

- mandatory community participation requirements, including minimum public exhibition timeframes relating to planning functions where Council is the consent authority
- established community engagement practices and statutory consultation requirements associated with planning functions.

It is proposed to exhibit the draft CPP during the first half of 2019/20.

 FURTHER READING
kmc.nsw.gov.au/cpp

Local government act

During 2018/19, Council finalised responses to a number of changes to the *Local Government Act, 1993* and policies designed to improve transparency in local government decision-making, make participation in decision-making more accessible and support effective internal governance. These changes also include mechanisms to enforce compliance with the new requirements and standards.

Council's responses included:

- implementation of the new Councillor Induction and Professional Development Guidelines
- adoption of a new Code of Conduct for councillors and staff with procedures for the administration of the Code
- adoption of a new Code of Meeting Practice including:
 - o Council meetings being held monthly (instead of fortnightly), with the first monthly meeting to be held on Tuesday 23 July, and a new monthly Public Forum, both being introduced from July 2019
 - o monthly Council meetings to be live streamed over the Council website.

Changes to meetings require that speakers will no longer address Councillors at Council meetings, although meetings will remain open to the public. Instead, the public will be able to address Council at a new monthly Public Forum, commencing in July 2019. This is where residents can speak to the Council about agenda items or any other matters in the public interest a week before each Council meeting.



FURTHER READING
kmc.nsw.gov.au/meetings

Government information (public access) act 2009

Amendments to the *Government Information (Public Access) Act, 2009* (GIPA Act) came into effect in November 2018.

The amendments impact the responsibilities of councils under the GIPA Act, and how citizens can expect their applications to be processed and progressed. As a result of the amendments, the Information and Privacy Commission (IPC) issued a number of GIPA related Fact Sheets and Guidelines which have been reviewed and incorporated into Council's current processes.

For more information on GIPA reporting see pages 217-221.

Our organisation



Rainbow over Gordon Library. Photographer: Dorris



KASK

Ku-ring-gai
Council

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.

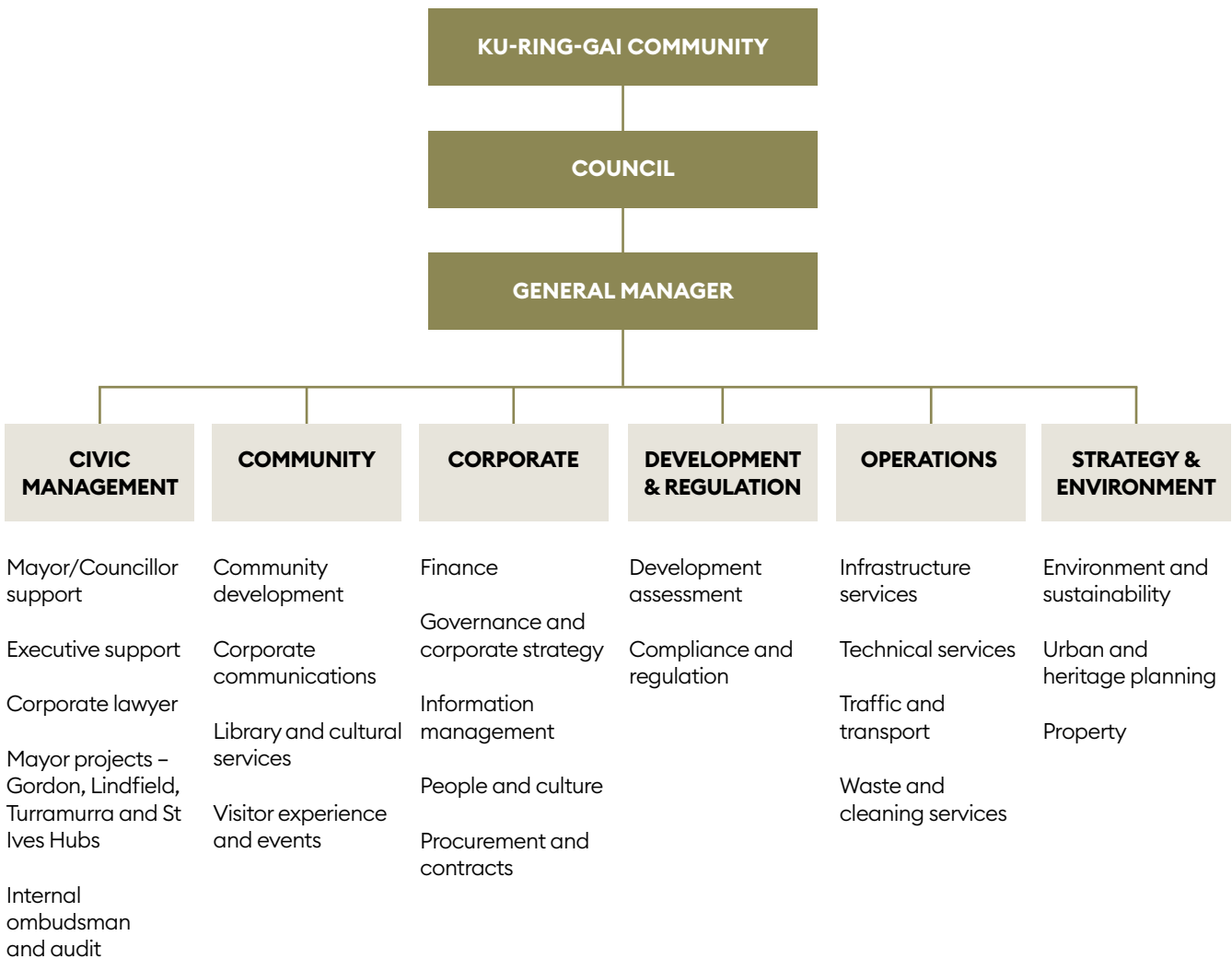


Diagram 2: Ku-ring-gai Council organisational structure

Leadership

The General Manager and the Directors of the six Council departments, make up our executive management team. The General Manager is responsible for the day to day management of the departments, overall operation of the organisation and for ensuring the implementation of decisions of Council. The Directors assist the General Manager in the development of long term strategic plans and their delivery, whilst ensuring the organisation is meeting its obligations.

Michael Miodic

Director, Development and Regulation

Bachelor of Town Planning

Michael was appointed Director Development and Regulation in 2003. Prior to this, he was Manager Development Control at Woollahra Council and a town planner with the City of Sydney. Michael also has extensive experience in the private sector as a planning consultant with over 30 years of experience in development assessment, regulatory services, strategic planning and environmental law.



George Bounassif

Director, Operations

Bachelor Engineering (Civil), Masters Business Administration (MBA), Australia Institute of Company Directors (GAICD), Member Institute of Public Works Engineering Australasia

George commenced at Ku-ring-gai in 2017 after previously holding the position of Manager Infrastructure Services at Randwick City Council. With over 14 years of local government experience, George has utilised an innovative approach to lead and inspire a diverse workforce to deliver high level customer service to local communities. His approach to leadership and passion for customer service was recognised with the 2015 IPWEA Local Government Leader of the Year Award. George has been instrumental in achieving more than 30 accolades for services, programs and facilities to the community.



FURTHER READING
kmc.nsw.gov.au/organisationalstructure

John McKee

General Manager

Bachelor of Business, Member Local Government Managers Association

John was appointed General Manager in March 2006 after holding the position of Director Finance and Business for five years at Council. John has over 25 years of local government experience and his current responsibilities include overall organisational leadership, financial, governance, operational and service performance and organisational support for the elected Council.

Andrew Watson

Director, Strategy and Environment

Bachelor of Town Planning, Graduate Diploma of Local Government Management, Certificate of Mediation, Member of Planning Institute of Australia, Member of the Institute of Managers and Leaders Australia, Member of the Australian Institute of Company Directors

Andrew joined Ku-ring-gai as Director Strategy and Environment in 2008 after holding the position of Regional Director for Planning in South and Western Sydney and the Central Coast for five years with the Department of Planning and Environment. 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.



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 this she held senior management positions in communications, marketing, arts and cultural services and library management. Janice has a strong interest in cultural planning, in particular working with local communities in developing local identity and sense of place. She works with her team to ensure Council's services and facilities are designed to best address current and emerging needs across all sectors of the community.

David Marshall

Director, Corporate

Master of Business Administration (MGSM), Certified Practising Accountant, Graduate Diploma Accounting, and Bachelor of Engineering (Hons)

David was appointed Director Corporate in 2013. Before joining Ku-ring-gai, David held the position of Director Corporate and Information Services at Leichardt Council for 15 years, where he was responsible for finance, information technology, records, governance, property, customer service, recreation facilities and libraries.

Workforce

Council is committed to ensuring the organisation has both the capacity and capability within its workforce to deliver positive outcomes for the organisation and ultimately the community.

Council's adopted ten year Workforce Management Strategy, together with the Asset Management Strategy and Long Term Financial Plan, identify the resources necessary to achieve Council's Delivery Program and Operational Plan in order to progress the long-term Community Strategic Plan.

Due to Ku-ring-gai's size, and the diversity and technical interest of the projects we are undertaking, Ku-ring-gai has been able to recruit and retain a variety of technically and professionally qualified staff across a broad range of service areas as well as a full range of traditional local government roles.

Council 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.

Council continues to manage staff in accordance with the *Local Government Act, 1993*, *Industrial Relations Act, 1996 (NSW)*, *Local Government (State) Award, 2017* and other relevant legislation as reflected in Council's policies. In addition, 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 as defined in the Council's Equal Employment Opportunity Plan 2016-2020.

The effectiveness of Council's workforce policies and procedures are assessed as part of the annual review cycle aligned to the Workforce Management Strategy 2019-2029, internal review program and employee surveys and feedback.

Key achievements in 2018/19

- completed implementation of the organisational restructure which commenced in 2017/18
- completed analysis of the 2017/18 employee opinion survey results and developed an action plan for identified key improvement areas
- established new initiatives to recognise staff achievements
- continued innovative work/life balance programs including our annual health and wellbeing, skin cancer screening and influenza vaccination programs that aim to create positive employee morale, reduce absenteeism and sick leave, reduce employee turnover, reduce workplace accidents and improve safety and staff productivity
- continued a diverse learning and development program with support for over 700 training or conference attendances, induction and code of conduct training, and compliance training
- delivered our leadership development program, 7 Habits of Highly Effective People workshops to 44 employees supporting leadership development at all levels of Council's workforce
- delivered the next phase of our leadership development program, 7 Habits for Managers to the senior management team
- increased our e-learning capacity with the addition of another two new e-learning modules to our online e-learning system for a total of 61 e-learning courses
- implemented a new structure for Health and Safety Committees with representation at both management and department levels.

Employee profile

The following table provides a snapshot of Council's employee profile at 30 June 2019 and comparisons across five years.

Employee profile

	2018/19	2017/18	2016/17	2015/16	2014/15
Number employees (full and part-time)	412	426	438	430	440
Median age range (years)	45 – 54 years	45 – 54 years	45 – 54 years	45 – 54 years	45 – 54 years
Retention rate	88%	83%	88%	85%	88%
Percentage of females	48%	45%	42%	43%	42%
Percentage of males	52%	55%	58%	57%	57%
Females in Band 6 and above	10.7%	10.8%	10.3%	11.8%	10.9%
Males in Band 6 and above	16.7%	16.9%	17.1%	16.7%	16.1%

Figure 5 Employee profile – 5 year trend

The most significant change over the five year period 2014/15 to 2018/19 has been the increase in females in the workforce from 42% to 48% with a corresponding decrease in males.

Workforce headcount

As at 30 June 2019, Ku-ring-gai Council employed 412 full and part-time people and 276 casual employees in a diverse range of service areas including engineering and open space operations, traffic and transport, waste operations, customer service, finance, people and culture, administration and governance, community and recreation services, aged and disability services, youth and children services, library and cultural services, regulation and compliance, development assessment, project design and construction, urban and heritage planning, environment and sustainability, integrated planning, property and assets. See page 83 for information on the number of casual staff during 2018/19.

The table below shows the total number of Council employees.

	Employment type			
	Full time	Part time	Total full and part time	Plus casuals
Ku-ring-gai Council	353	59	412	276

Figure 6 Workforce total headcount by employment type as at 30 June 2019

Workforce age and gender

The median age of our workforce was 47 years with 51% of our employees aged between 45 and 65 years, and 43.4% per cent of employees aged less than 44 years. This remains the same as the previous period 2017/18.

The gender profile of our workforce is 48% female and 52% male with employee positions spread across employment bands. From an age perspective there is a comparatively low representation of young 15-24 year olds and high representation of older 55-64 year olds. The issues associated with Council's age profile are being addressed through the Workforce Management Strategy and specific policies.

Age	Male	Female	Total	%
15 - 24	2	6	8	1.94%
25 - 34	32	44	76	18.44%
35 - 44	53	42	95	23.05%
45 - 54	51	52	103	25.00%
55 - 64	65	43	108	26.21%
65 +	13	9	22	5.33%
Totals	216	196	412	100%*

Figure 7 Workforce % for full and part time employment by age and gender as at 30 June 2019

* rounded up

Workforce in senior positions

The table below shows the trends for the period 2009/10 to 2018/19. There was a slight decrease in the percentage for both male and females in senior roles (Technical Band 6 and above), with women comprising 10.6% (down from 10.8% in 2017/18) and men at 16.7% (down from 16.9% in 2017/18) in this category.

Financial year end	Total workforce	Band 6 and above –women as a % of total workforce	Band 6 and above –men as a % of total workforce
2010	446	7.4%	15.0%
2011	454	8.2%	15.8%
2012	453	8.4%	15.6%
2013	428	9.1%	15.8%
2014	441	9.9%	17.2%
2015	440	10.9%	16.1%
2016	430	11.86%	16.74%
2017	438	10.27%	17.12%
2018	426	10.8%	16.9%
2019	412	10.6%	16.7%

Figure 8 Total % of employees in senior positions (Band 6 and above) from 30 June 2010 to 30 June 2019

Retention rate

The turnover of staff is mainly due to career progression and advancement opportunities outside Council, some older employees retiring and a small number of staff redundancies following the organisational restructure.

While the organisational restructure was completed during the period, Council's retention rate increased to 88% from 83% in the previous year. This may be partly attributed to the successful change management strategy that was implemented during the restructure, which provided a level of transparency and reassurance to staff regarding the future of the organisation.

Workforce years of service

The average years of service per staff member is 8 years indicating that Council remains an attractive employer for prospective applicants. The table below shows a comparison of average service years between departments. The average years of service has decreased by one year since 2017/18 reflecting some older, long term employees retiring from the workforce. The total number of people at Council declined slightly following Council's restructure and recruitment strategy while the total number of positions remained the same.

Department	Average years of service	No. of people in department
Civic	18	5
Community	7	108
Corporate	8	55
Development and Regulation	8	65
Operations	12	135
Strategy and Environment	6	43
Major Projects	0	1
Total	8	412

Figure 9 Workforce total headcount of full and part time employees by years of service as at 30 June 2019

Workforce department and gender

The community department recorded a 60% increase in the number of casual staff during 2018/19. This increase was attributed to Council's organisational restructure when casuals provided service support as areas changed or updated role responsibilities.

	Civic		Community		Corporate		Development and Regulation		Operations		Strategy and Environment		Major Projects	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Full time	2	2	13	59	29	22	35	25	118	14	13	20	1	0
Part time		1	3	33	0	4	1	4	0	3	1	9	0	0
Totals	2	3	16	92	29	26	36	29	118	17	14	29	1	0
Casual	0	0	47	173	1	2	0	0	7	4	12	29	1	0

Figure 10 Number of full time, part time and casual staff by department and gender as at 30 June 2019

Recruitment

Council continues to use a process of merit based selection to determine the most suitable applicant for a position as an equal opportunity employer in accordance with the provisions of the *Local Government Act, 1993* (s349) and Council's Equal Employment Opportunity Management Plan 2016-2020. Council employed 75 new employees during 2018/19 of which 72% were females.

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. Five work experience placements were also successfully completed.

As part of continuous improvement, procedures and processes were updated and streamlined. This included updates to the e-Recruitment system, a review of recruitment and selection templates and policies, and utilisation of LinkedIn to attract active and passive candidates.

Learning and development

Objectives of Council's recruitment processes include identifying and employing people with the required knowledge, skills and experience required to deliver Council's Delivery Program and Operational Plan.

As Council's workforce is already highly technically competent, Council's learning and development program focused on the following areas during 2018/19:

1. The maintenance and development of individual skills and knowledge for either current positions or future career paths

An integral part of the performance management process each year requires individual staff to identify personal training objectives to complete in the coming year. These objectives focus on personal and career development as well as the necessity of maintaining currency in their area of speciality. In achieving some of these objectives staff may apply for study assistance to provide financial and other support in completing external qualifications. Managers provide input to the process to enable them to support and encourage skills and knowledge development within their teams and to facilitate on-the-job learning and secondment experiences.

In 2018/19, 13 staff received study assistance in a range of disciplines from Local Government Certificate III to Diplomas.

Throughout the year staff also attend industry seminars and conferences to remain current in their area of speciality.

2. Compliance training

Training is provided to ensure Council's ongoing compliance with a range of legal requirements in completing work activities. Training is delivered in-house whenever possible to ensure cost effective training delivery for Council and minimum disruption to teams and work delivery.

Annual compliance training for new staff or refresher training for current staff includes:

- Roads and Maritime Services (RMS) Traffic Controller
- RMS Implement Traffic Control Plans
- RMS Prepare a Work Zone Traffic Management Plan
- Chemicals Handling
- First Aid
- Safe Work Under Power Lines
- Manual Handling
- Confined Spaces
- Chainsaw - basic/intermediate/advanced
- Work, Health and Safety Committee member training

3. SafeStart

Since 2012, Council has trained staff in the Operations department in the SafeStart Human Error Reduction Program. By reducing human error, dealing with deliberate misadventure and building robust compliance systems and processes, Council has significantly reduced both the human and financial costs of injury in the workplace.

4. Leadership development

The organisation commenced its current leadership development program in 2014 when the senior management group participated in the intensive Australian Applied Management Colloquium followed by all middle managers.

Subsequently a leadership development framework, based on developing emotional intelligence, has informed the delivery of key core organisational learning and development activities.

Additional programs will be delivered over the coming years that build on the foundational work commenced in 2014, and drawing from a variety of sources that contribute to the development of individual, team and organisational knowledge and skills.

A Leadership Development Program survey to evaluate the effectiveness of the program will be launched in 2019/20.

• 7 Habits Of Highly Effective People

7 Habits of Highly Effective People is a foundational program that provides a range of skills, behaviours and attitudes that assist staff to develop their full potential.

The program aligns with Council's organisational values of accountability for personal actions and decisions, demonstrating respect, doing the right thing and striving for excellence through continuous improvement and innovation.

All new staff complete the 7 Habits of Highly Effective People program during their probation period. During 2018/19, 44 staff participated in this program which was delivered in-house by an accredited Council facilitator.

- **The 7 Habits for Managers**

Managers participate in an ongoing Leadership Development Program with specific program content delivered each year that contributes to their personal and professional development.

The senior management team completed the 7 Habits for Managers program in 2018/19, with team leaders scheduled to complete the program in 2019/20. This program was delivered in-house by an accredited Council facilitator.

Organisational restructure

Council commenced a review of its organisational structure in 2017/18 consistent with the requirements of the *Local Government Act, 1993* following the 2017 local government election. The objectives of the review were to ensure that:

- the organisation has the capacity to adapt to changing activities and requirements
- the organisation is well placed to deliver outcomes that the community and Council seek over the long term
- the organisation is capable of achieving service delivery excellence while maximising resource effectiveness and efficiency
- services can continue to be streamlined and delivered in smarter ways to ensure optimal delivery
- the delivery of services and infrastructure by Council continues to be financially sustainable.

Key challenges being addressed by the organisation included the implications of an ageing workforce, skill shortages across a number of professional areas and training that keeps pace with changing technology, new work practices and policies and the need for increased leadership skills.

Following an extensive consultation phase with senior management and staff, a revised organisational restructure proposal was presented to staff, the unions, the Joint Consultative Committee, and finally referred to Council for adoption, with plans to begin implementation of the new structure in August 2018.

As part of the implementation process and change management plan, Council provided all staff impacted by the changes with detailed information regarding the process, and worked closely with all other staff and key stakeholders to ensure clear communication of the progress of implementation.

To ensure a seamless transfer process, a transition plan was released outlining target dates for transitions, a review of impacted positions and recruitment of new positions.

During 2018/19, over 200 positions were successfully transitioned to restructured service areas and departments, over 40 positions were reviewed and evaluated and three new positions were recruited.

700 attendances
at training courses

267 online courses

5,270 training hours

Over **50** diverse topic areas were covered including business skills development, leadership, communication, compliance, aboriginal heritage and threatened species awareness, safety and wellbeing.

*Ku-ring-gai Council
carpenter engraving signs.
Photographer: Molly Moloney*



Corporate culture

A healthy corporate culture values each employee in the organisation regardless of job duties, which contributes to employee teamwork to meet personal needs and the needs of Council.

The Workforce Management Strategy 2019-2029 identifies key policies and actions that support and contribute to shaping our corporate culture and ensuring our practices continue to meet industry standards. During 2018/19 this included:

Corporate values

The organisation supports a set of shared common corporate values developed in-house in 2014. These values have been integrated into work performance planning and delivery.

Employee opinion survey and action plan

An independent employee opinion survey was completed in December 2017. The results of the survey indicated general positive feedback and overall staff satisfaction, however, there were opportunities for improvement identified in specific workplace areas.

Following the release of the survey results and briefing sessions to staff, action planning for key improvement areas was developed for implementation commencing in late 2018/19.

The action plan addresses 5 key priority areas - innovation, accommodation, cross unit cooperation, performance management and technology, which were identified as requiring improvement. The priority area, teamwork, which scored high in the survey, was identified for enhancement to further capitalise and strengthen its position.

Actions commenced in 2018/19 include:

- a comprehensive technology review to identify areas for improvement and efficiency gains
- a review of customer experience with Council to identify areas for improvement
- improvements to the staff appraisal system to recognise the day to day achievements of staff
- additional e-learning modules to assist staff in setting their objectives
- a full review of Council's accommodation and facilities and development of a five-year improvement plan.

Senior management will actively monitor the progress of the plan to ensure timely progress and implementation.

Celebrating staff achievements

As part of the employee opinion survey action plan, a number of new initiatives have been established to promote staff achievements and improve recognition.

• Reward and recognition policies and frameworks

Council is preparing reward and recognition policies and frameworks for consultation in late 2019.

Plans are also in place to recognise current examples of innovation across the organisation and formal annual award events to recognise staff achievements and celebrate successes.

• Perform

Council's annual performance assessment process, Perform, aims to recognise staff performance, achievements and contribution each year. A key objective of Perform is to encourage high performance from all staff whilst driving a more collaborative and inclusive culture through the assessment of staff behaviours.

In addition to informal feedback provided by supervisors, there are two formal review periods during the year to ensure key achievements, wins and effort is celebrated and recognised.

• Recognition of service

Council values the ongoing commitment and dedication of staff. In an effort to recognise significant and long staff tenure, Council celebrates key staff milestones in appreciation of their loyalty and the length of service dedicated to the organisation.

Promoting work/life balance

Council recognises the need to create and support a healthy work/life balance for employees. Initiatives such as the transition to retirement scheme, self-funded leave program and flexible working arrangements are key to fostering this approach.

To support staff health and wellbeing, Council promotes a number of key events and initiatives throughout the year. Staff are invited to join group activities that are coordinated by People & Culture and the Wellness Working Group. In addition, Council offers:

• Financial benefits

Council has an ongoing commitment to its employees' wellbeing at work which is supported by the Wellbeing Program Benefit Policy. In addition to the many events and in-house programs, and external services available to support and encourage employee wellbeing, Council also provides a financial benefit for a wide range of activities that contribute to individual wellbeing. Council contributes up to \$100 per annum for eligible employees for health and wellbeing programs or activities.

Employee assistance program

Council's 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 following assistance is offered through our EAP.

Work	Personal	Family
Managing conflicts	Dealing with traumatic events	Work-life balance
Adjusting to change	Anxiety or depression	Concerns about children
Relationship between co-workers	Stress management	Relationship issues
Coaching	Grief and loss	Domestic violence
Career transition	Mid-life issues	Financial or legal issues
Handling work stress	Emotional or physical abuse	Substance abuse (incl. tobacco)
Making career choices	Low self-esteem	

Purchased leave

This policy provides staff with an opportunity to purchase additional leave to use for family commitments, travel, study or other personal reasons.

An employee may purchase an additional one or two weeks (five or ten days) annual leave by choosing to receive 51 (for five days of self-funded leave) or 50 weeks (for 10 days of self-funded leave) of pay spread over the full 52 weeks of the calendar year.

Biennial health fairs

Health fairs are delivered once every two years and encourage staff to spend more time focusing on their personal health and wellbeing. The fair offers information about exercise, nutrition and personal biometrics including measurement of body mass, glucose levels and blood pressure – all key to understanding the body's mental and physical changes.

Flex time

To assist employees in balancing the competing demands of their work, life and family obligations and to promote increased wellbeing and effectiveness at work, Council offers flexible working arrangements for eligible staff, one of which is flex time/leave. Flex leave may be taken when sufficient flex leave credit has been accrued to cover the period of the intended leave absence. A maximum of one flex leave day may be granted each fortnight.

Flu vaccinations

Council offers all employees the opportunity to receive the Influenza (Flu) vaccination each year. Influenza is a highly contagious disease that can be serious, debilitating and affect the whole body. This initiative was introduced to reduce the impact of seasonal flu in the workplace.

Skin screening

Skin cancer screenings are available to staff once a year. A thorough assessment is conducted by a qualified professional who examines any signs of skin cancer and offers preventative measures to reduce the risk of skin cancer.

Study allowance

Council assists permanent part-time and permanent 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. As well as Council providing support and assistance for study, employees have a joint responsibility in not only ensuring the success of their study program, but in sharing the investment in terms of time and cost.

Audiometric testing (for identified operational roles)

Council has an audiometric testing program to monitor the hearing capabilities of staff in operational positions where exposure to noise is an identified risk.

Equal employment opportunity

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 human resources practices and processes to ensure that Equal Employment Opportunity (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 career path
- have access to relevant training and career 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.

One of the key objectives in the Workforce Management Strategy 2019-2029 is retaining and attracting a diverse and talented workforce. This includes the tapping of underemployed talent, re-engagement of former employees, a focus on women in leadership, increasing the participation of Indigenous Australians and those from a culturally and linguistically diverse background, and the recruitment of skilled migrants.

A proposed strategy addressing Council's ageing workforce will further promote diversity by supporting the retention of older employees. This strategy will be completed in 2019/20.

Activities to implement EEO Management Plan

Our Equal Employment Opportunity (EEO) Management Plan 2016-2020 sets out the objectives and strategies to be delivered across the timeframe. This will enable management and employees to understand equity and diversity principles and their responsibilities in relation to its implementation.

The four main objectives of the plan are recruitment and selection, learning and development, promotions and transfers, and conditions of service. Each objective includes a list of initiatives that aim to address EEO issues and drive awareness by actively promoting diversity and respect within the workplace.

The initiatives in the EEO Management Plan 2016-2020 are now largely complete and the focus for 2018/19 was on implementing the remaining activities identified in the plan.

There are three outstanding activities, which are planned for completion by the end of 2019. These are to:

- ensure all staff involved in the recruitment and selection processes are trained in merit based selection
- update the exit interview questionnaire to gauge further feedback on Council's commitment to EEO
- inform staff of the contents of relevant family friendly policies through the total rewards program.

A new four year EEO Management Plan will be developed in 2019/20, building on current best practice and introducing new strategies and initiatives to further drive the organisation's commitment to equity, diversity and respect.

Work, health and safety

Ku-ring-gai is dedicated to continuous improvement of our work health and safety performance.

Council has developed and implemented a work, health and safety management system that is based on the *Work Health and Safety Act, 2011* and regulations, Australian standards, codes of practice and best practice initiatives.

Council has adopted a risk based approach, such that work, health and safety (WHS) risks are identified in the system and controlled in accordance with a hierarchy of controls from the WHS Regulations.

Health and safety committees

Health and Safety Committees provide an avenue of consultation and communication on the review of processes and the control of hazards and associated risks that impact on employee work health and safety.

Following a review, a new structure for committees was implemented at Council. This includes health and safety committees having representation at management and department levels, at the strategic level with the Health and Safety Strategic Committee and at a department level with each department electing health and safety representatives from their identified workgroups to become members of the Health and Safety Representative Committee.

A Health and Safety Strategic Committee was established in 2018/19 and is currently preparing a communication plan and a charter for adoption. The Health and Safety Representative Committee is meeting regularly, preparing for training and working towards a new framework.

Emergency control organisation (ECO)

The ECO, re-established in 2019, is a structured group with the responsibility of managing Council's immediate emergency response in line with Council's Administrative Offices and Chamber's Emergency Management Plan. The ECO structure is made up of two levels as follows:

- strategic level - comprised of chief wardens, facilities team leaders, trades supervisor, health and safety representatives and communication staff. The group's responsibilities are primarily to ensure plans, procedures, reports and training requirements are reviewed and current and ensure effectiveness of emergency systems and equipment
- area group - comprised of chief wardens, deputy wardens, area wardens, first aid officers, facilities members and health and safety representatives. The group's role is to take command on the declaration of an emergency pending the arrival of emergency services in line with the Emergency Management Plan.

The group is currently reviewing procedures and plans and undertaking training.

Safe working environment

Councils work, health and safety strategies and initiatives for 2018/19 included:

- undertaking risk assessments in accordance with legislative requirements
- continuous improvement of WHS strategic committees and consultation process
- ensuring all employees are trained appropriately in skills related to their work including:
 - o safety awareness training to minimise the risks to the broader community and staff and ensure that work is carried out in the safest possible way
 - o hazard-specific training programs delivered to staff and volunteers which included site inductions, first aider training, warden training, off-road driving courses, health and safety training and toolbox talks.
- review of Council's first aid program and first aider guidance materials
- review of the Emergency Control Organisation and site-based Emergency Management Plans to improve current emergency management procedures and response
- further emergency management training for chief and fire wardens
- review of Councils WHS Management System
- development of online WHS reporting
- health monitoring such as flu vaccination
- access to the Employee Assistance Program for all employees.

Reducing workplace injury

Council continues to review its injury and incident reporting and management processes. Reports are provided quarterly to senior management and the Audit, Risk and Improvement Committee on worker's compensation, injury management, and accident and insurance claims processes. This includes the identification of loss time injury frequency, incidence and severity rates. Council has also reviewed emergency response procedures and the provision of first aid across the organisation.

An electronic incident management system continued to be developed during 2018/19 and is scheduled for launch in 2020. The electronic system will improve tracking of incidents, data collection, preventative action and investigations.

As part of Council's commitment to the welfare of staff, we provided flu vaccinations, hearing assessments, skin cancer checks and access to our Employee Assistance Program to all staff during the year.

Incident reporting

Reported incidents have decreased slightly in 2018/19 although actual figures remain high over the 5-year period due to a change in classification methodology. There was a strong focus on ensuring all incidents were reported across Council and the statistics are reflective of this drive.

Number of incidents

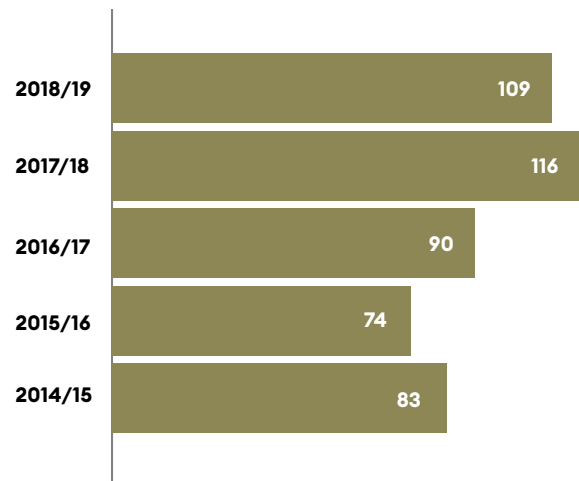


Figure 11 Total incident reports – 5 year trend



Types of incidents

Council has aligned its incident classifications to the categories detailed in the *Type of Occurrence Classification System, National Occupational Health and Safety Commission* provided by SafeWork Australia. Using this classification system allows Council to ensure consistent classifications and bench mark against industry.

In 2018/19, the majority of incidents were classed as 'other and unspecified mechanisms of incident'. This classification includes slide or cave in, vehicle, and multiple mechanisms of incident and unspecified mechanism of incident. Property damage (sub-class vehicle) had the highest number of incidents, resulting from minor incidents and damage, which is a reflection of the time spent on operating tasks in vehicles performed by Council operational employees.

In previous years, vehicle incidents had not been reported as a WHS incident. These types of incidents are now captured as WHS incidents regardless of fault or if the incident was on personal time. This has significantly increased the number of incidents reported.

Hazard reporting will be built into the proposed electronic incident reporting system making it more efficient in tracking immediate controls, preventative action and contributing factors. This will change the way we review data and trends, allowing Council to develop and implement more effective and forward looking strategies.

An increase in the classification 'mental stress' during 2018/19 was due to work related mechanism. The majority of these incidents were related to interactions with the public. Additional training regarding stress related to 'violent or traumatic events' has been identified for 2019/20.

Types of incidents	2018/19	2017/18	2016/17	2015/16	2014/15	Total
Falls, trips and slips of a person	19	14	13	12	15	73
Hitting objects with a part of the body	13	2	4	3	6	28
Being hit by moving objects	8	14	13	18	15	68
Sound and pressure	0	0	0	0	1	1
Body stressing	15	17	22	31	14	99
Heat, electricity and other environmental factors	1	1	1	0	2	5
Chemicals and other substances	6	14	12	7	6	45
Biological factors	1	0	0	0	0	1
Mental stress	7	2	4	1	11	25
Other and unspecified mechanisms of incident	39	52	21	2	13	127
Total	109	116	90	74	83	472

Figure 12 Types of incidents recorded – 5 year trend

Workplace injury

Lost time

In 2018/19 there was a dramatic increase in lost time claims due to a rise of significant injuries. Almost half of all new claims received in this period, resulted in lost time. Six claims resulted in over five weeks of lost time, while three claims resulted in over 10 weeks of lost time wages. The most common injuries are musculoskeletal in nature. A review of factors contributing to these injuries will inform future work practices and training.

Number of lost time hours

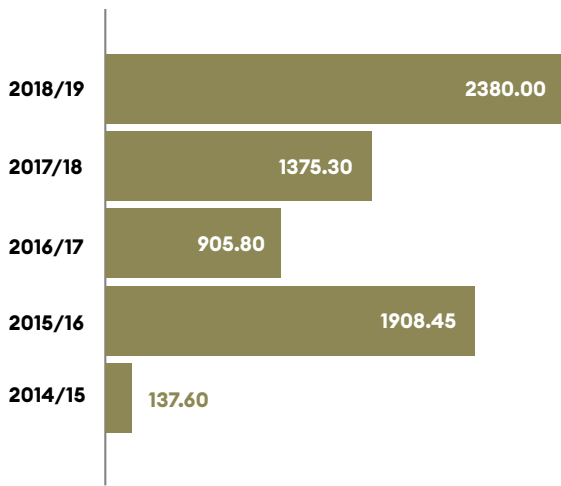


Figure 13 Lost time hours due to workplace injury – 5 year trend

StateCover claims by year

Claims in 2018/19 are consistent with the previous year. This is attributed to continued staff awareness and improved return to work culture.

Number of claims

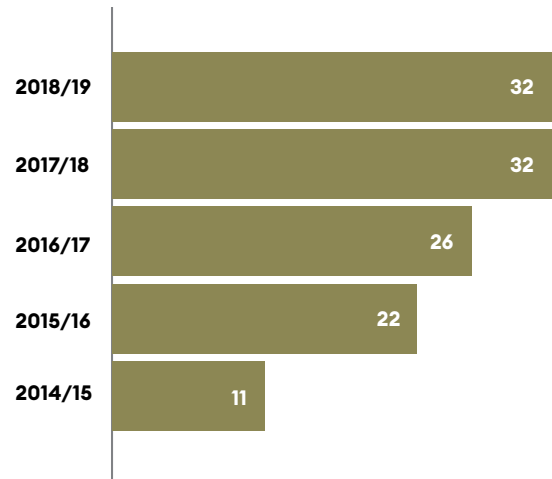


Figure 14 StateCover claims by year – 5 year trend

StateCover premium and performance rating comparison

Council's worker's compensation premium in 2018/19 increased by 17% from the previous financial year. The contributing factors for this increase include:

- increased claim costs due to increased lost time injuries and wage increase
- increase of significant claims requiring substantial treatment and lost time
- pay out of a whole permanent impairment percentage claim.

Despite the increase in premiums, Council is still performing well, with an average rate that is considerably below the Industry, StateCover and Office of Local Government averages.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC rate/ industry rate	StateCover average	OLG average
2018/19	\$ 686,476.38	1.69	2.594	2.47	2.80
2017/18	\$ 583,569.00	1.32	2.594	2.45	2.14
2016/17	\$ 567,739.50	1.43	2.594	2.94	2.46
2015/16	\$ 500,797.26	1.27	2.594	2.91	2.69
2014/15	\$ 455,915.51	1.19	2.594	2.97	2.91

Figure 15 StateCover premium and performance rating comparison – 5 year trend

Governance

Council is committed to maintaining and enhancing a strong governance framework supported by independent advice, policy and review mechanisms. This commitment is reflected in the Community Strategic Plan's long term objectives and Council's term achievements contained in the Delivery Program.

Key achievements in 2018/19 included:

- adoption of a revised charter for the Audit, Risk and Improvement Committee including an expanded name, reflecting its contemporary role
- hosted a shared internal audit service with other northern Sydney councils which achieved cost efficiencies, sharing of knowledge and improved audit practices and outcomes
- adopted a new code of conduct and procedures for its administration
- continued a review of key Council policies to ensure they address current legislation and reflect best practice
- adopted a new code of meeting practice to increase transparency and accessibility in decision-making.

Audit, risk and improvement committee

The principal objectives of Council's Audit, Risk and Improvement Committee (ARIC) are to provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.

The Committee also provides advice to Council to ensure an adequate and effective system of internal control throughout Council and to assist in the operation and implementation of the Internal and External Audit Plans.

During 2018/19, the Committee adopted a revised charter, following a review of its role and responsibilities, with the expanded responsibility of improvement. This recognises the Committee's role in achieving improvements to the effectiveness and efficiency of service delivery through enhanced organisational processes, compliance, controls and reporting mechanisms.

The Committee is an advisory committee and meets on a quarterly basis. Its membership in 2018/19 included:

- two external independent members - John Gordon (Chairperson) and John Bartrop (July to December 2018); Stephen Coates (Chairperson) and Brian Hrnjak (February to June 2019)

- two councillor members (excluding the Mayor) – Councillors Ngai and Smith (Sept 2017 – June 2019). These members have voting rights.
- other members, who do not have voting rights - General Manager, Director Corporate, Head of the Shared Service Internal Audit, Manager Finance, Manager People & Culture and Team Leader Corporate Risk & Assurance
- other members (invitees) are representatives of the External Auditor, the Mayor and other appropriate Council staff as required
- other councillors are invited to attend as observers.

The Committee's responsibilities cover risk management, control frameworks, external accountabilities, legislative compliance and facilitating both the internal audit and external audit programs.

Reports are provided by the organisation to the Committee each quarter to monitor compliance with legislation and regulations and assist in the review of Council's performance in relation to external accountability and legislative compliance obligations. This includes the following standing agenda items:

- council's investment and financial status
- reporting on internal audit recommendations/ implementation and risk management
- internal audit reporting in the period including reports regarding complaints and investigations
- complaints and compliments
- legislative updates from the Office of Local Government
- matters relating to workers compensation, injury management, accident and insurance claim processes as well as loss time injury frequency, incidence and severity rates
- compliance and reporting requirements - a summary of relevant circulars, legislative updates and matters arising and includes a summary of actions taken in the reporting period in response to those that impact the local government sector.

The Committee also provides feedback and advice on continuous improvement initiatives. An annual calendar of responsibilities is also prepared to ensure all key fiduciary activities are performed and key reports are received throughout the year.

Council's external auditor, the NSW Audit Office, makes an annual presentation to the Committee on the audit plan for the forthcoming external audit and the Committee monitors progress in implementing any action plans arising from this advice.

Internal audit - shared service

Responsibilities for hosting a shared northern Sydney internal audit function were transferred from Willoughby City Council to Ku-ring-gai Council on 13 July 2018. Ku-ring-gai now hosts the shared service on behalf of North Sydney, Mosman, Lane Cove, Strathfield and Hunters Hill Councils.

The transition into Ku-ring-gai included migration of systems, electronic and paper based records and the transfer of two staff and on boarding of the Head of Internal Audit.

Overall advantages of a shared service are efficiencies from cost sharing, shared learnings and better practices gained from internal audits conducted at all six councils which are reported on regularly. Specific benefits realised for Council through the past year include a reinvigorated internal audit methodology that takes a risk based approach towards planning and conducting internal audits.

The internal audit function is governed by an internal audit charter which is a formal statement of purpose, authority and responsibility. This recognises the importance of internal audit in providing an objective and independent service to Council. The charter has been reviewed and endorsed by the Audit, Risk and Improvement Committee.

Achievements during 2018/19 included:

- the review and validation of the past three years of Council's internal audit recommendations. This was undertaken to update the status of action plans and to improve monitoring and reporting mechanisms in 2019. The validation confirmed the resolution of actions or their progression to schedule. Many of these recommendations have led to process reviews resulting in operational efficiencies.
- completion of an annual internal audit plan that takes a risk based approach and incorporates financial, operational, and compliance processes across Council to:
 - o determine whether processes or systems have been designed to ensure that assets are safeguarded to prevent misuse or fraud occurring
 - o assess adequacy of processes to ensure compliance with applicable laws, regulations, contracts, policies and procedures
 - o preserve the accuracy and reliability of data controls for the safeguarding of assets
 - o suggest improvements to increase efficiency or to lower operating costs
 - o encourage continuous improvement.

- completion of three internal audits - accounts payable, asset management and complaints management. Similar internal audits were completed at the other share service councils to enable outcomes to be shared and results analysed. This has identified systemic risks and facilitated better practices.

Internal audit reports and reporting on the status of the implementation of recommendations are provided to every meeting of the Audit, Risk and Improvement Committee.

New code of conduct and procedures

Council's Code of Conduct sets the framework for Council's adherence to ethical standards and the conduct expected of Council staff and councillors.

Following the Office of Local Government's prescription of a new Model Code of Conduct and Administrative Procedures in December 2018, Council adopted a new Code and Procedures applicable to all Council officials (elected councillors and staff) as well as members of wholly advisory committees.

The new code shifts the focus from a broad principles based approach to more prescriptive standards of general conduct. It also provides new and clearer rules governing:

- harassment and discrimination
- bullying
- work health and safety
- land-use planning, development assessment and other regulatory functions
- behavioural standards in meetings.

The code and other associated policies must address and be consistent with a number of acts and guidelines. These include:

- *Local Government State Award, 2017*
- *Local Government Act, 1993*
- *Independent Commission Against Corruption Act, 1988*
- *Ombudsman Act, 1974*
- *Effective Complaint Handling Guidelines, 2017*
- *Privacy and Personal Information Protection Act, 1998*
- *Government information (Public Access) Act, 2009*
- *Public Interest Disclosures Act, 1994*
- *Civil Liability Act, 2002*
- *Public Finance and Audit Act, 1983*

The Procedures to the Code detail the administrative framework and processes to be followed when complaints are made. This includes:

- what does and does not constitute a complaint
- how code of conduct complaints are to be made
- the administrative framework for reviewing complaints including establishment of a panel of conduct reviewers, an internal ombudsman and complaints coordinators
- code of conduct complaints made as public interest disclosures
- the complaints assessment process
- when complaints must be referred to an external agency – being the Office of Local Government, Independent Commission Against Corruption (for actual or suspected corrupt conduct) or the NSW Ombudsman or NSW Police, particularly if complaints relate to corrupt conduct.

To ensure that staff, councillors and external committee members are aware of their responsibilities under the new code, a comprehensive communication and training program was implemented in 2018/19. This included:

- communication to all staff and councillors and other affected stakeholders
- a series of training sessions held in June and July 2019 for all staff, covering changes to the previous code and a reminder regarding responsibilities
- a copy of the code and training presentation accessible by staff via Council's internal intranet or hard copies
- a compulsory e-learning module on the Code of Conduct required to be completed by all staff during 2019/20
- training for councillors on the updated code in early 2019
- future planned refresher training.



FURTHER READING
kmc.nsw.gov/codeofconduct

Other governance policies

Following adoption of the Code of Conduct a review of other governance related policies was commenced to ensure their consistency with the new code. Updated versions of these policies will be presented to Council in 2019/20. These include:

Public interest disclosures policy

The *Public Interest Disclosures Act, 1994* (PID Act) deals with disclosures from individuals regarding serious matters involving public administration.

Council's Public Interest Disclosures Policy (internal reporting policy) outlines the processes, roles and responsibilities for staff and councillors, in relation to disclosures under the *Public Interest Disclosures Act, 1994* and regulation.

The policy also ensures that Council has in place an appropriate internal reporting system and procedures for staff and councillors and that roles and responsibilities are clear when dealing with disclosures. This includes:

- taking appropriate remedial action where wrongdoing is substantiated or systemic problems are identified
- referring actual or suspected corrupt conduct to the Independent Commission Against Corruption (ICAC)
- referring any evidence of reprisals (under Section 20 of the PID Act) to the Commissioner of Police or ICAC.

Reporting on public interest disclosures

Council does not tolerate corrupt behaviour of any nature, including maladministration, serious and substantial waste of public money, government information contravention and local government pecuniary interest contravention.

Council is required to report on its obligations under the PID Act, including information about Public Interest Disclosures in its annual report and to the NSW Ombudsman every six months. During 2018/19 Ku-ring-gai Council did not receive any Public Interest Disclosures or referrals from external agencies and did not refer any matters to external agencies.

In addition, there were no carry over investigations from 2017/18. Investigations conducted into allegations relating to breaches of the Code of Conduct by staff, due process and probity issues in 2017/18 were completed and investigation outcomes finalised in that year.

Complaints management policy

The purpose of this policy is to ensure that all complaints are dealt with in a timely and effective manner and the community's right to comment is protected and promoted. The policy applies to Council staff, councillors and work experience placements.

Fraud and corruption prevention policy

The purpose of this policy is to reinforce Council's commitment to fraud and corruption prevention and detail the procedures and responsibilities required to implement the policy.

It reflects Council's objectives for good governance and high ethical standards. This includes remedial action or referral of matters to ICAC and/or the NSW Police.

New code of meeting practice

In June 2019, Council adopted a new Code of Meeting Practice, which introduced key changes to how Council conducts council meetings, effective from 1 July 2019. These changes were required by the NSW Government and are based on the Model Code of Meeting Practice for Local Councils in NSW. The main changes include:

- a monthly council meeting instead of the previous two meetings
- introduction of a monthly public forum, which gives the public the opportunity to speak on council meeting agenda items, or any other matters in the public interest. The public forum would be held one week before the council meeting and has replaced speakers at council meetings
- agendas for the monthly council meetings to be publicly available from the Wednesday preceding the public forum
- monthly council meetings to remain open to the public, without the option to speak
- council meetings to be streamed online to improve public transparency and accessibility.



FURTHER READING
kmc.nsw.gov/meetingcodeofconduct

Risk management

Risk management continued to be promoted by the organisation as an essential element of good corporate governance and is used to support the achievement of strategic and operational objectives within Council. This includes integration with, or linkages to, key business processes across the organisation.

Council is implementing Enterprise Risk Management (ERM), an enterprise wide model for risk management, within the organisation. ERM includes not just risks associated with accidental losses, but also opportunity. This means that Council not only addresses work, health and safety risks, but will also identify, assess and address internal and external risks presented to Council, seeking to minimise threats and maximise opportunities.

The risk management program constitutes three pillars. These are Enterprise Risk Management (ERM), Work Health and Safety (WHS) and Insurance, which are under the Corporate Risk and Assurance team. All three pillars work closely to ensure internal and external risks are dealt with.



Figure 16 Ku-ring-gai Council three pillar risk management program

Achievements in 2018/19 included:

- a review and update of the ERM framework against AS ISO31000:2018 Risk Management – Guidelines
- continued development of a risk-aware culture which embeds prudent risk-taking and decision making business processes
- implementation of learning and development activities to inculcate corporate values and cultures, and other risk related policies that provide a key mechanism to enable staff to manage risks on a daily basis
- workshops conducted to identify, categorise, analyse and mitigate our strategic risks
- completion of a risk maturity assessment and development of an action plan for the organisation's migration to a desired risk maturity level moving forward.

Council maintains a prudent risk profile by counterchecking business initiatives against its risk appetite. On a quarterly basis, the Corporate Risk and Assurance team generates and presents to the Audit Risk and Improvement Committee (ARIC) a comprehensive Council-wide portfolio risk report that measures a spectrum of risks and keeps councillors and senior management apprised of its risk profile. Formal risk reviews are conducted regularly and reported to ARIC and senior management.

Training and professional development for councillors

Induction program 2017/18

Following Council elections in September 2017 an induction program was provided to councillors in four key parts as detailed in the table below:

Elected councillors have a diverse range of experience and skills reflecting their professional backgrounds, community and volunteering service and length of time in an elected local government role. The purpose of the individual training and development plans are to assist councillors in fulfilling their responsibilities under Section 232 of the *Local Government Act, 1993* and to ensure that any additional information and training/activities not covered by the induction program can be identified and delivered.

1. Provision of a Councillor Resource Kit, containing key organisational documents, information and resource	Resource kits were delivered to all councillors on the first business day following the announcement of the election results.
2. Training/briefing sessions provided by staff and external experts	<ul style="list-style-type: none"> • Meetings procedure overview • Roles and responsibilities overview • Code of Conduct training • General meeting protocol briefing • Heritage, operations and trees • Development and regulation matters • Meetings procedure training • Roles and responsibilities training • Community profile and public engagements briefing • Local government area bus tour to places of interest
3. Two day induction workshop with briefings	<ul style="list-style-type: none"> • Overviews of the responsibilities of each department • Strategic planning – Integrated Planning and Reporting • Financial planning briefing • Environmental Levy briefing • A facilitated visioning session • Opportunities and challenges for urban renewal in Ku-ring-gai briefing • Activate Ku-ring-gai/major projects briefing
4. Preparation of individual training and development plans (IPDP's)	

Training and professional development 2018/19

During 2018/19 the following training and professional development was undertaken:

- induction program training was provided to Councillor Christine Kay, who was elected to Council on the 27 October 2018, following the St Ives Ward By-election
- ongoing professional development was undertaken by individual councillors consistent with their individual training and development plans developed during 2017/18
- other professional development activities were provided to councillors during 2018/19 including briefings on legislative changes, policy development and major projects.

Councillors receive regular briefings from staff and participate in workshops on a range of significant and complex matters that require their input or decisions. These include strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative change. These briefings and workshops can cover technical, legislative and financial issues and are an important part of a councillor's professional development at Ku-ring-gai.



FURTHER READING

on individual training undertaken as well as key briefings and workshops that were provided to councillors during 2018/19 can be found on pages 199-202.

A white dog with a red collar is sitting on a grassy bank, looking across a pond. The pond reflects the surrounding green trees and sky. In the background, a golf course is visible with a line of trees.

Performance – delivering the vision



Integrated planning and reporting

The NSW Government introduced the Integrated Planning and Reporting framework in 2009 to assist councils in delivering their community vision and long-term objectives through long, medium and short term plans and reporting. The purpose of the framework was to formalise best practice strategic planning across NSW councils to ensure a more sustainable local government sector.

In 2008, the Ku-ring-gai community and Council together developed a vision and set of principles to guide future strategic planning and directions for Ku-ring-gai. The vision and principles formed the basis of Ku-ring-gai's first Community Strategic Plan.

The vision and principles continued to be relevant to Ku-ring-gai and its community beyond the first plan and formed the basis for subsequent Community Strategic Plans.



Diagram 3: Integrated planning and reporting framework

Source: Adapted from NSW Office of Local Government – Integrated Planning and Reporting Framework.

Website: olg.nsw.gov.au

Measuring our performance

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 - Our Ku-ring-gai 2038, which came into effect in June 2018.

Council's Operational Plan 2018-2019 and Delivery Program 2018-2021

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 three-year Delivery Program and aligns with the long-term objectives identified in the Community Strategic Plan.

Summary of performance

During 2018/19, Council successfully completed or progressed the majority of capital works, operational projects and actions in the annual Operational Plan. The outcomes from these activities 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 and maintained its sound financial position.

This supports Council's ongoing financial sustainability and capacity to deliver services and facilities in response to community needs.

How we measured our progress

The following sections provide information on our achievements and challenges in delivering the planned tasks, programs and projects, 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:

Quadruple Bottom Line (QBL) trend indicators

Our performance for key economic, environmental, governance and social indicators is presented for the 2018/19 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 tasks 2018/19

Our overall performance in achieving the Operational Plan tasks is presented by theme for the 2018/19 year. This provides a measure of how effective we were in achieving our planned activities for the financial year.

Achievement of performance indicators 2018/19

Our achievement for each performance indicator is presented by theme for the 2018/19 year. These provide measures of our effectiveness in the delivery of particular services and activities.

Completion of term achievements 2018-2021

The progress of Council's three-year term achievements, as outlined in the Delivery Program 2018-2021, is included in this Annual Report and contained within each theme.

Performance monitoring and reporting

Integrated Planning and Reporting places a strong emphasis on the community being regularly informed on Council's progress in achieving the community's vision and long-term objectives. This includes delivering efficient and effective services, major strategic projects, programs and actions.

The following summarises Council's reports for the 2018/19 year.

Quarterly reporting

Quarterly progress reports were presented every three months to Council on the annual budget including progress and expenditure on capital and operating projects and all Council services. Progress reports were also prepared for quarterly internal review for all one-year tasks (including key achievements, challenges and remedial actions).

Bi-annual reporting

Bi-annual reports were presented every six months (December 2018 and June 2019) to Council on our progress and/or completion of annual tasks and three-year term achievements. The June bi-annual report also includes the achievements of Council's performance indicators for services. The bi-annual reports can be found at kmc.nsw.gov.au/paststrategicplans

Annual reporting

At the end of the financial year Council presents to the Ku-ring-gai community a set of audited financial statements and a summary of the work completed during the year, assessed against what Council said it would do. This includes reporting on service delivery through key achievements, challenges and performance indicators. Council's financial statements are on pages 223-338.

Service performance

During 2018/19, an independent review of the community's satisfaction with and importance placed on 46 Council services and facilities was completed. The results of that research is provided for those surveyed services and facilities that contribute to each theme in the Delivery Program.



*Ku-ring-gai Art Centre tutor with her glass works at the Annual Tutor's Show Exhibition 2019.
Photographer: Caroline Clifton-Bligh*



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.

Services provided under this theme

- Children's services
- Youth services
- Aged services
- Disability services
- Cultural development
- Community events
- Libraries and art centre
- Community health, safety and wellbeing programs
- Community facilities and halls management
- Sports grounds and parks bookings
- Emergency management support

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Community, People and Culture** within the Delivery Program 2018–2021.

Liveability

Services, projects and programs provided under this theme make a significant contribution to Ku-ring-gai residents' sense of community and enjoyment living in the area. During 2018/19, Council completed or progressed planning for significant new facilities and continued delivering a diverse range of services that meet community needs, to both maintain and enhance Ku-ring-gai's liveability.

QUALITY OF LIFE

98% of residents rated their quality of life in the Ku-ring-gai area as good to excellent

FRIENDLY NEIGHBOURHOODS

86% of residents believe their neighbourhood is a friendly place to live

SAFETY

96% of residents feel safe in their neighbourhood

Source: Community Satisfaction Research, Ku-ring-gai Council, 2019

Addressing housing needs

One of the key challenges facing Ku-ring-gai and every other local government in the metropolitan area is pressure created by Greater Sydney's rapidly growing population, changing demographics, need for housing and better infrastructure.

Past research and community engagement undertaken by Council has confirmed that residents are seeking greater housing choice in Ku-ring-gai to accommodate different stages of their family life cycle.

Council's draft Local Strategic Planning Statement (LSPS) sets out the 20-year vision for land-use in Ku-ring-gai, including the protection of the area's unique character by guiding the provision of additional infrastructure, facilities and housing. The LSPS includes the following planning priorities for housing:

- providing housing close to transport, services and facilities to meet the existing and future requirements of a growing and changing community
- providing a range of diverse housing to accommodate the changing structure of families and households and enable ageing in place
- providing affordable housing that retains and strengthens the local residential and business community.

Sydney's North District Plan stipulates the delivery of 4,000 new dwellings within Ku-ring-gai during the 5-year period 2016 to 2021.

With more than half of this housing supply quota constructed since 2016 the 0-5-year housing supply target is achievable under Council's existing planning policies and land-use plans.

However, beyond the 0-5-year period, amendments to the Ku-ring-gai Local Environmental Plan will be required to facilitate additional housing provision in Ku-ring-gai, with the amendments being informed by the findings and directions of a proposed Ku-ring-gai Housing Strategy.

During 2018/19, Council commenced an analysis of Ku-ring-gai's current and projected population profile as well as housing priorities, constraints and opportunities. This work will feed into the housing strategy which is due for completion in 2019/20, along with a Retail/Commercial Centres Strategy, Employment Lands Study and Local Character Studies.



FURTHER READING
kmc.nsw.gov.au/housingstrategy

Planning for community and cultural facilities

During 2018/19, Council adopted a new Community Facilities Strategy following its public exhibition. The strategy provides a contemporary framework to guide the future provision of community facilities across the Ku-ring-gai LGA to meet the needs of the Ku-ring-gai community into the future, and at the same time, is financially realistic and sustainable. It also incorporates recent projects including the Lindfield and Turramurra Hubs, which will deliver new branch libraries and community centres and the renewal of Marian Street Theatre.

Community facilities strategy objectives

The strategy proposes the development of a network of community facilities in Ku-ring-gai that work together to collectively meet the needs of the Ku-ring-gai population. It is proposed that this network be implemented through a hierarchy of facilities as follows:

- a sub-regional level facility in Gordon and Marian Street Theatre in Killara
- district level facilities in Lindfield, Turramurra and St Ives
- neighbourhood level facilities in selected neighbourhood centres.

Other objectives include:

- providing important gathering places for people as focal points for community activity and catalysts for social interaction
- contributing to the creation of vital public spaces that help engender a sense of place and distinctive community identity
- enhancing the physical quality and appearance of public places, helping to reinforce a place's identity and making it a more attractive environment for people to gather and interact with each other.

Lindfield village hub

This is the first of several projects planned by Council as part of a regeneration of Ku-ring-gai's town centres called Activate Ku-ring-gai.

Located along Woodford Lane in the western side of Lindfield local centre, the Hub will be a combination of public spaces, a local park and plaza, community facilities including a new library and community centre, car parking, residential housing, retail and dining.

In March Council announced the preferred tenderers for the Hub project, following an intensive evaluation of expressions of interest received last year. The Council will consider the planning proposal for the Lindfield Village Hub at its August 2019 meeting.



FURTHER READING
kmc.nsw.gov.au/lindfieldvillagehub

Lindfield village green

This project is located in the eastern side of Lindfield local centre and includes the creation of a new green town square with three levels of basement parking. During 2018/19, Council approved a two stage tender for construction of the project, commencing with an Expression of Interest (EOI), to shortlist the preferred contractors for construction and selected a tenderer to provide project management services.



FURTHER READING
kmc.nsw.gov.au/lindfieldvillagegreen

New community centre opened

A new community centre, the Blair Wark VC Centre, named after Ku-ring-gai's First World War Victoria Cross recipient, opened in May 2019 on former Defence Housing Association land in Lindfield.

The centre honours Ku-ring-gai's Victoria Cross recipient Major Blair Wark, who received the highest award for bravery on the frontline at Bellicourt France in October 1918, in one of the last battles of the First World War. A large mural of poppies and a display case containing replicas of Major Wark's medals form a centrepiece of the building's entrance.

The centre is located in Dunstan Grove, off Eton Road in Lindfield and features a large hall with dividers that allow the floor space to convert into two separate meeting rooms and modern facilities suitable for hire for corporate and community events, classes and meetings.

Construction of the centre is the result of a partnership between the Defence Housing Association and Council.

Creative arts facilities strategy

Preparation of a Creative Arts Facilities Strategy constitutes the second part of the Ku-ring-gai Community Facilities Strategy.

The purpose of the strategy is to further refine and understand the cultural and creative character of the LGA and the community's need for creative arts facilities, and to explore options for the locations of facilities across the LGA, while considering both existing buildings and new buildings (if required). The strategy also considers the needs of the arts in relation to both spaces where artists can learn about and create their artwork and spaces where they can showcase their artwork through exhibitions and performances, such as drama, music and dance.

A draft Ku-ring-gai Creative Arts Facilities Strategy was prepared during 2018/19 for exhibition in 2019/20. The study is the result of over 12 months research and planning by Council into how the local creative arts scene can be revitalised through new purpose-built facilities.

Preparation of the strategy included consultation with local performance groups and arts practitioners.

Marian street theatre

In June 2018, Council resolved to upgrade and re-open Marian Street Theatre in Killara. The project objective is to provide additional community infrastructure, with both indoor and outdoor community spaces, that will ensure Marian Street Theatre becomes a vibrant and popular place to meet and re-create for all ages.

During 2018/19, Council also established a Marian Street Theatre Committee Reference Group of which the first meeting was held 14 November 2018. The reference group consists of councillors, members of the Save Marian Street Theatre Committee, theatre and arts cultural specialists, and members of the community. This committee has an ongoing role of informing the direction and outcomes of the rejuvenated theatre.

During 2018/19, Council approved design consultant services for the project. It is anticipated that the winning architects from this tender will meet with the committee shortly after their appointment.

Art centre

The Art Centre continued its comprehensive program of activities and classes for all ages as well as exhibitions.

During 2018/19 this included:

- hosting a full program of activities and classes for school aged children in the January and July school holidays including pottery workshops, printmaking, jewellery making, sewing, drama, writing, and gardening
- several exhibitions including the nature of life as lived every day and the differences between what is familiar, common or ordinary
- hosting the first art exhibition for artists with a disability, attracting nearly 70 entries. The theme of the exhibition was Exploration with works ranging from ceramics and paintings through to drawings and photographs. The exhibition was put together with the assistance of the Ability Links and Settlement Services International organisations.

Libraries

Council continued to deliver its successful programs and services during 2018/19 with over 900,000 library loans including e-loans and online resources.

Ku-ring-gai Library's four branches are more than just a place to borrow books. Council continued diversifying its programs and providing a variety of activities to reflect the increased demand. These included programs targeting children and families, young people, older people, people with disabilities, people from culturally and linguistically diverse (CALD) backgrounds and women.

Throughout 2018/19, the library conducted approximately 800 events targeting different communities. The range of library services and arts cultural programs continue to expand incorporating a combination of author talks, local history initiatives, art exhibitions and classes and community events.

Libraribus

In May the Ku-ring-gai Libraribus celebrated 30 years of service to the local community. This unique outreach service assists housebound local residents to borrow library items. The Libraribus first took to the road at the end of May 1989 and Ku-ring-gai Council was the first in NSW to set up such a service, with the Libraribus preceded by a public 'bookmobile' service which started in 1946 as part of efforts to expand library reach in Ku-ring-gai.

The Libraribus is now a fully customised nine seater bus with a wheelchair lift access and operates a door-to-door service three days a week between Mondays and Wednesdays. The Libraribus will pick up residents anywhere in Ku-ring-gai and take them to their nearest library, before returning them home again.

Other 2018/19 achievements included:

- libraries continued their free Tech Savvy Seniors information sessions for Chinese speaking residents. These assist seniors from Mandarin speaking backgrounds who have limited or no previous experience in using technology to learn new skills for the future.
- market research on the library services offered as part of an organisational review. The Council also supported LGNSW's campaign for more State Government funding of libraries in NSW.
- the first official Council street library set up in Warrimoo Avenue, St Ives at the Warrimoo Reserve playground by local resident, with the assistance of a \$200 mayoral donation.
- the Gordon Library held a series of workshops and discussion groups asking for the community's ideas on what a new library in Lindfield could look like as part of the Lindfield Village Hub project.
- as part of its Senior's Festival, Ku-ring-gai library service invited residents over 60 with an interesting life story to be part of a unique oral history project during March.

Access and disability inclusion

Council continued to proactively address and deliver well received programs that respond to identified inclusivity needs of the community.

Achievements during 2018/19 included:

- review and update of Council's four-year Disability Action Plan to ensure Council is on track to make its services and facilities as accessible as possible. The plan is on public exhibition for comment until July 29.
- support for Lindfield Football Club with a \$2,500 grant to introduce a new soccer program for young children with a disability. The Football4All program started off earlier this year, coordinated by specially trained volunteers at Lindfield Football Club. Football4All is a program for children with a disability aged 5 to 12 years, using short, fun game-based activities to introduce the sport of football in an inclusive way.
- establishment of a support group for people with a disability or people who care for a person with a disability from Mandarin and Cantonese speaking backgrounds. The aim of the group is for the participants to establish connections with people in similar situations.
- the Discobility dance party held in April 2019 for young people with a disability aged 12–30 years.
- in partnership with the Ku-ring-gai Neighbour Aid and Ability Links, Council provided a sensory tent to use at Council events and for community groups to hire. Sensory tents are designed to promote social inclusion at community events by providing a safe space for people to retreat to if they are experiencing sensory overload. The tent was launched at the St Ives Medieval Faire and across the two-day event with 81 people visiting the tent.
- partnering with Northside Riding Club and the NSW Government to deliver new facilities for riders with a disability at St Ives Showground. The new facilities, built at a cost of \$185,000, are located at the Princess Anne Arena in the Showground on Mona Vale Road, St Ives. The project was jointly funded by Council, Northside Riding Club and a grant from the NSW Office of Sport.



Council's Libraribus celebrated 30 years of service to the local community.




Pilates in Pymble.
Photographer: Maree Turk

Health and wellbeing

Supporting volunteers and community groups

Council continued to support community groups in a number of ways. This included:

- small community grants
- facilitating workshops and information sessions that assist community groups in seeking grant funding. During 2018/19, this included community facilitated training on wellness for volunteers and older persons.
- facilitating coordination of the Ku-ring-gai Hornsby Volunteer Service to enhance the capacity of local organisations to deliver services to older and frail residents.

 **FURTHER READING**
see pages 68-72 for more information regarding volunteering.

Healthy lifestyle programs

During 2018/19, the Active Ku-ring-gai Program encouraged residents of all ages and fitness levels to participate in free or low-cost physical activity. The range of activities and sports on offer stretches from yoga and tai chi to tennis and outdoor fitness classes. The program continues to grow and in September three new activities were trialled, including a Mums and Bubs class, laughter yoga and teen yoga. The Mums and Bubs class has been added to the program and classes are fully booked. Over 850 residents registered in the Active Ku-ring-gai program, and 180 people were enrolled in four walking groups.

The Ku-ring-gai Fitness Aquatic Centre, run by YMCA, celebrated its fourth birthday on Sunday 27 October with a free Family Fun Day. The Swim School program has an 82% occupancy rate, with 1,769 people enrolled. This is 134 more than this time last year and represents a 7.5% annual growth. Group fitness classes in the gym continue to increase, with an average of 16 participants per class compared with 12 participants per class this time last year (a 25% increase). There has also been a large increase in personal training sessions with a total of 133 sessions conducted, compared with 2017/18 which had 83 sessions.

Shared events and cultural experiences

Council delivered its comprehensive annual program of events catering to a diverse range of interests and age groups with over 45,000 attending key events delivered or sponsored by Council. Key events included:


- annual Australia Day celebrations held at Bicentennial Park, West Pymble which included a citizenship ceremony, entertainment and games for the whole family.

- this year's Festival on the Green at St Ives came alive with Nickelodeon's Paw Patrol and other great family entertainment in May 2019, with a crowd of around 15,000 attending.
- the free monthly Sunday Sound Garden concerts returned to the Ku-ring-gai Wildflower Garden in June 2019 as a lunchtime performance between 12noon and 3pm. It follows the success of the concert series last summer, which regularly attracted around 300 people to see live music and enjoy a picnic style lunch in the garden. Children were kept entertained with a live native animal show between sets.
- the Ku-ring-gai Wildflower Garden held its annual spring festival in August, with the garden now in its 50th year. The 2018 festival featured plant sales, walks and talks, market stalls and live entertainment.
- the Council's premier event at the St Ives Showground, the St Ives Medieval Faire, was held in September 2018. Around 20,000 visitors attended the Faire, which featured over 350 historical re-enactors and jousts from overseas and across Australia coming to the Showground to create a completely authentic event focused on the Middle Ages. New features for the fifth annual Faire included guided walking tours and a VIP experience which included access to the exclusive Royal Court marquee, meeting jousts, a private bar and grazing table, plus a horse-drawn carriage transfer to and from the arena.

Community safety

The Lovers Jump Creek Floodplain Risk Management Study and Plan was completed and adopted by Council in 2018/19. The study and plan identify and assess a range of potential flood management options and provide recommended future management actions. Following a successful grant funding application Council will commence the Middle Harbour-Southern Catchments flood study in 2019/20.

Council continued its active participation on the Hornsby Ku-ring-gai Local Emergency Management Committee as part of Council's implementation and reporting on the local emergency plan (EMPLAN), as well as regular meetings of the Hornsby Ku-ring-gai Bushfire Management Committee and the Fuel Management Sub-committee. The annual program of bush fire management includes inspections of Asset Protection Zones and scheduling of required works, auditing of fire trails and clearing before commencement of the fire season and preparation of hazard reduction burns for implementation when conditions are suitable.

 **FURTHER READING**
see page 123 for more details on bush fire management completed during 2018/19.

Addressing generational needs

Community satisfaction research undertaken in 2019 indicated a relatively high level of resident satisfaction with Council's services for youth, children and seniors. The results of the research and analysis of trends over past years assists in assessing community priorities and needs going forward.

Youth

Council's Youth Services strive to support young people in the community with activities designed to help them prepare for life beyond school, as well as fun ways to de-stress and make new friends.

During 2018/19, Youth Services delivered a range of recreational, vocational and support based programs to nearly 8,000 participants. Highlights included:

- youth week celebrations in April with the St Ives skate competition, a free concert, water based fun at the Fitness and Aquatic Centre and putt putt golf.
- ShoreShocked music festival in April which brought together young people from across the North Shore to St Leonards Park, North Sydney.
- school holiday activities at the Ku-ring-gai Fitness and Aquatic Centre in West Pymble including free activities for primary school students and older teens to celebrate Youth Week.
- following refurbishment, the Council's third youth centre located at Turrumurra re-opened, initially for one day a week. The Landings operates at the rear of Turrumurra Library at 5 Ray Street Turrumurra.
- young residents aged 12 to 24 were invited to a four week course on recording and producing their own music in May. The Fitz youth centre at St Ives offered the course and has a fully optioned recording studio supervised by a professional producer.
- the Council's other drop-in youth centres at St Ives and Gordon continued to offer after-school and school holiday activities during this period, including free BBQs, games, live music, bubble soccer, movies and milkshakes.
- a \$56,000 grant was awarded through the NSW Government's Community Building Partnership program for an upgrade of the St Ives youth and community centre. The project will see the St Ives youth centre upgraded and a new skate park opened, as well as a new children's play space linked to the Village Green by a central promenade.
- the Council's youth services team and young residents worked together to host an event in June to recognise the contribution made to Australia by refugees. The event was held at the St Ives Community Hall and included a pop-up craft bazaar, food stalls, workshops, live performances, music, refugee stories and a banquet. Proceeds from ticket sales were donated to the House of Welcome Women's Creative Hub.

Seniors

A range of interesting seminars and excursions are run for local seniors throughout the year, with the popular Seniors in Action program designed to educate, engage, and entertain. More than 3,300 local seniors participated in Seniors in Action seminars, excursions and workshops throughout 2018/19.

These activities are very much appreciated by the seniors in our local community. Feedback from participants highlights the role of this diverse program in keeping local seniors socially connected, engaged and informed, as well as healthy, happy and active.

Council also contributes to the sustainability of local community-based providers of home support services for older people, thus assisting seniors to remain living independently in their own homes. Information about aged services, events and programs is provided by Council through printed and electronic media.

Highlights in 2018/19 included:

- the Council's services for older residents of Asian background were expanded, with a number of workshops and courses held in October and November with a Mandarin interpreter. Topics included preventing dementia, an introduction to smartphones and learning to use other new technology.
- the Seniors in Action program successfully delivered a number of events for older residents, many of them free or at low-cost. These included excursions to places of interest, soccer and netball played at walking pace, Qi Gong and Functional Fitness classes.
- leading experts discussed how to create a dementia-friendly community and lessen the personal risk of developing the disease.
- an Everything for Seniors free expo-style event was held showcasing services, activities and entertainment for older people in Ku-ring-gai. The event was part of Senior's Week activities in Ku-ring-gai held during February and March 2019. Nearly 50 community organisations, clubs and groups were available to offer information, advice and come-and-try activities such as chair yoga and dancing.
- presentations from health specialists on different aspects of healthy ageing.

Children

Children are our community's future and need high quality care services. To this end, Council seeks to provide best practice children's services that respond to community needs and priorities.

As part of our delivery of children's services Council also ensures that events are tailored to the specific needs of children.

During 2018/19 this included:

- vacation care booked to near capacity for children aged 5 to 14 in a wide variety of arts, crafts, games, sports and excursions. Vacation Care centres are at St Ives, Pymble and West Lindfield.
- introduction of new child-friendly features to broaden children's understanding of the natural environment, particularly native animals. Specially constructed enclosures for turtles and blue-tongued lizards have been installed in the Wildflower Garden's educational areas.



FURTHER READING

on these and other achievements during the year can be found in the General Manager's Snapshot of our Achievements at kmc.nsw.gov.au/snapshot and in the annual Ku-ring-gai Update at kmc.nsw.gov.au/update

THE YEAR AHEAD

- Prepare a new housing strategy
- Exhibit and adopt a new Creative Arts Facilities Strategy
- Prepare a development application for the Marian Street Theatre refurbishment
- Implement the Disability Action Plan
- Deliver an annual program of events and cultural activities
- Support community organisations and volunteers



Mural painting at Cliff Oval in Wahroonga as part of the Youth Services program.

Summary of performance 2018/19 – Community, people and culture

The following pages provide a summary of Councils progress during 2018/19 including QBL performance indicators, Council's Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key social indicators for the 2018/19 year, under this theme, compared to the previous four years.

QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Soc	Library loans	No.	914,329	907,735	936,792	908,294	905,138	Steady ¹
Soc	AWOL Youth Hub (previously known as the Student Resource Centre visits (Gordon))	No.	2,790	5,355	2,015	2,397	2,438	Steady ²
Soc	Utilisation rate of Council's Family Day Care service and Thomas Carlyle Children's Centre	No.	96	93	87	90	91	Stable ³
Soc	Vacation care	%	7,323	6,566	6,772	8,329	7,500	Steady ⁴
Soc	Senior's Week Program	No.	2,939	3,068	3,100	2,595	1,454	Decreased ⁵
Soc	Immunisation	No.	348	331	296	182	0	N/A ⁶
Soc	Environmental Volunteers	No.	713	625	628	687	762	Increased ⁷

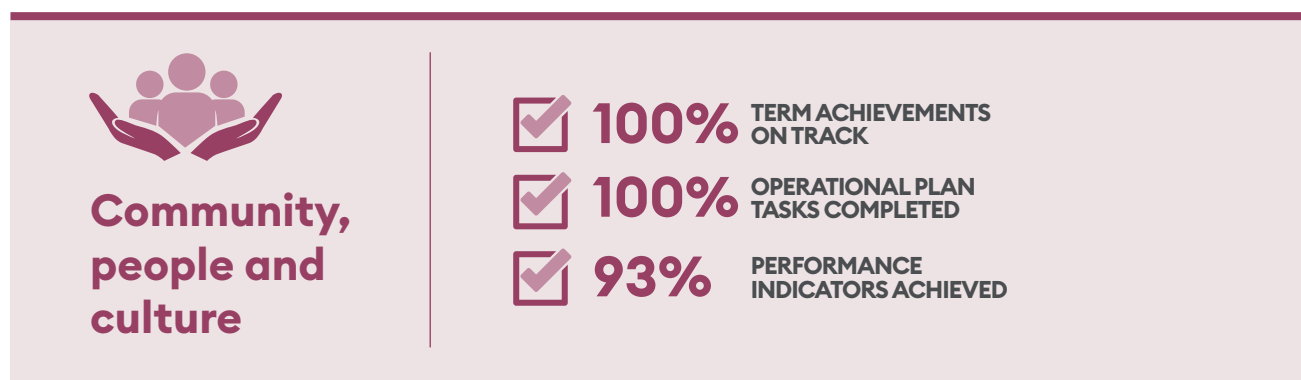
TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

1. Total loans are steady and reflect NSW Public library trends.
2. Demand for youth hub based services remains strong and is enhanced by its connection with Ku-ring-gai Library in Gordon.
3. Utilisation rates for children's services remain high with Thomas Carlyle Children's Centre reporting 96.7%, Vacation Care 90.27% and Family Day Care 85.12%.
4. Although the numbers of children have dropped since the previous year, occupancy has increased, indicating the same children are returning each holidays and taking extra days.

5. Senior's Week was held as part of the Senior's Festival which included 39 events run by Council and participating organisations in February/ March 2019. Demand for senior's events remains high despite fluctuating numbers due to the type of activities run by partner organisations.
6. The immunisation service was discontinued on 30 June 2018.
7. Volunteers assist in the Streetcare/Parkcare/Bushcare programs, the Garden Shed, corporate programs, the Wild Things and fauna monitoring programs.

Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.



Term achievements (three-year)

- Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.
- Access has increased for communities that face barriers to using social services and community facilities.
- Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.
- Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.
- A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.
- Programs are implemented to manage risks and impacts on public safety.
- Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.
- Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.

LEGEND progress on track behind schedule significantly behind schedule

Performance indicators 2018/19

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
C1.1.1.A	Utilisation percentage rate for Council's children's services.	In 2016/17, there was 87% utilisation of children's services. (Source: Council)	87	%	91	Increasing	
<p>Comment: Utilisation rates for children's services remain high with Thomas Carlyle Children's Centre reporting 96.7%, Vacation Care 90.27% and Family Day Care 85.12%.</p>							
C1.1.1.B	Number of participants in youth service programs.	In 2016/17, there were 6,240 participants in youth service programs. (Source: Council)	6,240	Participants	8,019	Increasing	
C1.1.1.C	Number of participants in aged and disability programs.	In 2016/17, there were 3,097 participants in aged and disability programs. (Source: Council)	3,097	Participants	3,308	Increasing	
C1.1.2.A	User satisfaction with Council's community services and programs.	In 2016/17, there was an average 85% user satisfaction with all services and programs. (Source: Council)	85	%	97.5	Increasing	
C2.1.1.A	Number of participants in Council's major local events.	In 2016/17, there were 45,000 participants at major supported community events. (Source: Council)	45,000	Participants	45,000	Stable	
C3.1.1.A	Number of enrolments for art centre courses.	In 2016/17, there were 2,000 enrolments for art centre courses. (Source: Council)	2,000	Enrolments	2,796	Increasing	
C3.1.1.B	Number of visits to Council libraries.	In 2016/17, there were over 500,000 visits to the libraries. (Source: Council)	500,000	Visits	526,332	Increasing	
C3.1.1.C	Number of visits to the library website.	In 2016/17, there were over 176,000 visits to the library website. (Source: Council)	176,000	Visits	211,617	Increasing	
C3.1.1.D	Number of physical loans per resident.	In 2016/17, there were 7 physical loans per resident. (Source: Council)	7	Loans	7,182	Stable	
C4.1.1.A	Number of registrations in active recreation programs supported by Council.	In 2016/17, there were 738 registrations in active recreation programs supported by Council. (Source: Council)	738	Registrations	854	Increasing	
C5.1.1.A	Percentage of swimming pool barrier inspection program completed.	In 2016/17, 100% of the swimming pool barrier inspection program was completed. (Source: Council)	100	%	100	Stable	
C5.1.1.B	Percentage registration of companion animals within Ku-ring-gai.	In 2016/17, 95% of companion animals in Ku-ring-gai were registered. (Source: Council)	95	%	93.4	Monitor	

Comment: The small decrease in the registration rate is mainly attributed to a slowing in transition of life time cat registration rates and suspension of Council's reminder program to new pet owners due to ongoing staff shortages.

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
C7.1.1.A	Percentage completion of fire trail improvement program.	In 2016/17, 100% of the fire trail improvement program was completed. (Source: Council)	100	%	100	Stable	●
C7.1.1.B	Percentage completion of hazard reduction program.	In 2016/17, 45% of the hazard reduction program was completed. (Source: Council)	45	%	55	Increasing	●

Comment: The 2018/19 hazard reduction program was modified to include burns that remained outstanding from previous years. Ninety nine hectares were burnt from the 2012/13, 2013/14 and 2017/18 programs.

LEGEND ● achieved ● not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community's satisfaction with a range of Council's services and facilities.

The results of the 2019 research, when compared to previous year results, indicates relatively high levels of community satisfaction and a stable trend for the majority of services and facilities provided under this theme. Further analysis of the results will be undertaken during 2019/20, including small decreases in satisfaction for four services and facilities, as part of Council's annual review of the Delivery Program and preparation of the Operational Plan.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.



FURTHER READING

The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

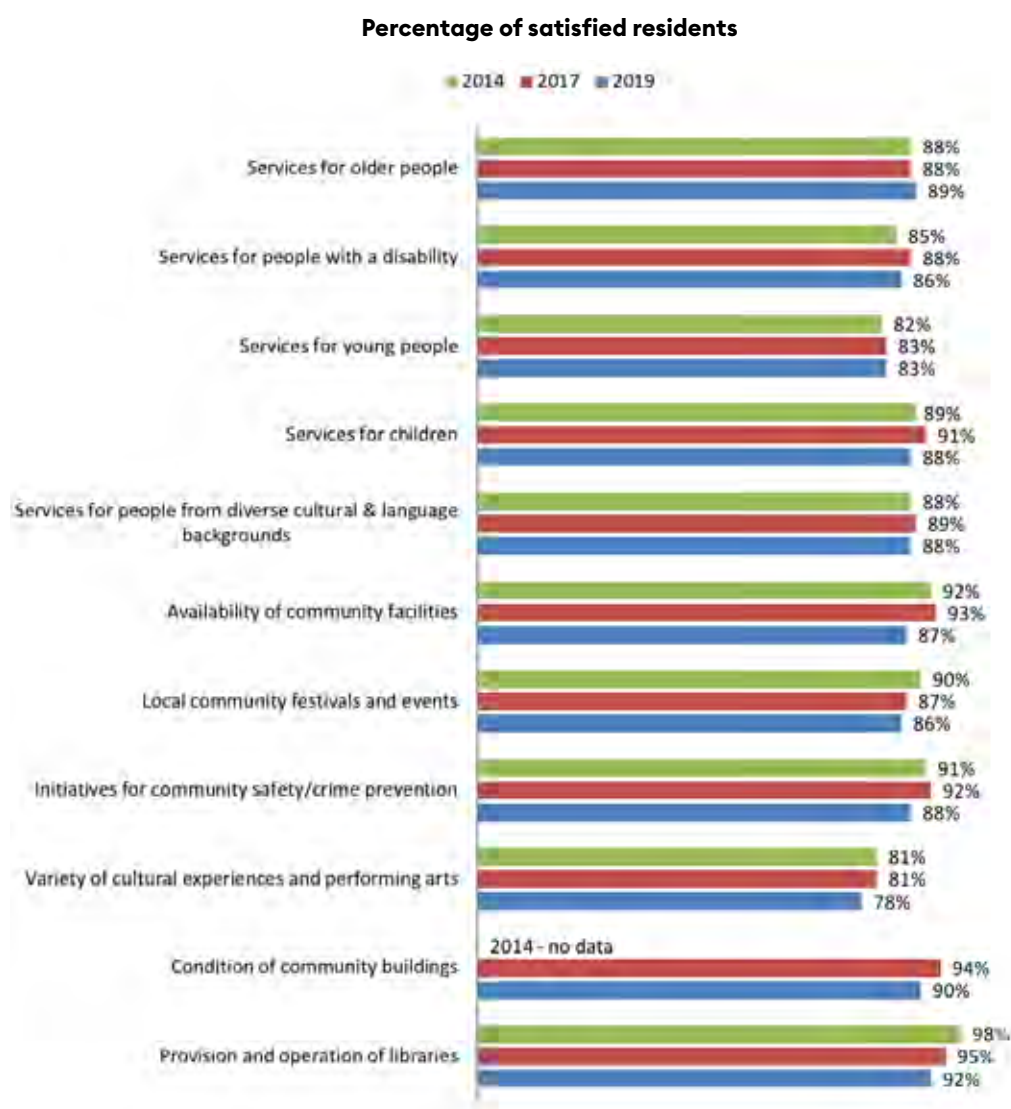


Figure 17 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019

*Feeding the wallabies at sunset, Wahroonga.
Photographer: Skye Harper*





THEME 2

Natural environment

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

Services provided under this theme

- Environmental Levy works and programs
- Corporate sustainability program
- Biodiversity and bushland management programs
- Bush fire management program
- Water and catchments management program
- Environmental education and sustainable living programs
- Environmental volunteering program
- Climate change adaptation program
- Energy management program
- Recreation in natural areas program
- Sustainable transport program
- Waste management, recycling and education

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Natural Environment** within the Delivery Program 2018–2021.

Environmental levy program

Council's Environmental Levy funds around \$3 million worth of environmental works and programs every year that would not otherwise be possible within Council's ordinary budget. In 2018/19, Council was successful in its application to IPART for the permanent continuation of the Environmental Levy, commencing on 1 July 2019.

During 2018/19, Council delivered works and programs across the key areas of biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education. The following chart shows the breakdown of expenditure across the key program areas in 2018/19.

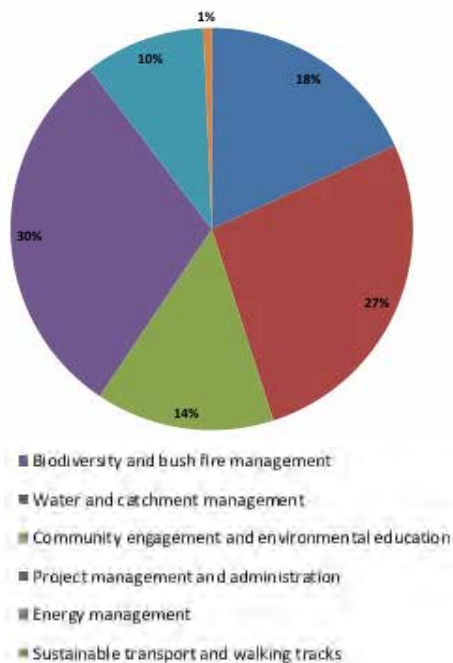


Figure 18 Environmental Levy expenditure 2018/19

A multi-disciplinary team funded by the Environmental Levy fulfil a range of essential service functions for Council, ensuring best practice environmental management. Levy funded staff develop and review a range of environmental policies and strategies; respond to federal and state policy directions and legislative changes affecting Ku-ring-gai; provide input into the

preparation of Council's land use planning documents; provide expert guidance and advice within Council and to the community; participate in research partnerships; and prepare and review environmental assessments for all Council projects, ensuring that Council's legislative requirements are met.

In 2018/19, the Environmental Levy successfully leveraged \$252,000 of State Government grants to further its environmental programs. Since its inception in 2005, the Environmental Levy has successfully leveraged over \$12.4 million of State and Federal Government grants.

Environmental policies and strategies

During 2018/19, we continued to implement a number of environmental policies and strategies. They included:

- **Climate Change Policy** - we are working towards net zero emissions by 2045, by making our assets more energy efficient, installing solar photovoltaic (PV), procuring renewable energy from the grid, transitioning to electric vehicles and helping our community to use less energy and renewable energy.
- **Climate Change Adaptation Strategy** - we are reducing the vulnerability of Council, the community and the built and natural environment to climate change and improving resilience to the impacts of climate change.
- **Biodiversity Policy** - we are protecting and conserving Ku-ring-gai's biodiversity assets and values, including the threatened vegetation communities and flora and fauna that call Ku-ring-gai home.
- **Water Sensitive Cities Policy** - we are responding to the issues of water conservation and water security, flooding risks, degradation of urban waterways and rising temperatures in a way that enhances the liveability, productivity, resilience and sustainability of Ku-ring-gai.
- **Unstructured Recreation Strategy** - we are supporting a diverse and accessible range of recreation opportunities within our natural areas in a way that protects and enhances our local environment.
- **Bushland Dumping and Encroachment Policy** - we are addressing dumping and encroachment issues within Ku-ring-gai's bushland reserves to protect their ecological integrity.

- **Fauna Management Policy** - we are protecting and supporting the recovery of native fauna and their habitat and controlling the spread of pest species and reducing their impacts.
- **Contaminated Lands Policy** - we are ensuring that land use will not increase health or environmental risks.
- **Sustainable Event Management Policy** - we are integrating sustainability principles and practices into the planning and management of our events.

During 2018/19, we conducted a series of staff and community consultation sessions to inform the development of a Single-Use Plastic Policy, a revised Sustainable Event Management Policy, a Water Sensitive City Strategy and a revised Recreation in Natural Areas Strategy, which will be publicly exhibited and endorsed by Council in 2019/20.

Participants learn to make beeswax wraps at plastic free workshops.



Residents learning to identify native Plants.



Bushland and biodiversity management

We continued to invest in bushland restoration activities in 38 of our highest priority bushland reserves, covering 60 hectares. A total of 17 dumping and encroachment issues were resolved and two bushland reserves proactively monitored (1.9 linear kilometres) for potential issues.

Bushland prioritisation matrix

We continued to utilise our bushland prioritisation matrix, which provides an understanding of the values of each of Ku-ring-gai's 119 bushland reserves and the extent of site impacts and pressures that need to be addressed in order to maintain those values. The matrix rates each bushland reserve based on the significance of the vegetation community or species within the reserve, the resilience of the reserve and the site impacts (or threats) occurring within the reserve. The 38 reserves that received the highest ranking (highest value/lowest threats) in 2018/19 were prioritised for management within the available budget.

Specific objective monitoring

This year we developed Specific Objective Monitoring (SOM) to facilitate continuous monitoring, evaluation and review of our bushland management activities. The SOM provides a standardised but flexible monitoring framework for a bushland reserve depending on the management issues that have been identified and the subsequent management actions that are undertaken. The SOM allows Council to collate data on specific objectives related to weed control, improvements to native vegetation structure or diversity, protection or recovery of threatened species or other objectives related to the protection or enhancement of Ku-ring-gai's biodiversity and measures the success of our bushland management program.

Bush fire management

Major fire trail resurfacing and stabilisation works were carried out on the Comenarra-Canoon Trail (Cove Access) in South Turrumurra with funding assistance from the Rural Fire Service Bush Fire Risk Mitigation and Resilience Program.

Hazard reduction burns were carried out at Bradley Reserve in South Turrumurra and Ku-ring-gai Creek Reserve in St Ives, totalling an area of 26.6ha of Council-managed bushland. Environmental assessments, burn planning and on-ground preparation work was undertaken for two further hazard reduction burns, planned for Twin Creeks Reserve in Wahroonga (25.35ha) and Seven Little Australians Park in Lindfield (5.06ha), with burning operations forced to be postponed due to unfavourable weather.

More than 20km of fire breaks have been established or expanded, providing defensible space and improved firefighting access for more than 900 bushland interface properties throughout the Ku-ring-gai LGA.

Environmental volunteering

Over 800 environmental volunteers dedicated 14,400 volunteer hours in 2018/19 to benefit the local environment. These volunteers conducted bush regeneration activities at 180 Bushcare, Streetcare and Parkcare sites, native bee hive splitting, fauna monitoring and native plant propagation. A total of 4,448 plants were distributed through Council's community nursery the Garden Shed for events including citizenship ceremonies and tree planting days for new residents.

BioBanking

We continued to manage our 99 hectare BioBanking site at Sheldon Forest, between Turrumurra and West Pymble, and Rofe Park and Comenarra Creek Reserve, in South Turrumurra for the purpose of biodiversity conservation. Funded management actions include weed control, re-vegetation and the removal of feral animals.

A second, 6.25 hectare BioBanking Agreement was also created for Blackbutt Park, Clive Evatt Reserve, The Glade Reserve and Sir David Martin Reserve, straddling the suburbs of Pymble, South Turrumurra and Wahroonga. For this site, the biodiversity credits created will be made available to offset impacts on biodiversity by development in the local area.

Fauna management

We continued to deliver the Ku-ring-gai Flying-Fox Reserve (KFFR) 10 Year Site Management and Roosting Habitat Plan, to guide Grey-Headed Flying-Fox habitat restoration efforts within the KFFR, away from residential properties, and to ensure the continuing protection and preservation of the threatened vegetation community and fauna species on site, in particular the Flying-Fox colony.

We were successful in obtaining grant funding from the former Office of Environment and Heritage (OEH), supported through Local Government NSW, to subsidise the cost of the installation of double glazed windows on 11 properties adjacent to the KFFR, in response to the enduring and detrimental noise impacts on residents adjacent to the KFFR over several years. This has alleviated some of the noise impacts and improved the quality of life for these residents during the noisy breeding season.

Fauna monitoring

We continued to conduct fauna monitoring focused on determining threatened species abundance and distribution. This included monitoring of the Eastern Pygmy Possum distribution within the LGA, in collaboration with 12 community volunteers, counting and extent mapping of the Grey-Headed Flying-Fox within the Ku-ring-gai Flying-Fox Reserve and the recording of staff and community observations in Council's flora and fauna database. Additionally, Council completed its third round of micro bat monitoring to determine species assemblages across Pool to Pond locations, pools, natural creeks, golf dams, sediment ponds and bushland. Council's fauna monitoring supports land management and conservation management.

Bat awareness nights

We hosted two bat awareness nights, in collaboration with Sydney Bats. Each event was attended by over 50 people, with activities focused on educating attendees on the ecological value of bats, current efforts to reduce the impacts of bats on residents around the Gordon camp, and actions to conserve bats and rehabilitate the Ku-ring-gai Flying Fox Reserve.

Community and business programs

Community rebates

Our community rebates scheme offers a range of rebates for residents, schools and businesses, to help our local environment and lower utility bills.

In 2018/19, \$64,750 of rebates were awarded for the installation of 177 energy efficient pool pumps, 28 solar PV/battery systems, 13 home insulations, 8 window retro-fits and 1 hot water heat pump, leading to estimated annual savings of \$64,083, estimated annual energy savings of 204 MWh and matched community investment of \$465,741. Over the same period, \$7,749 of community rebates were awarded for the installation of 10 rainwater tanks, with a total capacity of 55,800 litres, and 10 rain gardens, with matched community investment of \$51,553. Through the Compost Revolution program, 37 worm farms and 100 compost bins were subsidised, diverting 14.7 tonnes of organic waste from landfill.

Environmental levy grants

Environmental grants totalling \$47,637 were provided to community based organisations and individuals in 2018/19, to deliver 14 projects that benefit the local environment. The maximum funding for each project was \$5,000 and the scheme is funded through the Environmental Levy. Examples of projects funded include creek restoration works, the creation of

pollinator gardens, bush regeneration and weed removal activities, fauna habitat enhancement, wildlife rehabilitation, community garden enhancements and recycling workshops.

Community gardens

The Turramurra Lookout Community Garden (TLCG) has 50 active members and produces fresh, organic fruit and vegetables, whilst providing members with a great space to socialise with like-minded people and learn about gardening and sustainable living. The TLCG will celebrate its 10th anniversary in 2020.

The West Pymble Community Garden was revived this year with new members and the installation of raised wicking garden beds funded by the Environmental Levy grants scheme. It is now functioning at capacity, with an active membership of 10.

Food smart program

In 2018/19, the Food Smart program was delivered in conjunction with the NSW Environment Protection Authority EPA's Love Food Hate Waste program. The Ku-ring-gai Food Smart Program involved a series of workshops, aimed at recruiting, motivating and educating participants to reduce their food waste at home and increase food waste avoidance behaviours. These workshops were supported by a comprehensive communication campaign and at home Food Smart Kit with information and resources to help inform residents about key food waste avoidance behaviours. Outcomes were measured through resident surveys which involved evaluating their food waste behaviours through their measurement of waste. Overall, the program showed participants who completed the program had an average food waste reduction of 36%.

Sustainable lifestyles

Over 8,000 residents, businesses and schools participated in Council's Loving Living Ku-ring-gai program throughout 2018/19, across initiatives such as the Energy Smart, Water Smart, Smart Units, Compost Revolution, Greenstyle (home and garden), Climate Wise Communities, environmental volunteering, native bee hive distribution, Pool to Pond, Love Food Hate Waste and Better Business Partnership programs, as well as the What's On sustainability event series; with residents taking 2,400 actions to benefit the environment as a result of participating in these initiatives. Through 10 weed awareness and native plant displays at community events we educated over 200 residents about weed management in their gardens and utilising local native plants. A quarterly e-news has been launched to engage with schools, and day care and community centres across Ku-ring-gai. A number of other initiatives, focused on installing solar and providing educational workshops, will be introduced in 2019/20 to respond to a growing interest from this sector.

Envirotube

Another 11 episodes of Envirotube were produced this year, namely three on powerful owls; one on Flying-Foxes; one on micro bats; two on the critically endangered *Hibbertia spanantha*; two on bee rescues; and two on the harvesting of honey from native bee hives. Council's Envirotube YouTube channel has now had 510,000 unique views and has over 2,000 subscribers.

Climate wise communities program

There were 1,928 unique views to the Climate Wise Communities (CWC) website and 529 participants at a series of CWC workshops, helping the community to strengthen their personal, property and neighbourhood resilience to more extreme and frequent weather events as a result of a changing climate.

In late 2018, Council was awarded a grant from Local Government NSW to purchase a Simtable from the United States of America for use in our CWC program. The Simtable is a system using ambient computing technology to demonstrate in 3D how extreme weather events, such as bush fires and floods, behave under different weather conditions, terrain and vegetation types. The Simtable will form an important engagement tool for the CWC program.

Plastic free July

Coupled with our Living Plastic Free webpage, providing a platform for the community to understand what they can do in their homes and in the community to reduce single-use plastics, and a communications campaign reaching over 23,000 people, we held a booked out event with author and waste-free living advocate Erin Rhoads (aka The Rogue Ginger), supported by local Better Business Partnership member and local business, Refillery.

Better business partnership (BBP) program

We continued to provide tailored sustainability advice to small and medium sized Ku-ring-gai businesses through the BBP program, a joint initiative of Ku-ring-gai, Willoughby and North Sydney Councils. In 2018/19 the program underwent a program and brand refresh, ready for re-launch in 2019/20. A key feature of the refreshed program will be free online appraisal "How Sustainable Is My Business?", which will provide businesses with an indicative rating and report on their current performance across nine key areas, namely energy, water, waste, plastic, staff, transport, community, purchasing and business health, along with an action plan outlining the opportunities for environmental improvements, reducing operating costs and growing their business. There are currently 226 active BBP members in Ku-ring-gai.

WildThings program

The popularity of the WildThings program continued in 2018/19 with another 129 stingless native bee hives distributed within Ku-ring-gai. A total of 1,498 native bee hives have now been distributed (860 in Ku-ring-gai and 638 across Sydney). Council supported a further four Pool to Pond conversions in 2018/19, bringing the total to 79.



National Tree Planting Day is held annually in the Ku-ring-gai local government area.

Water and catchment management

Water sensitive city benchmarking

In 2018/19 we utilised the Cooperative Research Centre (CRC) for Water Sensitive Cities benchmarking tool to rank Council's performance against a range of indicators that determine how water sensitive Ku-ring-gai is as a local government area (LGA) and to highlight areas that need to be addressed in order to improve our overall ranking. A Water Sensitive Ku-ring-gai is one that responds to the issues of water conservation and water security, flooding risks, degradation of urban waterways and rising temperatures in a way that enhances the liveability of Ku-ring-gai. Feedback from the benchmarking indicates that Ku-ring-gai is one of the most water sensitive local government areas in Australia. These benchmarking results will be used to finalise our Water Sensitive City Strategy in 2019/20.

Project delivery

Key activities undertaken in 2018/19 included the following:

- completed the construction of a bio-filter garden at the George Christie playing fields, in Wahroonga
- completed the design for the Woodbury Road gross pollutant trap upgrade and creek stabilisation project in St Ives
- completed concept design options for the Bannockburn Oval stormwater harvesting system in Pymble
- completed the design for the Swain Gardens creek restoration project in Killara
- adoption of the Lovers Jump Creek Floodplain Risk Management Study and Plan, following a public exhibition period, which provides an appropriate mix of management actions within this catchment to deal with different types of flood risk.

We continued to participate in research partnerships and programs to advance our water and catchment management program, including participation in the CRC for Water Sensitive Cities and a research collaboration with the University of Technology Sydney (UTS) to measure the quality of Council's harvested stormwater.

88% of total water demand in 2018/19 across our water harvesting and reuse sites was met by harvested or reused water

111,142kL of water was harvested and reused in 2018/19, equivalent to the water used by 1,139 households and \$231,175 worth of potable water.

1,761 tonnes of rubbish was diverted from our waterways in 2018/19 through our street sweeping service and Water Sensitive Urban Design (WSUD) devices



Energy management

Council supports emission reduction targets that align to the Paris Agreement to limit global temperature increases to well below 2°C and to pursue efforts to limit the temperature increase even further to 1.5°C above pre-industrial levels. We are working towards net zero emissions by 2045 or earlier.

During 2018/19, we continued to extend our energy management program and we are on track to achieving our 2020 greenhouse gas emission reduction target of 20% below 2000 levels.

Project delivery

Key activities undertaken in 2018/19 included the following:

- completed a filtration upgrade and conducted a comprehensive audit of the HVAC at the Ku-ring-gai Fitness and Aquatic Centre (KFAC) in West Pymble
- implemented control upgrades for the building management system (BMS), HVAC systems and filtration systems at KFAC
- conducted a feasibility study for solar battery storage at Council's Suakin St depot in Pymble
- conducted ongoing energy management monitoring of all Council facilities
- conducted a cross departmental feasibility review for an electric vehicle trial for Council's operational vehicles
- completed solar PV installations at St Ives Library, Turramurra Library, East Roseville Community Centre and KFAC (stage 2)
- commissioned the Gordon Library HVAC system and BMS
- procured renewable energy (from the Moree Solar Farm) for 30% of Council's electricity needs from 2019/20 onwards.

In 2018/19, Council's Greenhouse Gas emissions decreased by 5% compared to 2017/18 and are 14% lower than 2015/16, when emissions peaked due to a number of large assets coming on line.

We achieved a 17% reduction in annual energy use across all of Council's buildings and facilities and a reduction in annual electricity costs of \$191,000, compared to their peak in 2015/16, due to Council's solar projects, coupled with our energy efficiency program.

30% of Council's electricity needs will come from renewable energy sourced from the Moree Solar Farm from 2019/20 onwards.

Other corporate sustainability initiatives

Reduced paper wastage and energy savings

The supply and installation of a new suite of printers, multifunction devices and a print management solution across Council continues to deliver significant environmental benefits. This includes reduced paper and consumables wastage and the associated reduction in energy use resulting from machines not operating to print unwanted print jobs.

Recycling

Paper and cardboard, mixed, organic waste and soft plastics recycling continued in 2018/19. Council's recycling of its own organic waste has resulted in 825kg of organic waste being diverted from landfill annually.

Council's green waste is recycled at waste depots and turned into mulch or compost for re-sale. Some tree trunks are re-used on Council projects as bushland borders or habitat. Metal waste is also collected for recycling. Asphalt and concrete waste is taken to waste depots and is recycled into road base and landscape products for re-sale. We re-buy some of these products for Council use. Tyre waste is also collected and recycled into rubber products for re-sale.

This year an organic waste collection was organised for Festival on the Green. Four waste educators and one supervisor engaged with residents and managed the collection during the day. The collection diverted over 640 kilograms of organic waste from landfill.

Staff collection drives

A number of staff collection drives were undertaken throughout 2018/19 which led to 7kg of x-rays, 106 pairs of glasses (donated to Lions Club), 5 bags of fabric (donated to Boomerang Bags), 300 pieces of cosmetics and toiletries (donated to The Beauty Bank) and 2 boxes of plastic bottle caps (donated to the Wildflower Garden for the creation of public art) being collected and diverted from landfill. A total of 16 Boomerang Bag stations across Council facilitate the use of reusable bags instead of single-use plastic bags for staff shopping.

Waste management and recycling

Development of a new waste strategy and implementation of a range of initiatives to reduce waste, promote recycling and educate the community were progressed or completed during 2018/19. This included:

New waste strategy

Residents were invited to complete an online survey to help guide how waste services will be delivered in Ku-ring-gai in the future. It followed an independently conducted telephone survey in December 2018 with a cross-section of local residents.

The key objective of both surveys was to measure satisfaction levels with waste services, understand current patterns of use across all the services and identify attitudes towards recycling. This includes an assessment of waste tonnage collection trends with 2018/19 results indicating decreased tonnages for mixed recycling, paper and general waste while vegetation has significantly increased.

While community survey results indicate the community is generally satisfied with the domestic waste, recycling, green waste and clean-up services currently being delivered, the survey findings will provide a basis for the new waste strategy currently under development.

The strategy is being developed by Council against a background of concern expressed by NSW councils over the future of kerbside waste recycling, due to the significantly reduced overseas markets for recycling. Long term solutions to these issues and opportunities for future resource recovery and diversion from landfill continue to be investigated by local and state governments.

Development of the Waste Strategy will be completed in 2019 for presentation to Council and public exhibition for community comment.

Recycling initiatives

Initiatives during 2018/19 included:

- Ku-ring-gai Council was one of the first in Australia to trial road asphalt composed of up to 35% recycled waste products including green waste, plastics and glass. The products are being trialled by Council as more sustainable options for road surfaces, compared with traditional crude oil-based asphalt. For further information on this initiative see page 157.
- Council participated in a trial for a public recycling event at Lindfield Oval and a review of a regional Development Control Plan for unit development. This follows an earlier program providing printed educational material to tenants in multi-unit dwellings to assist with the disposal of unwanted items when moving out. This included details on re-use and recycle sites.

- workshops and education programs held with the community and schools to help improve recycling and waste reduction. This included print and online information, displays and face to face coaching.
- hard copy and web based waste education was provided including a comprehensive A-Z list for recycling household products.
- two separate collections of CDs from Ku-ring-gai Council libraries were undertaken with 480kg being diverted from landfill.

Reducing waste

Initiatives to reduce waste during 2018/19 included:

- the Plastic Free July campaign, supported by Council, which provided a platform for the community to understand what they can do in their homes and in the community to reduce single-use plastic.
- the Better Business Partnership program, supported by Council, to grow the Responsible Cafes program in Ku-ring-gai, which brings local businesses on board to give a discount to customers who bring re-usable cups.
- the free Food Smart challenge which helped Ku-ring-gai residents prepare tasty meals while minimising food waste. Food Smart is part of the Environment Protection Authority's Love Food Hate Waste program. It aims to help people make the most of their food, save money and reduce food waste.

Other initiatives

- a chemical waste collection was offered to residents at St Ives Showground. The free chemical waste collection enabled residents to drop off paint tins, household chemicals such as fertilisers and pesticides free of charge for safe disposal.
- green waste recovery continued with the community using the new green waste vouchers for bush fire prone land.
- the Litter Free Ku-ring-gai program was completed for all local centres which saw an 87% reduction in litter.
- a composting workshop was held in May 2019 as part of the international composting awareness week.

THE YEAR AHEAD

- Review Climate Change Policy
- Review greenhouse gas emission reduction targets
- Develop urban forest monitoring program
- Finalise Water Sensitive City Strategy
- Review Natural Areas Plan of Management
- Deliver permanent Environmental Levy program
- Re-open Warrimoo downhill mountain bike track (south section)
- Complete a new Waste Strategy



Summary of performance 2018/19 – Natural environment

The following pages provide a summary of Council's progress during 2018/19 including QBL performance indicators, Council's Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for the Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key economic, environmental and social indicators for the 2018/19 year, under this theme, compared to the previous four years.

QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Env	Bushland regeneration (area)	ha	59	61	60	60	60	Stable
Soc	Identified Aboriginal heritage sites	sites	101	102	106	105	106	Stable
Env	Waste Kg/resident	kg	206	205.63	208.19	179.07	185.27	Decreased
Env	Recycling Kg/resident	kg	107.86	104.36	101.15	96.32	88.73	Decreased ¹
Env	Green Waste Kg/resident	kg	163.57	170.12	157.13	139.68	152.10	Steady ²
Soc	Fire trail maintenance	km	44	44	44	44	44	Stable
Soc	Major fire trail upgrades	km	3.69	0.55	0.10	0.10	0.65	Stable
Env	Pile burns	No.	103	86	20	58	26	Stable
Env	Hazard reduction burns	ha	53.36	74	36.5	4	99	Stable
Env	Fire break maintenance	km	24.5	24.5	24.5	24.5	24.5	Stable
Env	Energy consumption street lighting	kWh	4,516,325	4,392,009	4,242,304	4,307,876	4,226,387	Decreased ³
Eco	Energy consumption street lighting	\$	676,079	644,750	632,519	647,803	751,719	Increased ⁴

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

1. Decreasing recycling tonnages are due to the reduced amount of paper recycling available (eg newspapers).

2. Vegetation recycling is heavily dependent on weather patterns and rainfall.

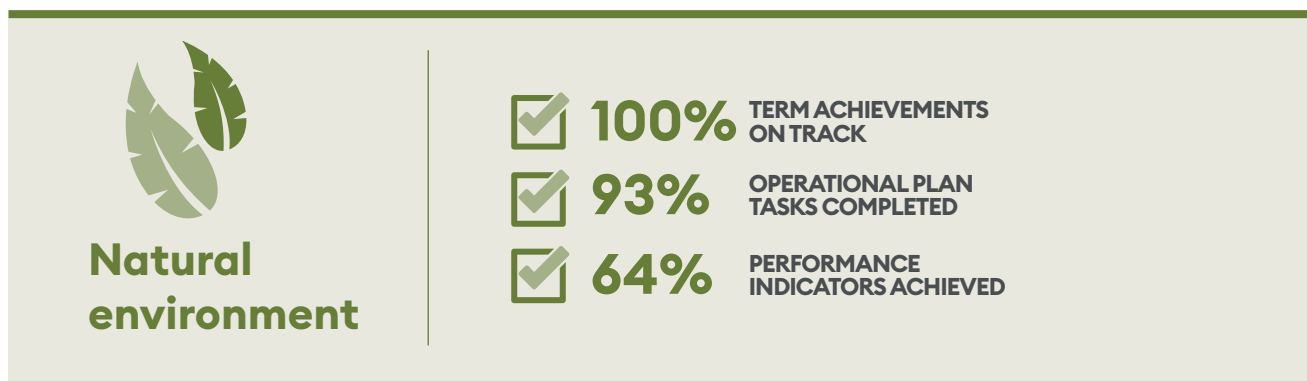
3. The rollout of LED lighting continued during the year which contributed to the reduction of energy usage. The energy usage of streetlights has reduced in the last year representing a cumulative

reduction of 16.8% since 2008/09. Ausgrid are not carrying out work on live lines pending a full review of processes which has resulted in delays in the replacement of existing old technology lights with current LED lights.

4. The cost of energy is increasing and this is reflected in new contracts. Without the assistance of the Street Lighting Improvement Program, these costs would be significantly higher.

Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.





Term achievements (three-year)

- Increased community understanding of the value of the natural environment and local environmental issues and impacts.
- Increased community action that benefits the natural environment.
- The condition of bushland and the conservation of native flora and fauna have improved.
- Ecological protection and understanding is integrated into land use planning.
- The condition of natural waterways and riparian areas have improved.
- Utilisation of water harvesting and reuse has increased at Council owned facilities.
- The community is effectively informed and engaged on climate change impacts and responses.
- Council's vulnerability to climate change is reduced.
- The community is effectively engaged in improved waste reduction, reuse and recycling.
- The community is effectively engaged in energy and water conservation and efficiency programs.

LEGEND progress on track behind schedule significantly behind schedule

Performance indicators 2018/19

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
N1.1.1.A	Number of residents involved in community environmental programs.	In 2016/17, 5,348 residents were involved in community environmental programs per year. (Source: Council)	5,348	Residents	8,134	Increasing	
N1.1.2.A	Number of residents at a household or individual level who carried out actions to benefit the environment.	In 2016/17, 2,843 residents carried out actions to benefit the environment per year. (Source: Council)	2,843	Residents	2,398	Monitor	
<p>Comment: The decrease in the number of residents is attributed to fewer responses to Council's annual community survey on resident actions taken.</p>							
N2.1.1.A	Number of hectares of bushland/habitat regenerated.	In 2016/17, bush regeneration works were conducted on 60 hectares of bushland. (Source: Council)	60	Hectares	60	Stable	
N3.1.1.A	Percentage of creeks tested that maintain or improve their stream health score.	In 2016/17, 100% of creeks tested maintained or improved their health score. (Source: Council)	100	%	100	Stable	
N3.1.1.B	Tonnes of rubbish diverted from our waterways.	In 2016/17, 2,295 tonnes of rubbish was diverted from waterways. (Source: Council)	2,295	Tonnes	1,761	Monitor	
<p>Comment: The tonnes of rubbish diverted from waterways for each reporting period is variable due to rainfall levels and the volume of rubbish entering the system for collection.</p>							
N3.1.2.A	Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	In 2016/17, 86% of harvested/reused water was utilised at harvested/reuse sites. (Source: Council)	86	%	88	Stable	
N4.1.1.A	Number of residents involved in climate change adaptation activities.	In 2016/17, there were 294 participants in climate change adaptation activities. (Source: Council)	294	Participants	2,457	Increasing	
N4.1.1.B	Kilograms of waste generated per resident.	In 2016/17, 208.19kg of waste was generated per resident. (Source: Council)	208.19	kg/capita	185.27	Decreasing	
N5.1.1.A	Percentage household waste diverted from landfill.	Council's target is 60% of total household waste diverted from landfill. (Source: Council)	60	%	58	Monitor	
<p>Comment: Recycling tonnages continue to decrease. This is due to reduced newsprint available for recycling. It could also be impacted by the State Government container deposit legislation.</p>							
N5.1.2.A	Household potable water consumption per capita.	In 2016/17, there was 79.38 kL/capita water consumption. (Source: Sydney Water)	79.38	kL/capita	97.55	Increasing	

Comment: The water consumption statistics are based on 2017/18 usage, due to the time lag in Sydney Water information being available. Reasons for the increase in water consumption above the baseline are not clear but relate to changing resident usage patterns. Council will continue to look for opportunities to increase awareness regarding more sustainable water use through Council's programs. This will be particularly relevant for 2018/19 usage figures, with the ongoing drought in NSW.

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
N5.1.2.B	Household electricity consumption per capita.	In 2016/17, there was 2,980kWh household energy consumption per capita. (Source: Ausgrid and RAPP2.0)	2,980	kWh/capita	2,902	Decreasing	●

Comment: The electricity consumption statistics are based on 2017/18 usage, due to the time lag in Ausgrid information being available.

LEGEND ● achieved ● not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community's satisfaction with a range of Council's services and facilities.

The results of the 2019 research, when compared to previous year results, indicates relatively high levels of community satisfaction and a stable trend for the majority of services and facilities provided under this theme. Further analysis of the results will be undertaken during 2019/20, including a decrease in satisfaction for one service, as part of Council's annual review of the Delivery Program and preparation of the Operational Plan.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.

FURTHER READING
The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

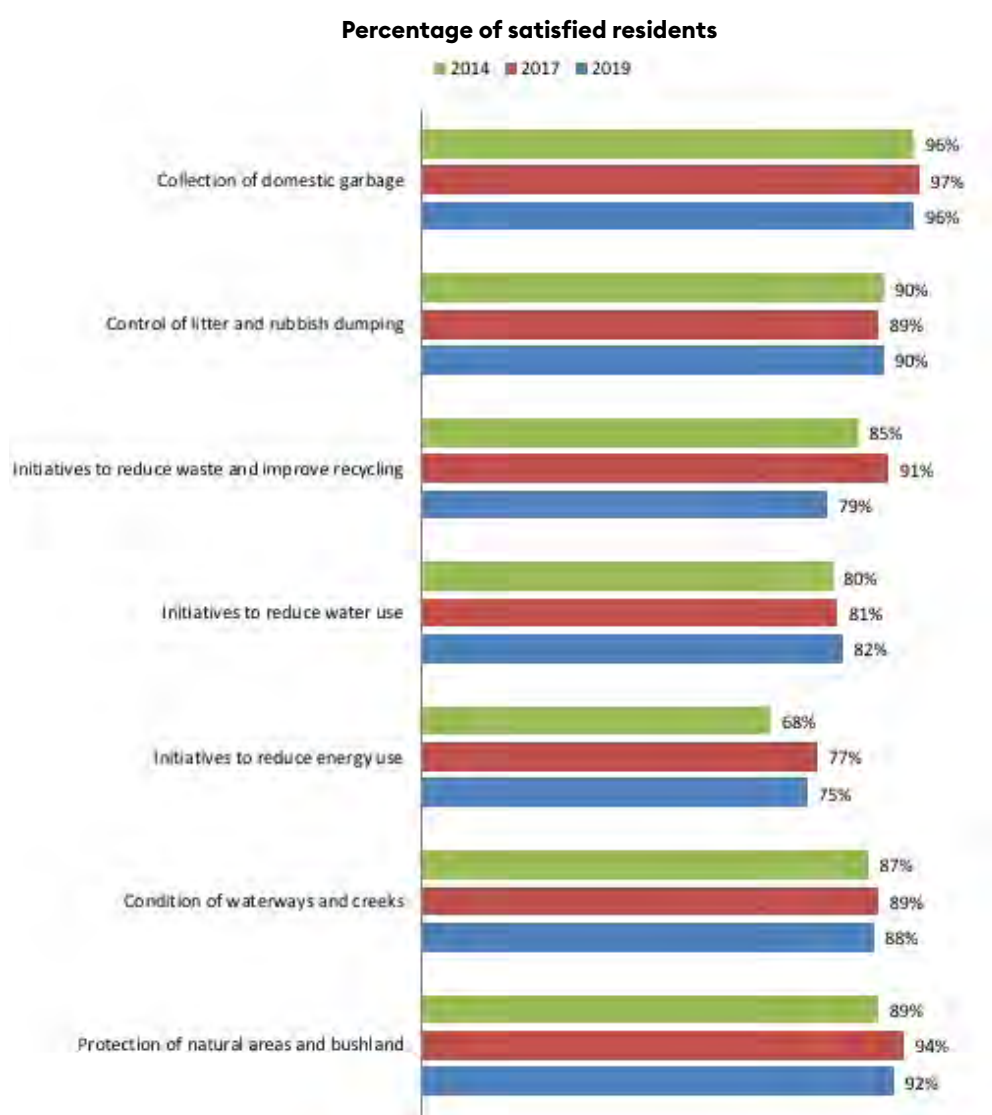


Figure 19 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019





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.

Services provided under this theme

- Urban design and planning
- Heritage planning
- Development assessment
- 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

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Places, Spaces and Infrastructure** within the Delivery Program 2018–2021.

In 2018/19, Council completed the first phase of long term land-use planning required in response to the North District Plan. Council's program of improving and expanding public spaces and facilities for the benefit and enjoyment of our community was also continued.

While there were delays to some projects these were due largely to staff vacancies resulting from the organisational restructure. Despite this, a significant capital works program was progressed or completed in response to current and projected community needs and defined levels of service. This included upgraded roads, footpaths, drainage and traffic facilities, new and upgraded parks and sporting facilities, improvements to community buildings and facilities and planning for the revitalisation works to local centres. It is anticipated that staffing issues will be resolved in early 2019/20.

Strategic land-use planning

Council's draft Local Strategic Planning Statement (LSPS) was adopted by Council and placed on public exhibition in July 2019. The draft LSPS presents a comprehensive 20-year land use vision for Ku-ring-gai. It draws together priorities and actions to effectively manage the impact of new development and to deliver quality design outcomes while maintaining the identity and character of Ku-ring-gai.

A priority of the draft LSPS is to manage change and growth in a way that conserves and enhances Ku-ring-gai's unique visual and landscape character. Required short term actions, which will commence in 2019/20 include:

- defining Ku-ring-gai's unique visual character through community engagement
- undertaking a scenic and cultural landscape study and topography
- undertaking a local character study in accordance with the Department of Planning and Environment Guidelines.

Council undertook a comprehensive Local Environmental Plan (LEP) review as part of the preparation of the draft LSPS and continued the process of ongoing review of the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.



FURTHER READING
kmc.nsw.gov.au/lsp

Activate ku-ring-gai projects

Revitalisation projects at Lindfield and Turramurra local centres were significantly progressed. These projects will transform Council's own significant land holdings within the centres into new community facilities, vibrant town squares and a renewed focus for shopping, eating and community activities.

The Activate Ku-ring-gai program has been previously recognised through regional, state and national awards as a best practice program to reinvigorate Ku-ring-gai's major centres in Gordon, Turramurra and Lindfield.

Further information on the progress of these projects in 2018/19 can be found on pages 42-45.



FURTHER READING
kmc.nsw.gov.au/activatekuringgai

Heritage

During 2018/19, Council continued to review and put in place strategies, plans and processes to effectively protect and preserve Ku-ring-gai's heritage assets. This takes place through policy development, education and awareness, planning and design and in physical works to maintain and restore our built and natural heritage and Aboriginal heritage. Key programs include heritage home grants, heritage policy development, expert advice from the Heritage Reference Committee, Aboriginal heritage management and management of Council's own heritage assets.

During 2018/19, Council dispensed approximately \$30,000 in grants to local heritage property-owners. Council's heritage grants program funds a range of projects such as repairing original roofs, repairing architraves and window frames and restoring gates and verandahs to their original condition. Applications were highly competitive, with a total of 20 applications received for \$85,000 worth of funding. The applications were reviewed by Council's Heritage Reference Committee and Council resolved to fund 12 projects as a result.

In collaboration with the Aboriginal Heritage Office (AHO), Council also continued to protect Aboriginal heritage items through environmental assessments for Council works and hazard reduction activities. A Memorandum of Understanding to support the AHO for the next 5 years has recently been finalised. Council's Aboriginal heritage data management processes continue to improve, following a review of Council's threatened species and Aboriginal heritage data access procedure and the incorporation of updated Aboriginal heritage site data.

Parks and playgrounds

Council continued to construct parks which incorporate accessible and inclusive passive recreation facilities. Works completed or progressed during 2018/19 included:

- a playground upgrade completed at the Morona Avenue Reserve in Wahroonga, with a focus on inclusivity. Accessible paths to, and around, the new play equipment were installed and the play facilities can be used by children of all abilities. New landscaping was completed and an accessible parking space was installed.
- construction commenced on a new park in Allan Avenue, Turramurra with estimated completion November 2019. The new park is being built on land Council purchased as part of its Open Space Acquisition Strategy. Features include a playground catering for a range of age groups and abilities, open areas of lawn with shade trees for relaxing, picnic tables and seating and an accessible pathway.
- construction commenced on the St Ives Regional Playground with estimated completion January 2020. This playground is a fully inclusive district playground and is part funded by a \$250,000 Metropolitan Greenspace Program grant from the NSW Government. The playground has a total estimated budget of \$2.24 million.
- the Irish Town Grove, Turramurra playground construction tender was released.
- the Lindfield Soldiers Memorial Playground, East Lindfield construction contract was awarded with estimated completion late 2019.
- the Gordon Recreation Ground Playground documentation was near completed for tender release in early 2019/20.

Upgraded sports fields and facilities

Council continued its program to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. Achievements included:

- completion of Koola Park, East Killara Stage 4 with works providing car parking and a kiss and drop zone to the front of the sporting facilities as well as making the surrounding pathways accessible to all users.
- design documentation finalised for the upgrade of the amenities building at Roseville Chase Oval to include accessible facilities for all users.
- design documentation 95% complete for a new tennis pavilion and associated amenities at Roseville Park. The package is to be released for tender and works to commence in 2019/20.
- negotiations with the NSW Department of Education continued to deliver a four court indoor sports centre at St Ives High School that will promote accessible facilities for all users.

- initial constraint assessments conducted for the inclusion of a hockey synthetic field at Barra Brui Sportsground. Assessments have included environmental, bush fire, traffic and parking and matters relating to Crown Land.
- dual posts and line marking for basketball and netball introduced at The Glade Reserve, Wahroonga tennis courts (two) for multi-purpose use. Lighting poles and lamps have also been installed and the site is operational.

Partnerships and grants

During 2018/19, Council continued to engage with community partners to improve sporting, leisure and recreational facilities through collaboration, grant funding and other external funding opportunities. Achievements included:

- a partnership with the Lindfield District Cricket Club to upgrade the existing cricket nets at Lindfield Soldiers Memorial Park. The construction program commenced in November 2018 and works were completed in April 2019.
- \$30,000 received through the 2017 Community Building Partnership Program for the Lindfield Soldiers Memorial Park playground. Works for this project will commence in 2019/20 with completion by the end of the year.
- \$20,000 received through the 2017 Stronger Communities Programme, to convert the existing tennis courts at The Glade, Wahroonga into dual usage courts for netball and possibly basketball. This project was completed in May 2019.
- continued negotiation with Roseville Junior Cricket Club and Cricket NSW to co-contribute towards the capital renewal of the two practice cricket nets at Roseville Park. The club has received \$15,000 via the Local Sport Grant Program, with a further \$18,000 from the club/association and \$27,000 from Cricket NSW.
- continued discussions regarding a joint project with the NSW Department of Education to construct an indoor sports centre at St Ives High School, including a \$3.5 million grant from the Greater Sydney Sports Facility Fund.
- working with Ku-ring-gai Netball Association who will be funding sports court lighting and a new shelter at Canoon Road Recreation Area in South Turramurra. Works are proposed to commence in 2019/20.
- working with Northern Sydney and Beaches Hockey Association regarding funding towards the conversion of Barra Brui, St Ives sportsground to a synthetic hockey facility. The association was successful in obtaining \$2.25 million from the Greater Sydney Sports Facility Fund and have received an additional \$500,000 from Sport Australia's Community Sport Infrastructure Program.

- commitment to install new starting blocks at the Ku-ring-gai Fitness and Aquatic Centre, West Pymble so that they are ready for the new swim season. This followed the Ku-ring-gai Swim Club's successful application to the Community Building Partnership Program to fund new starting blocks, covers and backstroke ledges for the 50 metre outdoor pool, to the value of \$31,500.
- working with the Kissing Point Baseball Club which successfully secured funding from a recent Community Building Partnership Grant program towards a baseball/softball batting cage at Auluba No. 3, South Turramurra. It is anticipated that Council will need to conduct community consultation as the proposed batting cage was not an inclusion under the current Landscape Masterplan.

Improving public places

Eat street destination – Gordon

A design concept for St Johns Avenue was adopted by Council for exhibition. This followed discussion of design ideas with the community and businesses in the St Johns Avenue and Henry Street area to create an eat-street destination with extensive new outdoor dining areas to support existing and future businesses. The concept will be placed on exhibition in early 2019/20.

A planned upgrade for the area could include new landscaping, widened footpaths, street furniture and an improved layout and lighting for outdoor dining.

Graffiti removal

In April 2019, Council adopted a new graffiti policy that will see a coordinated approach to graffiti removal in Ku-ring-gai using the four principles of prevention, continuous removal, prosecution and education.

A team of specialist staff will be used to remove offensive or noticeable graffiti from public roads and buildings in a rapid response approach to keeping shopping and retail areas graffiti-free.

The removal of graffiti from privately owned properties will be carried out following consent from the owners or occupiers of buildings.

Council will also work with NSW Police to identify and prosecute perpetrators of graffiti and also develop a community education program to raise awareness of the problem.

Litter free Ku-ring-gai campaign

Council continued its successful campaign to prevent littering in its major shopping centres with funding contributions received from the Environmental Protection Authority (EPA).

The anti-litter program began in 2014 in the Wahroonga, Turramurra and St Ives centres, and then expanded to include Gordon, Lindfield and Roseville.

The program includes the installation of new bins, upgrading of street furniture such as seating, graffiti removal and street cleaning and consultation with Chambers of Commerce and local businesses on strategies to keep centres tidy and litter free.

Since it started, the litter campaign has shown an average of 93% reduction in litter in Ku-ring-gai's major centres. Most recently, Gordon local businesses partnered with Council to promote the Litter Free Gordon campaign to help improve tidiness in the main shopping areas.

In addition to the campaign, improvements in the Gordon Centre included the upgrading of street furniture with new litter bins and mall seats, removing graffiti, installation of signage, re-painting of walls around the Wade Lane carpark, improving landscape areas with replanting of vegetation and engagement with local businesses.

Community plans of management

A significant challenge for Council during 2018/19 was the state government requirement for local councils to prepare new Plans of Management (PoM) for Crown Lands under their care and management before July 2021. Council has five Plans of Management to complete. These include sports facilities, parks, bushland reserves, community halls and meeting rooms, North Turramurra Recreation Area and miscellaneous land.

Internal workshops being conducted will identify and formalise the requirements for each PoM in relation to current and future use and purpose. Other issues include the level of Native Title assessment required, available budgets, resources and proposed time frames. This work will continue in 2019/20.

Future sportsground demand

Council continued to plan for new and improved sportsgrounds and facilities and advocate to state government in response to the NSROC study into future sports field supply.



FURTHER READING
nsroc.com.au/sportsgroundshortages



North Turramurra Recreation Area
selfie. Photographer: John Nash

Recreation in natural areas strategy

Extensive community consultation was completed during the year with community, user and interest groups regarding preparation of a draft Recreation in Natural Areas Strategy. The next step will be to hold a community forum to present back to interest groups on how their feedback has been incorporated into the draft strategy, followed by a public exhibition period.

Council has also progressed the formalisation and re-opening of the Warrimoo down-hill mountain bike track in St Ives Chase, which is one of the key projects from the draft strategy. To assist with the project, Council has recruited and inducted members into a newly formed Trail-Care group which will assist in the maintenance of the track once constructed. A track builder has been selected and is now waiting for final approval from Crown Lands in order to progress with construction.

Maintained our open spaces

Council is 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 two regional parks (Bicentennial Park, West Pymble 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.

During 2018/19, our parks, playgrounds and sportsfields were kept clean, safe and accessible, according

to established service levels, ensuring a pleasant environment in which residents can live, work and pursue recreational activities.

We continued to review and adjust maintenance schedules and work teams to enhance efficiencies and improve our capacity to meet the changing needs generated by new and upgraded open space assets.

Managing regulatory outcomes

Online development applications

During 2018/19, Council introduced a new system of paperless development applications. The new system means that development applications, regardless of size, can now be lodged without the need for printed copies of plans and other supporting documentation.

Previously, applicants were required to provide up to five printed copies of plan drawings and documents such as consultants reports. The new online processing system was introduced in recognition of customer needs and to cut down on wasted paper. Other advantages of the paperless system are allowing multiple staff quick access to an application to accelerate processing times.

Development applications and determinations

The protection of Ku-ring-gai's character, heritage and 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.

The following graph and table show the total value of development applications for 2018/19 in comparison to the previous six years.

Year	Value of development applications
2018/19	\$608 million
2017/18	\$622 million
2016/17	\$464 million
2015/16	\$650 million
2014/15	\$560 million
2013/14	\$348 million
2012/13	\$405 million

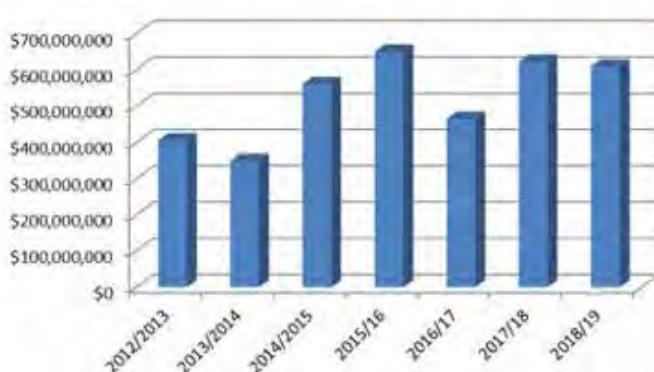


Figure 20 Total value of development applications determined – trend analysis

Determined development applications valued at more than \$600 million

During 2018/19, applications determined had a total estimated value of just over \$600 million which is a small 2% decrease below the 2017/18 value of \$622 million. The following graph and table show the breakdown of the number of determinations for 2018/19 in comparison to the previous six years.

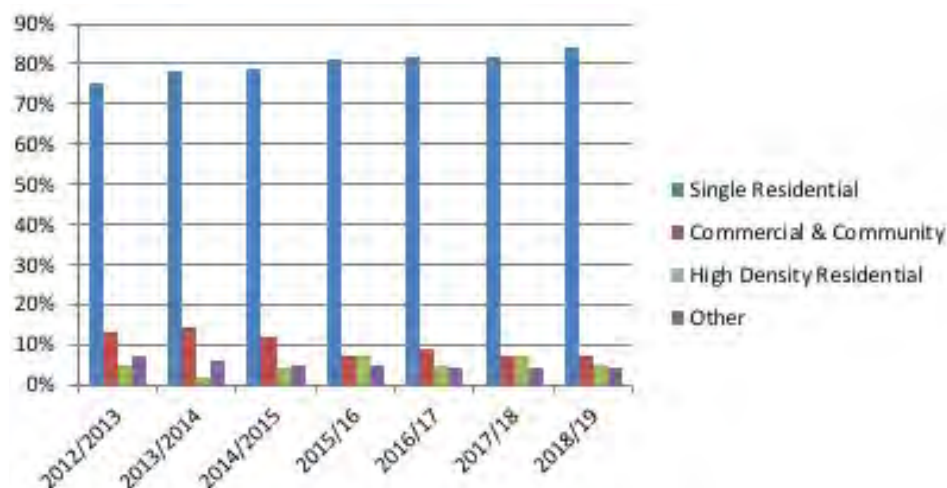


Figure 21 Total number of development applications by type – trend analysis

Total development applications by land-use type (% and \$)

Development application	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Single residential	75%	78%	79%	81%	82%	82%	84%
Commercial and community	13%	14%	12%	7%	9%	7%	7%
High density residential	5%	2%	4%	7%	5%	7%	5%
Other	7%	6%	5%	5%	4%	4%	4%
Total	100%	100%	100%	100%	100%	100%	100%
Total value	\$405,242,278	\$348,787,277	\$560,560,993	\$650,000,000	\$464,188,395	\$622,664,137	\$608,818,142



While development remains steady in Ku-ring-gai, particularly for single residential applications, there were some changes to Council's determination of applications:

- the proportion of high density residential development applications (DAs) decreased from 7% to 5%
- an increasing number of DAs in the high density residential category now comprise multi-unit terrace and townhouse style developments rather than residential apartments
- there were 600 DAs determined during the financial year either by Council, the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel. Further information on the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel can be found at kmc.nsw.gov.au/meetings. The majority of CDCs are determined by private certifiers. Apart from DAs, Council also processed modification applications (S96) and requests for review of determinations (S82a) as shown in the graph and table below.

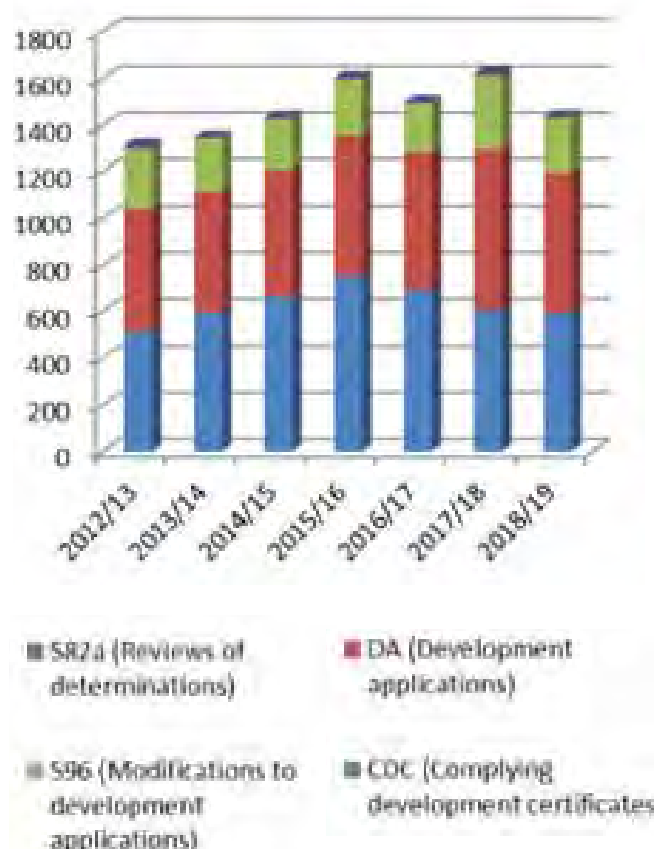


Figure 22 Total number of applications by type – trend analysis

Total number of applications by type

Application type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
CDC (Complying development certificates)	514	597	664	757	696	607	596
DA (Development applications)	529	514	544	602	589	691	600
S96 (Modifications to development applications)	255	235	221	238	209	313	235
S82a (Reviews of determinations)	15	1	3	6	5	12	4

Development application median processing times

The median processing time for all Council applications has remained stable for the 2018/19 year as shown in the table below. The determination time can be attributed partly to the time required to assess more complex applications, with many simpler development works now being approved through private certification. The more complex applications, requiring input from various disciplines, are often determined by the Local or Regional Planning Panel or the Land and Environment Court, which can add to processing times. Council are also focusing on assistance to applicants, allowing amendments to applications and resolving concerns through mediation to achieve positive outcomes.

Total number of applications by type

Application median processing time (days)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
	47	52	54	74	78	78	76

A playground upgrade was completed at the Morona Avenue Reserve in Wahroonga, with a focus on inclusivity.



THE YEAR AHEAD

- Finalise the Local Strategic Planning Statement
- Progress technical studies required for the Local Strategic Planning Statement
- Progress major projects for Lindfield local centre
- Progress Activate Ku-ring-gai planning for local centres
- Complete the St Ives regional playground
- Complete delayed playground and sportsfield projects
- Finalise the Recreation in Natural Areas Strategy
- Progress Plans of Management for Crown Lands



Summary of performance 2018/19 – Places, spaces and infrastructure

The following pages provide a summary of Council's progress during 2018/19 including QBL performance indicators, Councils Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for the Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key economic, environmental and social indicators for the 2018/19 year, under this theme, compared to the previous four years.

QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Eco	Water consumption (Council)	\$	312,437	321,000	438,419	343,232	326,269	Steady ¹
Eco	Electricity consumption (Council) buildings	\$	1,038,276	945,781	916,466	862,344	924,865	Increased ²
Eco	Fuel cost	\$	548,813	472,098	460,770	493,572	518,755	Increased ³
Eco	Development related legal costs	\$	1,153,612	1,256,887	1,054,747	1,267,706	1,648,229	Increased ⁴
Eco	Street light maintenance costs	\$	1,759,384	1,678,918	1,571,375	1,495,649	1,442,769	Decreased ⁵
Env	EPA registered contaminated land sites	No.	3	3	3	3	3	Stable
Env	Noise complaints	No.	157	150	143	163	151	Stable ⁶
Env	Water consumption (Council)	kL	101,481	102,555	183,573	141,721	156,860	Steady ⁷
Env	Electricity consumption (Council) buildings	kWh	4,887,000	5,581,000	5,124,000	4,837,000	4,625,000	Decreased
Soc	Provision of new local open space	M ²	0	0	0	0	0	Stable ⁸
Soc	Non-Aboriginal heritage sites	sites	968	946	991	994	994	Stable

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

1. The cost of water is decreasing and this is reflected in the slight decrease in consumption costs. Figures are reported for the 12 months to March 2019.

2. While electricity consumption decreased by 4% compared to the previous year, there has been a net increase in electricity unit prices of about 12%.

3. An increase in the number of fleet vehicles and a higher average cost of fuel per litre in 2018/19 has contributed to an increase in fuel costs.

4. The cost of appeals has increased due to an increase in the number of appeals and the higher complexities associated with applications.

5. More reliable LED lighting in use has resulted in lower maintenance costs.

6. The majority of complaints received are in relation to domestic air

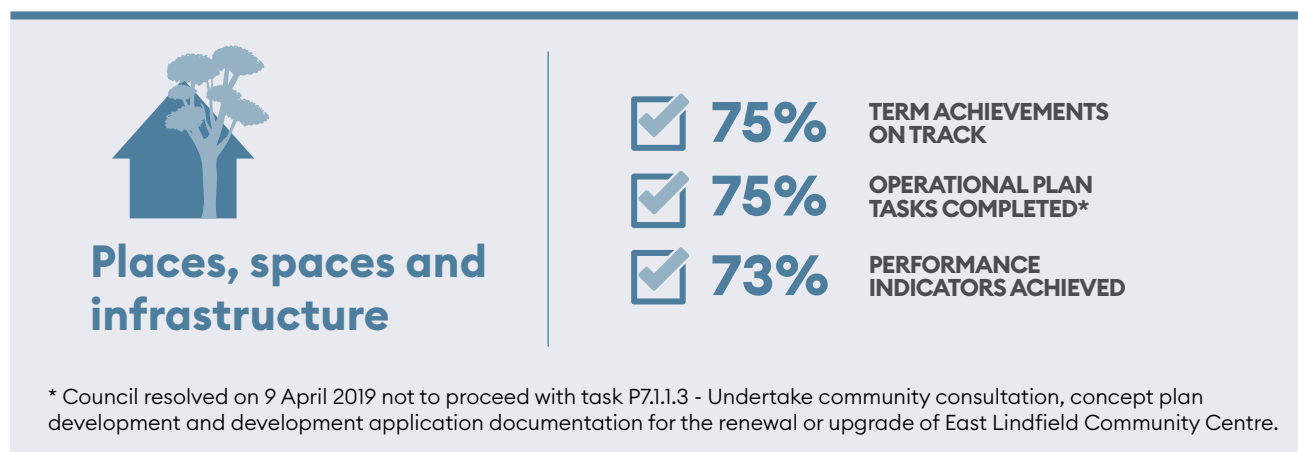
conditioning systems and pool pumps. A smaller number were a result of the playing of musical instruments, use of garden equipment and children squealing. Barking dog complaints are managed under the companion animals program, and 331 complaints were received in 2018/19.

7. Water consumption figures are reported for the 12 months to March 2019 and updated since those reported in the bi-annual reporting for the Delivery Program 2018-2021.

8. Council has now acquired the majority of land reserved under the Kuring-gai Local Environmental Plan (Local Centres) 2012 for this purpose, with only two remaining parcels to be acquired. These properties total in area 1,973m². At present the owners have advised they are not seeking to sell.

Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.



Term achievements (three-year)



<input checked="" type="checkbox"/>	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.
<input type="checkbox"/>	Place making programs are being implemented for selected neighbourhood centres.
<input checked="" type="checkbox"/>	Land use strategies, plans and processes are in place to effectively manage the impact of new development.
<input checked="" type="checkbox"/>	A high standard of design quality and building environmental performance is achieved in new and existing development.
<input checked="" type="checkbox"/>	Community confidence has continued in our assessment, regulatory and environmental processes.
<input checked="" type="checkbox"/>	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.
<input checked="" type="checkbox"/>	Commence construction of Lindfield Village Green.
<input checked="" type="checkbox"/>	Secure a development partner for Lindfield Village Hub.
<input type="checkbox"/>	Secure a development partner for Turramurra Community Hub.
<input checked="" type="checkbox"/>	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.
<input type="checkbox"/>	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.
<input checked="" type="checkbox"/>	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.
<input type="checkbox"/>	The condition and functionality of existing and new assets is improved.
<input checked="" type="checkbox"/>	Usage of existing community buildings and facilities is optimised.
<input checked="" type="checkbox"/>	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity.
<input checked="" type="checkbox"/>	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.

LEGEND progress on track behind schedule significantly behind schedule


Performance indicators 2018/19

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress Trend	Yearly rating
P1.1.1.A	Percentage of tree management requests actioned within agreed service delivery standards.	In 2016/17, 70% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Source: Council)	70	%	90	Increasing	
Comment: 90% of the 5,570 tree management requests were actioned.							
P1.1.1.B	Number of trees planted across Kuring-gai to support the establishment of green corridors.	New measure. (Source: Council) A yearly target will be developed for the 2019/20 Operational Plan.	New measure	Trees	373	Monitor	
P3.1.1.A	Percentage of Land and Environment Court matters that result in improved environmental outcomes.	In 2016/17, 95% of matters resulted in improved environmental outcomes. (Source: Council, Land & Environment Court)	95	%	96	Stable	
P3.1.1.B	Median processing time for development application determination times.	Annual target for net median processing times for all applications is less than 90 days. (Source: Council)	90	days	76	Decreasing	
P6.1.2.A	Percentage of completed playground safety audit programs.	In 2016/17, 100% of the playground safety audit program was completed within set timeframes. (Source: Council)	100	%	100	Stable	
P7.1.1.A	Potable water consumption (kL) from Council operations.	In 2016/17, potable water consumption from Council operations was 183,573kL. (Source: Council)	183,573	kL	145,631	Decreasing	
P7.1.1.B	Water reuse/recycling (kL) used by Council operations.	In 2016/17, Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems). (Source: Water Conservation Group)	134,562	kL	111,142	Monitor	


Comment: Whilst the volume of water reused/recycled decreased compared to the baseline year, the percentage of total demand across our water reuse/harvesting sites being met by reused/harvested water increased from 86% in 2017/18 to 88% in 2018/19.

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress Trend	Yearly rating
P7.1.1.C	Electricity consumption (MWh) of Council's fixed assets.	In 2016/17, there was 5,124 MWh electricity consumption of Council's fixed assets. (Source: Council)	5,124	MWh	4,625	Decreasing	
P7.1.1.D	Greenhouse gas emissions (tonnes CO2-e) from Council operations.	In 2016/17, there was 10,589 tonnes CO2-e greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting). (Source: Council)	10,589	Tonnes	9,658	Decreasing	

Comment: Greenhouse gas emissions are 5% lower than last year. The reduction is due to a 4% reduction in electricity use for Council buildings; a 4% reduction in emissions from Council's fleet; and a 2% reduction in emissions factors for grid sourced electricity.

P7.1.2.A	Utilisation percentage of community halls and meeting rooms.	In 2016/17, there was 81% utilisation of community halls and meeting rooms. (Source: Council)	81	%	41 (average)	Review	
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Comment: To ensure consistency of reporting and trends, this performance indicator requires review. This is due to the transfer of responsibilities for hall and meeting room use to another section during the period. Current utilisation rates of individual halls and meeting rooms range between 92% and 12%.

P8.1.2.A	Percentage completion of capital works programs for roads, footpaths and drains.	In 2016/17, 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets. (Source: Council)	95	%	80	Monitor	
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Comment: The percentage of road, footpath and drainage capital works completed was impacted by the delay of a large drainage project due to the difficulty with designing and receiving approval to support a nearby utility.

LEGEND  achieved  not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community's satisfaction with a range of Council's services and facilities.

The results of the 2019 research, when compared to previous year results, indicates relatively high levels or improving levels of community satisfaction over the three years of survey research. Further analysis of the results will be undertaken during 2019/20, including decreases in satisfaction for three services and facilities,

as part of Council's annual review of the Delivery Program and preparation of the Operational Plan. 2019 was the first year of data collection for one service.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.

FURTHER READING
The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

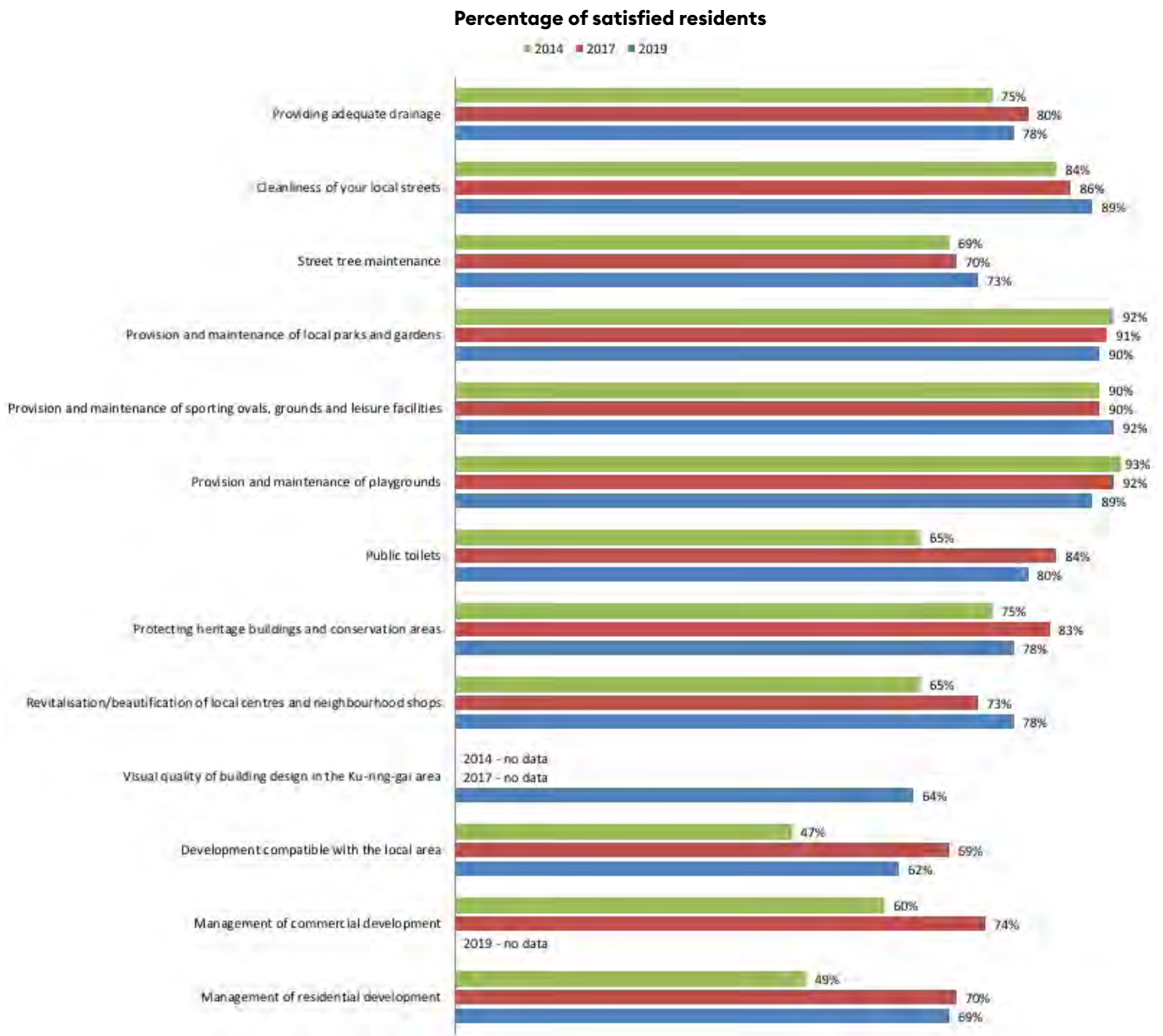


Figure 23 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019



*Crimson Hill, UTS site.
Photographer: Hannah Koch Lowndes*

Red Leaf Avenue, Wahroonga at night. Photographer: Anson Lee





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.

Services provided under this theme

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

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Access, Traffic and Transport** within the Delivery Program 2018–2021.

Strategic long-term traffic and transport planning was undertaken for Ku-ring-gai and the Sydney North District during the year. This included consultation with other North District councils and government agencies. Parking improvements were also pursued for the local centres and key transport interchanges.

Improvements to Ku-ring-gai's road network, transport connections and accessibility were progressed during 2018/19 through planning, works completed at various locations within the local government area (LGA) and advocacy to external stakeholders and other levels of government.

Road network improvements

Council spent \$9.4 million on the upgrade and reconstruction of existing roads during 2018/19. The roads rehabilitation program was completed to 80% of budget.

Council also spent \$1.2 million on new and upgraded footpaths during 2018/19 with over 1.6 kilometres of new footpath constructed.

Long term traffic and transport planning

Traffic and transport components of Council's draft Local Strategic Planning Statement include actions to improve integrated public transport facilities and service improvements that meet community needs and strengthen east west and north south linkages.

In March 2019, Council adopted an updated 10 Year Traffic and Transport Plan 2019–2028, which prioritises the management and implementation of road upgrades. This followed consultation with internal stakeholders and endorsement of the final draft plan by the Ku-ring-gai Traffic Committee.

Council's strategic planning staff participated with their counterparts from surrounding councils in Roads and Maritime Services (RMS) and Transport for NSW (TfNSW) workshops, towards the development of Road Network Plans for key arterial roads in the Northern Sydney

region. Road Network Plans set out actions for the management, operation and development of arterial road corridors, supporting the delivery of the NSW Government Future Transport Strategy 2056.

Local centres

Achievements in relation to the local centres during 2018/19 included:

Gordon local centre

- the Dumaresq Street to Moree Street road link was substantially completed
- new traffic, pedestrian and cycle counts were undertaken in the Gordon local centre, to inform transport modelling of the centre road network
- a new roundabout was constructed at the intersection of Henry Street and the Gordon underpass.

Lindfield local centre

- configuration of new traffic signals at the intersection of Pacific Highway and Strickland Avenue were reviewed by RMS
- council resolved to enter into a voluntary planning agreement for the widening of Havilah Lane, Lindfield
- new traffic, pedestrian and cycle counts were undertaken in the Lindfield local centre, to inform transport modelling of the centre road network
- early discussions commenced with bus operator Transdev on the proposed bus stop locations as part of the new signalised intersection of Lindfield Avenue and Tryon Road. It is expected that these new traffic signals will be operational around the time of completion of the Lindfield Village Green project.

Turrumurra local centre

- staff met with Sydney Trains to discuss technical aspects of the proposed new road bridge over the North Shore railway line (connecting Ray Street and Rohini Street)
- updated traffic, pedestrian and cycle counts were undertaken in the Turrumurra local centre.

St Ives local centre

- early investigations commenced on the interim implementation of one-way traffic flow in Porters Lane (between Rosedale Road and Lynbara Avenue).

Parking

Access to, and within, our local centres and major community facilities, including the availability of car parking, is becoming increasingly important as Ku-ring-gai's population grows and our centres develop.

Work completed during 2018/19 included:

- new car parks were completed at Howson Oval, South Turramurra and Koola Park, East Killara.
- negotiations continued with TfNSW regarding the funding deed and lease for the commuter parking component of the underground car park at Lindfield Village Green. Staff continue to liaise with TfNSW for other commuter parking options across the LGA.
- council endorsed a Parking Strategy in response to increasing parking congestion across Ku-ring-gai's six local centres. The strategy also takes account of the new community hubs to be built in Lindfield and Turramurra over the next few years. The strategy explores ways to free up parking spaces in the six local centres to increase turnover of short to medium stay parking to greater benefit retailers and other businesses. Council agreed on paid parking in principle as part of a suite of parking management tools. The next steps will be engaging with the community on the financial, location and timing aspects of implementation.
- council's regulatory and traffic teams continued to implement parking strategies within off-street and on-street areas to achieve safe and efficient parking areas that maximise traffic turnover and improve congestion.

Recycled road surface trial

Council commenced a trial of two types of asphalt made from up to 35% recycled waste including plastic bags, glass and green waste. In doing so, Council became one of the first councils in Australia to take on the challenge of turning waste into useful by-products such as road asphalt and bitumen.

The products are being trialled as more sustainable options for road surfaces, compared with traditional crude oil-based asphalt. The Biogenic Asphalt, made by Boral, blends processed organic substances such as green waste to produce a component of the asphalt. This provides a new means for carbon capture, as well as disposing of organic waste and reducing the use of crude oil.

Laboratory testing has showed an increase in the strength and useful life of the Biogenic Asphalt compared with traditional asphalt mixes. Council installed the Biogenic bitumen in Saiala Road, Killara in June 2018 and so far the road surface is responding well to normal traffic flows. If successful, the asphalt will be used on other local roads.

Council engineers are also testing the use of the commercially available Downer-EDI product Reconophalt, which incorporates plastic bags, glass bottles and toner cartridges as a portion of the bitumen content.



Patently waiting to leave, Turramurra Train Station. Photographer: Oliver Guan

*The new road, Hanson Way, links
Dumaresq Street to Moree Street.*



Sustainable transport

Achievements during 2018/19 included:

Annual Ride2Work

Around 150 cyclists participated in the annual Ride2Work event held in October 2018 at Gordon Recreation Reserve in Rosedale Road, Gordon. Cycling commuters on the way to Chatswood or the city enjoyed free bacon and egg rolls and juice, bike maintenance check-ups and giveaways such as tyre patch kits, energy bars and tyre inflator cartridges.

Bobbin Head Cycle Classic

Council supported the Bobbin Head Cycle Classic, an annual cycling event with rides to suit all levels of ability. Organised by Rotary, the Classic raises money to support Lifeline's suicide prevention services, as well as a number of other charities.

Browns Waterhole track improvements

A study was completed during 2018/19 on the Browns Waterhole Track to improve access at the popular walking and cycling track in South Turramurra.

Browns Waterhole Track forms part of the regional cycleway connecting the Upper North Shore with the rest of Northern Sydney. Cycling along the one-way 1.3 kilometre concrete track allows cyclists to avoid the heavily congested Pennant Hills and Ryde Road, making it a popular choice to access Macquarie Park or Macquarie University. However, the track is prone to flooding even after light rainfall, making it impassable in heavy or moderate rainfall. A \$20,000 grant was awarded to Council under the NSW Government's Metropolitan Greenspace Program to investigate ways to counteract flooding at the track, which crosses the Lane Cove River and Terry's Creek.

Bike plan funding

Funding priorities in 2018/19 did not include Council's bike plan. Council continued to seek funding from government and worked with other councils to implement the next stages of the bike plan.

Road safety and efficiency

There were a number of road safety and efficiency initiatives completed during the year. They included:

Road safety calendar

The 2019 free Road Safety Calendar produced by Hornsby, Ku-ring-gai, Lane Cove, North Sydney, Northern Beaches and City of Ryde Councils was on offer to residents from late November 2018. First produced in 2001, the calendar was originally created for senior drivers aged 60 and over, but has been expanded to appeal to road users of all ages.

Each month features messages relating to road safety such as general courtesy, pedestrian awareness, driver distraction, heavy vehicles, motorcycle awareness and more.

In November, the calendar won a 2018 Engineering Excellence Award in the Local Government Excellence in Road Safety category, submitted by Ku-ring-gai Council. The awards are hosted by the Institute of Public Works Engineering Australasia.

Lady Game Drive improvements

During 2018/19, work was completed on a notorious section of Lady Game Drive. The work included installing a hard shoulder and safety barrier, as well as improvements to the roadway slope along Lady Game Drive between the Blackbutt Creek and De Burgh Road. The road was resurfaced along this section and additional drainage pits and pipelines to divert runoff during wet weather were installed.

Safety campaigns

Planning for the annual festive season campaign against drink-driving was undertaken for the launch in early December 2018. Free Slow Down in my Street bin stickers continue to be available on request to all Ku-ring-gai residents. The stickers are jointly funded by RMS and Ku-ring-gai Council.

Regional advocacy

Council advocates and collaborates with other stakeholders for improved infrastructure and services in Ku-ring-gai and the Northern Sydney region.

Achievements during 2018/19 included:

- community submissions were provided to the RMS regarding its publicly exhibited series of Pinch Point Upgrade proposals between Turramurra and Wahroonga.
 - council continued to advocate to Transport for NSW to explore opportunities to implement on-demand bus services in the LGA. This follows the successful pilot on-demand bus service centred around Macquarie Park/North Ryde which commenced operating in March 2018.
 - staff advocated for improvements to transport facilities and infrastructure through the Technical Working Groups organised by the Greater Sydney Commission.
- staff participated with North Shore Regional Organisation of Councils (NSROC) and its member councils on the development of the Northern Sydney Regional Transport Infrastructure Strategy and Plan, which is a series of evidence-based strategies and action plans to address the challenge of meeting the expected transport infrastructure deficit through timely delivery of key transport projects within the region.
 - the Mona Vale-Macquarie Park and the Chatswood-Dee Why links, key public transport corridors to the City Shaping and City Serving Corridors in Future Transport 2056, were included within Council's draft Local Strategic Planning Statement.



THE YEAR AHEAD

- Advocate and collaborate with others regarding improvements to access, traffic and transport for the Northern Sydney Region
- Continue to consult with Transport for NSW on traffic and transport improvements and parking for Ku-ring-gai's local centres
- Work with Transport for NSW to progress accessibility upgrades at Wahroonga and Roseville railway stations
- Continue advocating for an on demand bus trial
- Contribute to the regional Transport Infrastructure Strategy and Plan
- Complete construction of new Dumaresq to Moree Street link road, Gordon
- Implement Traffic and Transport Plan recommendations



The annual Ride2Work Day was held in October, 2018.

Summary of performance 2018/19 – Access, traffic and transport

The following pages provide a summary of Council's progress during 2018/19 including QBL performance indicators, Councils Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for the Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key economic indicators for the 2018/19 year, under this theme, compared to the previous four years.

QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Eco	Fuel cost	\$	548,813	472,098	460,770	493,572	518,755	Increased ¹
Eco	Street light maintenance costs	\$	1,759,384	1,678,918	1,571,375	1,495,649	1,442,769	Decreased ²

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

1. An increase in the number of fleet vehicles and a higher average cost of fuel per litre in 2018/19 has contributed to an increase in fuel costs.

2. More reliable LED lighting in use has resulted in lower maintenance costs.

Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.




Term achievements (three-year)


- Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.
- A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.
- Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.
- The community is informed, educated and encouraged to use alternative forms of transport.
- Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.
- A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.
- Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

LEGEND progress on track behind schedule significantly behind schedule


Performance indicators 2018/19


Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
T1.1.1.A	Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.	In 2016/17, there were 8 new and upgraded pedestrian facilities constructed. (Source: Council)	8	Facilities	16	Increasing	

Comment: In 2018/19, there were 8 bus stops upgraded, 5 median islands constructed, 2 pedestrian crossing upgraded to Wombat crossings and 1 pedestrian refuge island constructed.


T1.1.1.B	Number of new and upgraded bicycle facilities installed.	In 2016/17, there were 2 new and upgraded bicycle facilities installed. (Source: Council)	2	Facilities	1	Monitor	
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Comment: New and upgraded bicycle facilities were installed, as part of The Mall upgrade (Warrimoo Shops, St Ives Chase). There has been planning underway for other new and upgraded bicycle facilities including improved bicycle parking outside Warrawee Station as part of the access upgrade by Sydney Trains, which is expected to be delivered in 2019/20.

T1.1.1.C	Kilometres of additional footpath network constructed.	In 2016/17, there was 0.9km of additional footpath network constructed. (Source: Council)	0.9	km	1.6	Increasing	
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T1.1.1.D	Kilometres of additional cycleway network established.	In 2016/17, there was 0.06km of additional cycleway network established. (Source: Council)	0.06	km	0	Monitor	
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Comment: Council relies heavily on funding co-contributions from Transport for NSW and the Roads and Maritime Services to progress delivery of the Bike Plan. Council was unsuccessful in attracting funding for the nominations to the 2018/19 Active Transport Program which impacted on the ability to deliver additional cycleway networks.

T2.1.1.A	The number of recorded collisions involving vehicles or pedestrians.	In 2015/16, there were 284 recorded collisions involving vehicles or pedestrians. (Source: Roads and Maritime Service)	284	Collisions	279	Decreasing	
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Comment: In 2016/17, there were 279 recorded collisions involving vehicles or pedestrians. This is a reduction of 5 crashes from the previous reporting period.

LEGEND  achieved  not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community’s satisfaction with a range of Council’s services and facilities.

The results of the 2019 research, when compared to previous year results, generally indicates improving levels of community satisfaction over the three years of survey research. Further analysis of the results will be undertaken during 2019/20, including variable levels of satisfaction for three services and facilities, as part of

Council’s annual review of the Delivery Program and preparation of the Operational Plan. 2019 was the first year of data collection for one service.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.

FURTHER READING
 The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

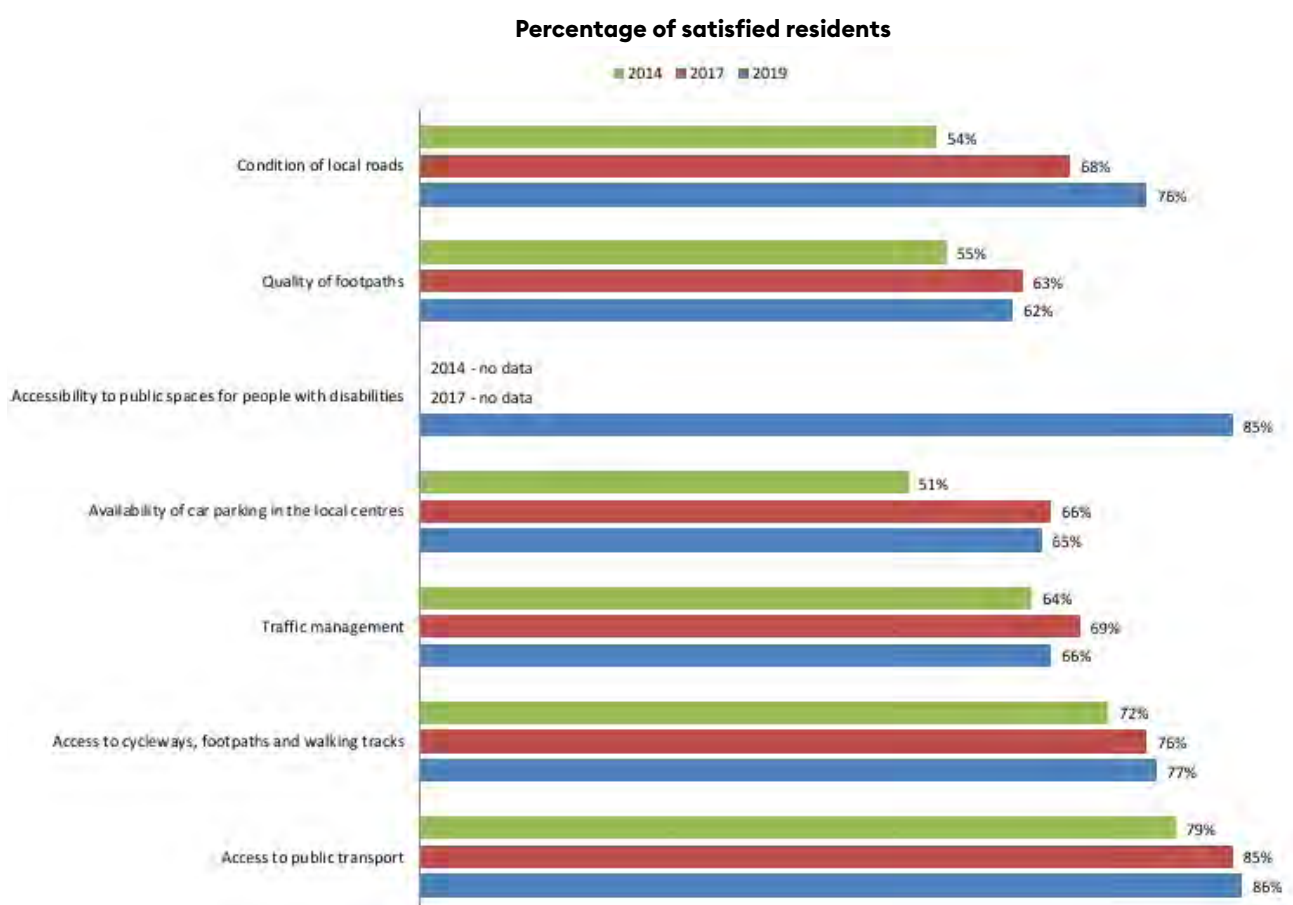


Figure 24 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019



*Ku-ring-gai's annual Twilight
Concert in the Park at Wahroonga.*



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.

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Local Economy and Employment** within the Delivery Program 2018–2021.

Business support and engagement

Ku-ring-gai Council is committed to supporting its local business community. Engaging with local businesses is key in developing understanding and providing support to facilitate a sustainable and vibrant local economy. To achieve this objective, Council delivers an ongoing program of business engagement that is both growing and diversifying.

During 2018/19, Council worked with and connected local business with other government agencies and support services. This benefited local businesses by giving them the opportunity to engage directly with other service providers and assisted Council by sharing resources and expanding expertise. Council partnered with the CSIRO, City of Ryde, Australian Taxation Office, Community Migrant Resource Centre, NSW Office of the Small Business Commissioner and Service NSW amongst others. This approach has proven to be highly effective and well received by local business and the partner organisations alike. Based on the success of this initiative, Council will continue to pursue further collaboration to deliver local business support in a cost effective manner.

Business events

Council continued to offer support to local businesses through the delivery of 13 free business engagement events in 2018/19 attracting over 880 business registrations. Events covered a range of topics including pricing for profit, video marketing, sales, work life balance, social media, business planning and visual merchandising. Benefits from the events were optimised through partnering and collaboration with other organisations.

Highlights included:

- co-hosted a business networking event in Turrumurra with the Better Business Partnership. Over 50 local business people attended and made new connections, hearing from the successful local start-up Humanitix, winners of the Google Impact Challenge.

- coordinated two popular workshops - visual merchandising for cafes, restaurants and small shops to provide tips on how to use window displays and other visuals to attract more customers, and the inaugural Women in Business session with business growth and sales specialist Maree Kirkpatrick. Maree discussed how female business owners can successfully grow their business while also having the flexibility to have a life outside work.
- co-hosted a workshop for Chinese-speaking business owners in Mandarin.
- co-hosted with the City of Ryde and the CSIRO a free forum funded by the NSW Government on Future-Proofing Local Businesses, as part of Small Business Month in October. The forum's aim was to make local business people aware of assistance available to them, including help with business ideas, new technology and start-ups.
- hosted through the Gordon Library a free session on tax returns in July. Among the topics covered was an explanation of the new tax rules that came into effect this year; a list of what documents need to be submitted as part of a tax return and guidance on how to lodge a return online.
- worked with state agencies to maximise support for local business from the state government. This has included senior staff from the Office of the Small Business Commissioner, Jobs for NSW and TAFE NSW supporting Council's business engagement events.
- supported a new policy and programs to support local business which include membership on the Office of the Small Business Commissioner's Home-Based Business Reference Group.

2018 Better Business Awards

The Better Business Awards celebrate and showcase the sustainability achievements of North Shore businesses who are members of the Better Business Partnership (BBP) - a joint council project designed to improve the sustainability of more than 700 businesses in the Ku-ring-gai, North Sydney and Willoughby council areas.

Turrumurra Fresh Produce and Gourmet from Ku-ring-gai was named the Better Business of the Year at the 2018 Better Business Awards held in June. The company also provides fundamental support to many other local small businesses some of whom also won awards such as Two Creeks Honey from Lindfield which won the Retail Better Business of the Year category, the judges acknowledging the importance that pollinating bees played in the role of sustaining our eco-system.

ORIST
AFE
s & Beans

Helping people become
(super) human from 6am...

1 maco
with
our
coffee



Service NSW Easy to Do Business Program

Council became a member of the State Government's Easy to Do Business Program in August 2018. The program is designed to support business by removing barriers to make it faster and easier to start, grow and run a small business. Recent figures are positive with 12 businesses assisted since launch and five active businesses in progress.

Staff are investigating internal processes beyond the scope of NSW Easy to Do Business to assess whether efficiencies can be made.

Council continued to produce the monthly Business Connections E-news. A focused effort to increase subscribers resulted in a 59% increase from 690 to 1,096 subscribers from 1 July 2018 to 30 June 2019. This has broadened the reach of our communications and attracted more diverse businesses to events.

Economic employment planning studies

Council adopted a draft Local Strategic Planning Statement (LSPS) in June 2019. The LSPS was exhibited from July to August and residents and businesses were invited to comment.

The draft LSPS plans for Ku-ring-gai's economic, social and environmental land use needs for the next 20 years (2016-2036) and will provide guidance on a range of land-use, environmental and infrastructure needs including support for the local economy.

As part of the preparation of the LSPS, Council is undertaking a number of technical studies to provide evidence based research and assist in the implementation of priorities in the statement. The technical studies, due for completion in 2019/20, will include the following:

- the **Ku-ring-gai Retail Commercial Centres Strategy** will provide an updated analysis of current and future retail trends, commercial land use patterns and changes in businesses. The strategy will develop the Local Centres Hierarchy and future retail and commercial areas and floor space requirements.
- the **Employment Lands Study** will provide an update of the employment activities within Ku-ring-gai including the current and future floor space requirements, jobs, local businesses and the contribution of commercial lands to our local economy. It will explore the opportunities arising from new technologies and innovation, the role of home based employment and employment within the health and education sectors of Ku-ring-gai.

Business liaison on centre revitalisation plans

Council actively engaged with local businesses in relation to the Lindfield Village Green and Lindfield Community Hub in 2018/19 with local businesses attending Lindfield Village Hub workshops and drop in sessions. Council staff have also met businesses impacted by the impending commencement of construction at Lindfield Village Green regarding matters such as access and parking during and post construction.

More recently businesses were actively involved in the proposed St Johns Avenue, Gordon, streetscape upgrade and eat street project.

As part of its ongoing program of community engagement, Council continues to seek business input into its projects. Using mechanisms including the Business Connections E-news, face-to-face meetings with businesses and discussions at business events Council staff seek feedback and suggestions from the business community about a wide range of topics including centre upgrades, strategic planning and development.

Planning for tourism - St Ives Precinct

A Destination Management Plan for the sustainable management of tourism in Ku-ring-gai was adopted by Council during 2017/18. It outlines ways to boost economic development and visitor numbers, particularly to the St Ives Showground and Ku-ring-gai Wildflower Garden until the year 2020.

In response to the actions in the Destination Management Plan, Council established a new section to oversee the St Ives Precinct activities as well as tourism visitation and events.

Achievements during 2018/19 included:

- council's endorsement of a preferred location for the Cultural and Environmental Education Centre within the showground site.
- council support for the granting of a licence to Tree Tops Adventures Pty Ltd regarding a proposed high ropes course at St Ives Showground, subject to concurrence from the Minister for Land and Forestry and other statutory requirements.

Promoted local activities and events

Events are an important factor in attracting visitors to Ku-ring-gai and feature prominently in the development and marketing plans of most destinations. These events, which have the potential to attract visitors from all over Sydney and beyond, continued to be supported in 2018/19 through innovative marketing campaigns.

Major activities included the St Ives Medieval Faire, Wildflower Art and Garden Festival, Wildflower Garden 50th Anniversary and the monthly Sunday Sound Garden concerts. Regular Wildflower Garden activities were promoted extensively. Events for outside hirers such as St Ives Orchid Fair were also assisted.

Council continued to support local events including food and wine festivals, the Ku-ring-gai Chase Fun Run, Bobbin Head Cycle Classic and Carols in the Park. Council also supports local cultural organisations including the Ku-ring-gai Philharmonic Orchestra. In addition, the Small Business Roundtable events have been held in local business premises resulting in a raised profile within the local business community.

The events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres. A new round of sponsorship funding was planned and released to the Ku-ring-gai community in 2018/19 totalling \$77,500.

Events continued to be promoted across a range of online avenues, including Facebook, Twitter and Instagram, as well as through the use of Council's website and e-newsletters.

Regional economic co-operation

During 2018/19, North District regional forums, including the North Shore Regional Organisation of Councils (NSROC) provided opportunities to advocate for, and present, Ku-ring-gai's policy objectives.

Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce, surrounding councils and the CSIRO.

Council previously joined the NSROC Communications and Media Group to keep updated on regional media issues affecting Northern Sydney councils.

THE YEAR AHEAD

- Complete the Retail Commercial Centres Strategy
- Complete the Employment Lands Study
- Implement the Destination Management Plan
- Support local business
- Build local and regional economic partnerships
- Continue highly successful event marketing, coordination and support
- Expand visitor and tourism opportunities



Summary of performance 2018/19 – Local economy and employment

The following pages provide a summary of Council's progress during 2018/19 including QBL performance indicators, Council's Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key economic indicators for the 2018/19 year, under this theme, compared to the previous four years.

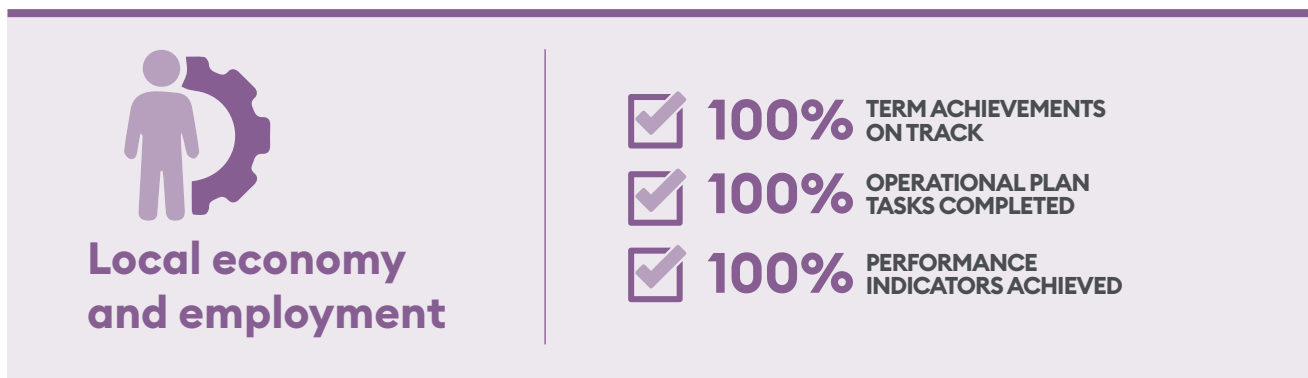
QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Eco	Ku-ring-gai Wildflower Garden visits	No.	20,500	30,764	54,880	54,350	55,000	Steady

TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.









Term achievements (three-year)

- Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.
- Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.
- Tourism business has been strengthened and expanded.

LEGEND progress on track behind schedule significantly behind schedule

Performance indicators 2018/19

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
E1.1.1.A	Number of businesses in the Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 14,004 local businesses in the Ku-ring-gai LGA. (Source: ABS, 2018)	14,004	Businesses	14,682	Monitor	
E1.1.1.B	Number of small business discussion sessions delivered and/or facilitated by Council.	In 2016/17, Council delivered and/or facilitated 7 sessions. (Source: Council)	7	Sessions	13	Increasing	
E1.1.1.C	Number of local jobs in Ku-ring-gai Local Government Area (LGA).	In 2016/17, there were an estimated 37,542 local jobs in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))	37,542	Local jobs	38,052	Monitor	
E2.1.1.A	Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council.	In 2016/17, there were 500 participants involved in business engagement forums, workshops and initiatives facilitated by Council. (Source: Council)	500	Participants	577	Increasing	
E3.1.1.A	Percentage participant satisfaction with business forums facilitated by Council.	In 2016/17, over 80% of participants indicated satisfaction with business forums facilitated by Council. (Source: Council)	80	Participants	85	Increasing	
E3.1.1.B	Number of visitors to the Ku-ring-gai Wildflower Garden.	In 2016/17, there were 54,880 visitors to the Ku-ring-gai Wildflower Garden. (Source: Council)	54,880	Visitors	55,000	Stable	

LEGEND  achieved  not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community's satisfaction with a range of Council's services and facilities.

The results of the 2019 research, when compared to previous year results, indicates good to high levels of community satisfaction and improving trends for services and facilities over the three years of survey research. Further analysis of the results will be

undertaken during 2019/20 as part of Council's annual review of the Delivery Program and preparation of the Operational Plan.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.



FURTHER READING

The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

Percentage of satisfied residents

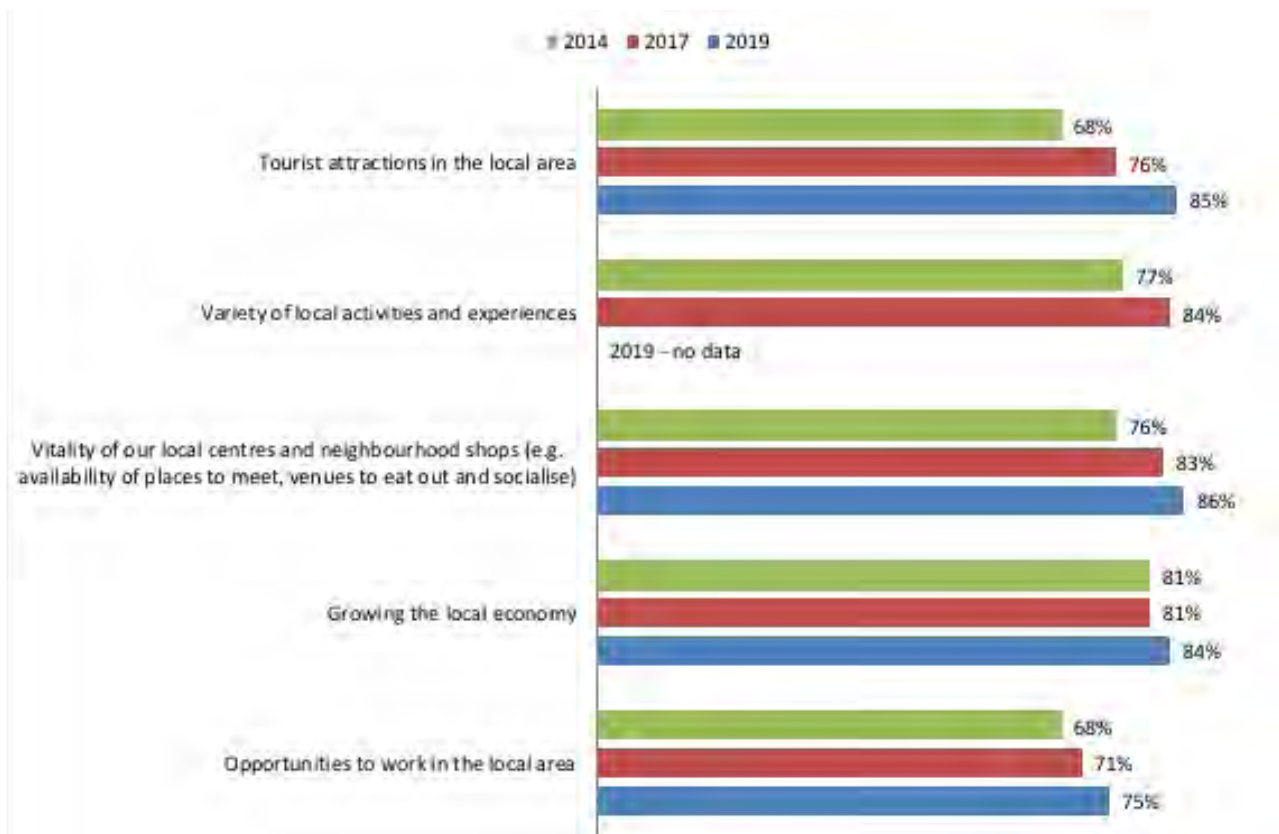


Figure 25 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019

Ku-ring-gai staff members competed in the 2019 Australasian Management Challenge. Organised by LG Professionals Australia, the Management Challenge is a team-building, learning and networking program using local government issues that a senior management team in a council would face. The Challenge helps to develop problem-solving skills, confidence and leadership.





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.

Services provided under this theme

- Financial management
- Integrated planning and reporting
- Property management
- Asset management
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

Key achievements

The following provides an overview of key achievements during 2018/19 for the theme **Leadership and Governance** within the Delivery Program 2018–2021.

Integrated planning and reporting

Council adopted a new suite of integrated planning and reporting plans in June 2018. This included a revised Community Strategic Plan 2038, revised Resourcing Strategy, new Delivery Program 2018–2021 and annual Operational Plan. This followed extensive consultation with the community, business and government as well as contributions from councillors and the organisation.

The Community Strategic Plan guides local decision-making by Council, helps identify the community's priorities and shapes annual spending. The Resourcing Strategy details the funding and resourcing requirements to achieve the community and Council's medium and long-term strategic objectives and priorities for Ku-ring-gai. The Delivery Program covers a three-year period reflecting the current three-year term of Council.

The annual Operational Plan outlines the details of what Council will deliver during the year and includes Council's Budget, Capital Works Program, Statement of Revenue Policy, and Fees and Charges for the financial year. The Operational Plan 2018–2019 was the first year of Council's new Delivery Program.

Sustainable financial planning

During 2018/19, Council continued its focus on maintaining a strong and sustainable financial position, 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.

Operating result 2018/19

Council achieved a sound financial result for 2018/19. Our net operating result for the financial year ended 30 June 2019 was a surplus of \$29.3 million (\$32.5m in 2017/18) including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$15.5 million (\$5.6m in 2017/18).

The operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets. This surplus is available for future capital works. Council currently manages \$1.39 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

Investment returns

Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Over the 2018/19 financial year, the total portfolio returned 2.98%, which outperformed the industry benchmark by 1.01%. This is a strong return given that over the past few years deposit rates have been very low. More conservative interest rates have also been built into future investment return budgets to ensure that Council minimises the potential adverse effects from lowering interest rates in the short to medium term.

Expenditure

During 2018/19, \$120 million was spent on services and operations (\$123m in 2017/18) and \$28 million (\$23m in 2017/18) on capital works to provide a diverse range of services to the community and to ensure the long-term sustainability of our assets.

From 2019/20, a number of new accounting standards will apply to the Financial Statements of Ku-ring-gai Council. During 2018/19, Council commenced a review and preparation for compliance with these accounting standards to determine the impacts that implementation of these new standards will have on future financial statements and any business systems and practices that will need to change.

Further details of Council's 2018/19 financial position can be found in **Financial Reporting** from page 223. Council's **Financial Statements** are available from page 224.

Expenditure from special rates

In 2018/19, Council had the following three special rates:

Infrastructure - primary rate

This rate is used to maintain, renew and upgrade Council's infrastructure including roads, footpaths and other infrastructure assets. The Infrastructure - Primary Rate is levied on all rateable land within the Ku-ring-gai local government area. Funds of \$26.9 million were received from the Infrastructure Primary Rate in 2018/19.

Infrastructure - special rate variation

This rate is used to maintain, renew and upgrade Council's infrastructure (road improvements program). In June 2014, Council was granted an approval from IPART for the permanent continuation of the Special Rate Variation for infrastructure.

The Infrastructure - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$2.7 million each year for improvements to local roads.

For further details of 2018/19 works see page 122 of the Delivery Program 2018 - 2021 and Operational Plan 2018 - 2019.

Environmental – special rate variation

This rate is used to implement and continue a range of environmental programs. In May 2019, Council was granted an approval from IPART for the permanent continuation of the Environmental - Special Rate Variation.

The Environmental - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$3 million each year for environmental programs.

Further information on the expenditure of Environmental Levy funds in 2018/19 can be found in Theme 2 - **Natural Environment** on page 120.

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. Funds of \$999,000 were received from the rate during 2018/19.

Other annual charges

Details of funds received from other annual charges for Waste Management and Section 611 - Gas Mains can be found on page 243 in the **Financial Statements**.

Asset management planning

As part of its long term financial planning, Council has developed strategic asset management plans and is continuously reviewing and quantifying the renewal gap for infrastructure assets, identifying opportunities to broaden the revenue base, and reviewing its borrowing strategies.

As part of this process, Council adopted the Road to Sustainability funding strategy for infrastructure assets renewals. This strategy prioritises asset maintenance and renewal and is based on the principle that all available surplus funds are diverted towards Council's infrastructure assets as a priority. Additional funding is assumed to be generated from operational savings and income realised from ongoing reviews of service efficiencies and cost savings.

Asset management strategy

Council's Asset Management Strategy 2019-2029 demonstrates to Ku-ring-gai residents and stakeholders how Council's asset portfolio supports the service delivery needs of the community both now and into the future (10 years). During 2018/19, Council revised its Asset Management Strategy with input from Council and the community. The revised strategy includes:

- an Asset Management Improvement Plan to ensure that organisational practices and procedures are continually improved
- current and preferred condition and value of all assets
- systems, resources, processes and financing options to achieve the preferred condition and level of service.



FURTHER READING
Asset Management Strategy kmc.nsw.gov.au/assetmanagementstrategy

Asset portfolio

The replacement value of Council's infrastructure assets is currently \$1.39 billion. Infrastructure assets include:

- roads and transport (roads, footpaths, kerb and gutters, car parks, road structure, street furniture and bridges)
- buildings (non-specialised and specialised)
- stormwater drainage
- recreation facilities (sports fields, parks and bushland).

Condition of our assets

Maintaining our infrastructure assets to an acceptable condition is a key challenge for Council. In 2014 community consultation identified roads, footpaths and stormwater drainage as the main Council service areas in need of additional resource allocation, with community buildings, parks and playgrounds also mentioned as priorities. Since obtaining the special rate variation (SRV) for roads Council has been able to invest heavily into local roads and has seen great results with a reported 84% of roads assets in condition 3 or better. Work continued during 2018/19 to review the condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal, particularly with anticipated higher condition levels required by state government.

Infrastructure backlog

Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government. As a result of previous reviews and investment of additional funding into asset renewal a reduced backlog was forecast from \$27 million in 2016/17 to \$18 million by the end of 2018/19.

Infrastructure renewal and maintenance funding

The review of Council's asset information and infrastructure backlog led to an internal review of capital and operational expenditure in 2017/18. As a result, additional funding has been allocated to improving our existing assets, whilst operational expenditure has also been reviewed and additional funding allocated towards asset maintenance.

Asset sales

Council will fund specific new civic and community projects partly through the sale of under-utilised or surplus assets (property). These projects will deliver new civic and community assets and infrastructure either through the acquisition and development of new facilities and/or through Council's co-contribution to deliver facilities and infrastructure identified in the Kuring-gai Contributions Plan 2010.

Divestment of under-utilised or surplus assets is necessary to ensure that Council meets the future needs of the community by providing purpose built facilities and maintaining financial sustainability. The Long Term Financial Plan identifies asset sales as a short, medium and long-term funding strategy.

Council approved divestments are progressing with contracts exchanged on one property during 2018/19, however planning processes that might lead to other divestments are taking longer than expected to be dealt with by the Department of Planning and Environment.

It is expected that large scale community hub projects will be commercially feasible in their own right such that they do not require long-term borrowings, or a drain on ordinary rates revenue. Where feasible, such projects will also be expected to produce a dividend for Council above and beyond the community facilities incorporated in the precinct. Planning for these projects considers the inclusion of commercial opportunities of sufficient return to cover ongoing operational costs of the public spaces in the precinct.

Critical to the success of these projects and Council's financial sustainability, is ensuring that Council has sufficient funds in reserve to insulate against the financial risks of development. As such Council has established a Property Development Reserve in the Long Term Financial Plan, accumulated from the proceeds of asset sales. As an added benefit of establishing this reserve, it is assumed that interest earned on these funds is allocated to renewing Council's infrastructure assets, thereby contributing to financial sustainability by looking after existing assets as well as facilitating the provision of new community facilities.

Local government benchmarks

All NSW councils are required to meet a number of financial and infrastructure benchmarks and ratios. The key financial indicators are industry accepted measures of financial health and sustainability. A summary of these indicators and benchmarks can be found on pages 224-227.



Ku-ring-gai Council Ranger introduces a Blue Tongue Lizard to a seniors group.

Other achievements

Initiatives that were completed or progressed during 2018/19 included the following:

Continued partnerships and collaboration

Council continued its active partnership arrangements with agencies, organisations and community groups for the benefit of the Ku-ring-gai community. This included:

- supporting Council's reference and advisory committees
- membership of the Northern Sydney Regional Organisation of Councils (NSROC)
- participation in NSROC regional groups and professional officer groups which address a range of issues including waste management, environment and sustainability, planning, community services, finance, transport, sport and communications
- collaboration with the NSW Office of Small Business and local Chambers of Commerce
- planning and delivery of sporting facility improvements in conjunction with local sporting organisations and state agencies
- working with and assisting community service agencies and organisations.

Adopted new codes

A significant achievement during 2018/19 was the adoption of a new Code of Meeting Practice based on the Office of Local Government Model Code. This has led to the introduction of a public forum where members of the public can address councillors on matters appearing on the Council business paper to be considered one week after the public forum or any other particular matter. The adoption of the code was also the catalyst for the live streaming of Council meetings and this, combined with the introduction of a public forum, and the adoption of a new Code of Conduct, has advanced probity and transparency in the way Council operates.

Completed an organisational review

Implementation of a new organisational structure was completed during 2018/19. This followed an extensive consultation process, presentation to all staff, unions, and the Joint Consultative Committee and recruitment of key positions. The Operations Department now contains four main areas - Waste and Cleaning Services, Traffic and Transport, Infrastructure Services and Technical Services.

Customer service review

A customer service review was commenced across the organisation's operations. Objectives of the review include identifying opportunities for improved consistency in customer service and enhancing customer experience. The review findings will also inform development of Council's new website.

The review has included consultation with the community about the provision of customer service across the organisation, with residents invited to complete an online survey. The findings of the survey will be used to develop a Customer Experience Strategy during 2019/20.

Council also conducted community satisfaction research to evaluate residents' satisfaction levels with selected services and facilities across the organisation. The research found that around 90% of those surveyed were satisfied with Council's services and facilities. More information on the results of this survey can be found throughout this report.

Information communication technology review

A review of current and future needs for information and communication technology was commenced during 2018/19 to develop a long-term strategy and roadmap to guide future service provision. The review will be completed in the first half of 2019/20.

Policy review program

An organisation-wide review of Council policies was progressed to ensure policies are up to date and consistent with current legislative and regulatory requirements. Senior management receive regular reports outlining policies that are due to be reviewed. Further improvements, including a linked legislative database to aid in monitoring legislative changes were assessed for implementation in 2019/20.

Leading practice community engagement

During 2018/19, Council completed a number of comprehensive community engagement programs. Highlights were engagement activities for the Environmental Levy application and Lindfield Village Hub major project. To ensure high standards of community engagement, ongoing advisory and support services are provided to all departments across Council. Community engagement utilises a range of best practice techniques as well as innovative approaches, including digital mediums and in-house video production.



Corporate sustainability

Council’s Corporate Sustainability Action Plan continued to drive initiatives across Council’s organisation to improve sustainability outcomes for both the community and within our own operations and service delivery. Achievements included the following:

Positive trends – utility usage

A comparison of results over a five-year period shows positive trends across utilities used in Council operations and greenhouse gas emissions. Trends shown are for water re-use and recycling, greenhouse gas emissions, electricity consumption and energy consumption of street lighting.

**Water reuse/recycling in Council operations
5 year trend**



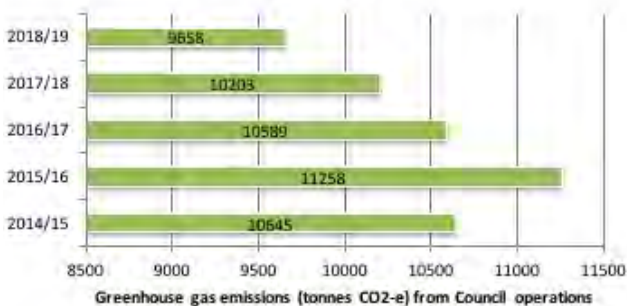
TREND



Water reuse/recycling (kL) used by Council operations (leachate re-use, sewer mining and stormwater harvesting systems).

Figure 26 Water reuse/recycling in Council operations - 5 year trend

**Greenhouse gas emissions from Council operations
5 year trend**



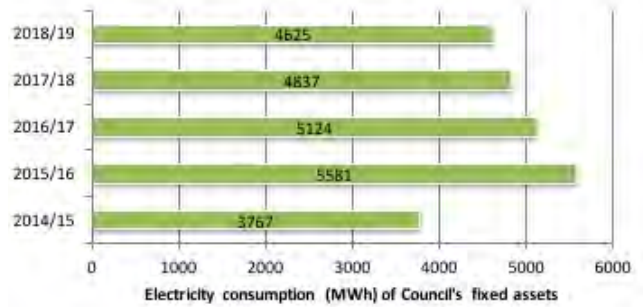
TREND



Greenhouse gas emissions (tonnes CO2-e) from Council operations (electricity, gas, fleet, street lighting).

Figure 27 Greenhouse gas emissions from Council operations - 5 year trend

**Electricity consumption in Council operations
5 year trend**



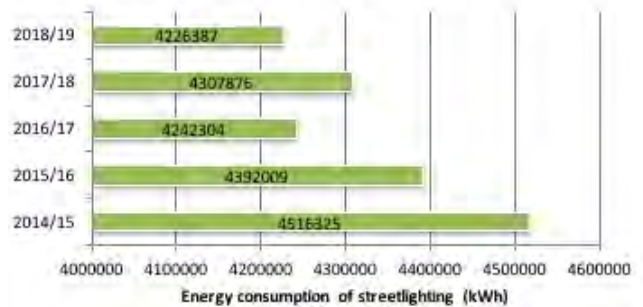
TREND



Electricity consumption (MWh) of Council's fixed assets.

Figure 28 Electricity consumption in Council operations - 5 year trend

**Energy consumption of streetlighting
5 year trend**



TREND



Energy consumption street lighting.

Figure 29 Energy consumption of street lighting - 5 year trend



Sustainability data management and reporting system

During 2018/19, Council's sustainability data management and reporting system was used to identify multiple issues with building controls and ensure the ongoing energy efficient operation of Council's buildings and facilities. This included:

- identifying and resolving issues with electricity/water accounts
- monitoring total energy and water consumption across the organisation
- validating the performance of previous energy efficiency measures
- undertaking a feasibility assessment of new solar and battery storage projects.

A 12 month energy snapshot was also completed using the system to present to the building services team.

Reducing Council's vulnerability to climate change

Council continued to implement priority actions in the Climate Change Policy. Achievements included:

- signing a contract to purchase power generated by the Moree Solar Farm with approximately 30% of Council's electricity needs to be met by renewable energy. This innovative approach to purchasing renewable energy from the grid was made possible through a group purchasing strategy with 17 other councils and the Southern Sydney Regional Organisation of Councils (SSROC).
- signing an agreement with Ausgrid to install over 3,500 LED lamps into streetlights from January 2019. Ku-ring-gai is one of the first northern Sydney councils to enter into the project, which will ultimately see thousands of streetlights upgraded to more efficient LED lighting across the upper North Shore.

- installing Ku-ring-gai's first LED lights for sports fields at Primula Oval in Lindfield at a cost of \$255,000 as part of Ku-ring-gai Council's energy-saving program across its facilities and services. The LED lights are controlled remotely from the Council's administration centre through a cloud-based timing control system, eliminating the need for keys to turn the lights off and on and ensuring the lights are only used when needed. This is anticipated to generate more than 30% savings in Council's energy costs and substantially reduce maintenance costs. The cost of the installation was partially offset by a \$20,000 grant from Football NSW under their Let's Light Up Football grant program. Ku-ring-gai's Environmental Levy provided a further \$40,000 in funding for the project. LED lights will be progressively rolled out to other sportsfields.
- the Gordon Golf Course purchased 14 new golf carts powered by lithium batteries, which could deliver up to a 40% reduction in energy costs each year. They are powered by the latest generation lithium ion batteries, which have a faster charging time than conventional lead-acid batteries. This means the golf carts will be low-maintenance, more reliable and conserve energy to improve the overall performance of Council's vehicle fleet.
- greenhouse gas emissions are 5% lower than last year. The reduction is due to a 4% reduction in electricity use for Council buildings; a 4% reduction in emissions from Council's fleet; and a 2% reduction in emissions factors for grid sourced electricity.

There are now solar panels installed at 10 Council facilities with a total capacity of 443kW. Our solar projects, coupled with our energy efficiency program, have contributed to a 13% reduction in annual energy use across all of Council's buildings and facilities and a reduction in annual electricity costs of \$150,000, compared to their peak in 2015/16.

Managing Council's water use sustainably

Council's Integrated Water Cycle Management Strategy looks holistically at all facets of the water cycle- water supply, sewage management, water treatment and stormwater management. We are leaders in implementing innovative water projects that reduce our reliance on Sydney's drinking water supply. These include the following projects:

Sewer mining and leachate harvesting

ST IVES SHOWGROUND 7,000 kL PER YEAR

of treated recycled water is produced for irrigation of the showground. Low level contaminated groundwater is captured from the sub-soil drainage system which undergoes filtration treatment and disinfection prior to reuse.

COMPLETION: 2010

GORDON GOLF COURSE 55,000 kL PER YEAR

of treated recycled water is produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

COMPLETION: 2011

GOLDEN JUBILEE PLAYING FIELD 150 kL PER YEAR

of treated recycled water is produced for irrigation of the playing fields and toilet flushing. Low level contaminated groundwater captured from the sub-soil drainage system undergoes filtration treatment and disinfection prior to reuse.

COMPLETION: 2011

NORTH TURRAMURRA GOLF COURSE 60,000 kL PER YEAR

of treated recycled water is produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

COMPLETION: 2013

Stormwater harvesting

18 HARVESTING PROJECTS

(16 of these are harvesting stormwater and 2 harvesting roof water).

Stormwater harvesting involves collecting, storing and treating stormwater from urban areas, which can then be used as recycled water. Sites are in St Ives, East Killara, South Turramurra, Wahroonga, Lindfield, West Pymble and Roseville Chase.

**10%**

KFAC filtration upgrade has resulted in a 10% reduction of energy consumption from the pool filtration plant.

640kgs

of organic waste was diverted from landfill at Council's Festival on the Green.

5

waste educators engaged with residents and managed the collection during the day.

THE YEAR AHEAD

- Maintain a sound financial position
- Continue sustainable asset management
- Complete the customer experience review
- Complete the information and communication technology review
- Continue the policy review program
- Continue responses to government policy and reforms
- Support preparations for the 2020 local government elections

Summary of performance 2018/19 – Leadership and governance

The following pages provide a summary of Council's progress during 2018/19 including QBL performance indicators, Council's Delivery Program 2018-2021 and Operational Plan 2018-2019.

Performance against QBL indicators – trend analysis

Quadruple Bottom Line (QBL) refers to the framework for measuring and reporting on the achievement of key indicators of performance for the Community Strategic Plan and Delivery Program objectives against social, economic, environmental and governance parameters.

The following table indicates our performance for key economic, governance and social indicators for the 2018/19 year, under this theme, compared to the previous four years.

QBL indicators

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Eco	Unrestricted Current Ratio	Ratio	2.50	2.58	3.21	3.05	3.65	Increased ¹
Eco	Restricted cash - internal	\$M	20,701	23,256	27,699	34,247	36,182	Increased ²
Eco	Restricted cash - external	\$M	73,554	98,769	112,733	139,742	152,689	Increased ³
Eco	Operating result before capital grants and contributions	\$M	13,460	6,819	18,823	5,559	15,530	Increased ⁴
Eco	Building and Infrastructure renewal expenditure	Ratio	1.00	0.82	0.76	0.61	0.66	Stable
Eco	Rate income	\$M	57,773,000	58,246,000	59,653,000	61,298,000	63,647,000	Stable
Eco	Loans/borrowings per year	\$M	1.03	0.66	0.58	0.00	0.00	Stable ⁵
Eco	Collection Performance (Rates, Annual, Interest and Extra Charges only)	%	3.18	3.16	3.27	2.96	3.75	Stable
Eco	Re-votes expenditure	%	7.61	12	11	14	19	Increased ⁶
Eco	Return on investment	%	3.87	3.25	3.05	3.07	2.98	Steady
Eco	Number of ratepayers	No.	41,975	42,336	42,906	44,006	44,656	Steady
Eco	IPART rate increase approved (including special variations)	%	2.3	2.4	1.80	1.50	2.7	Increased ⁷
Eco	Untied grants revenue	\$	3,833,000	3,801,000	5,616,000	3,903,000	3,746,000	Steady
Eco	Specific purpose grants revenue	\$	4,237,000	4,500,000	4,364,000	6,036,000	4,034,000	Decreased ⁸
Eco	Source of revenue from rates and annual charges	%	57	50	53	53	57	Stable

QBL	Measure	Unit	2014/15	2015/16	2016/17	2017/18	2018/19	Trend
Gov	Customer requests completed	%	87	91.29	89	90	88	Stable
Gov	Leadership Training Program	No.	27	49	0	427	58	Steady ⁹
Gov	Induction Program	No.	4	4	4	3	3	Steady
Gov	Number of policies reviewed	No.	4	7	5	12	27	Increased
Soc	Customer service requests received	No.	25,769	28,551	27,122	28,985	34,901	Increased

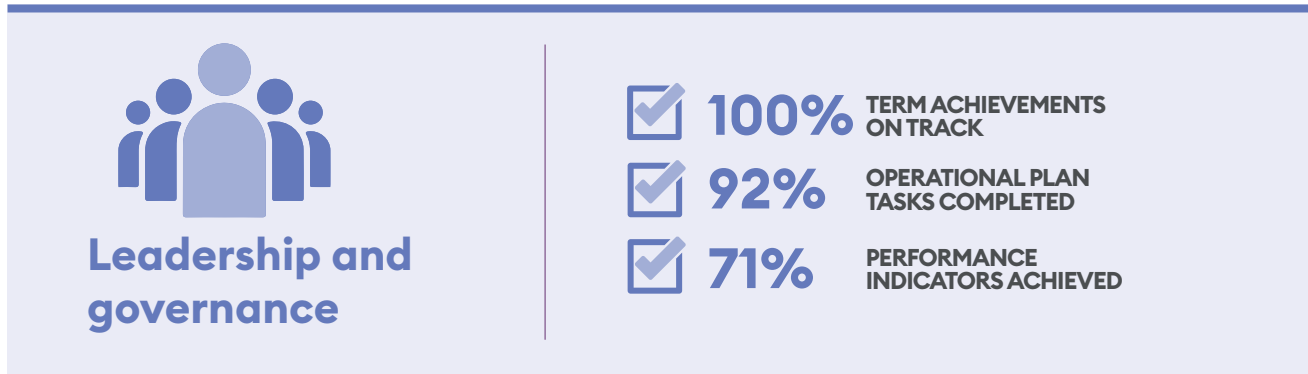
TABLE LEGEND QBL ■ Environment ■ Economic ■ Social ■ Governance

1. The increase is due to a combination of additional current assets and reduced current liabilities mainly from loans.
2. This increase was due to additional funds from unfinished projects at EOFY, which will be carried forward to 2019/20.
3. This increase was due to additional developer contributions received.
4. This increase was mainly due to decreased depreciation expense.
5. No new loans were taken out in 2018/19.











6. Carried forward expenditure larger than the previous financial year due to delays in completing projects.
7. As per IPART determination for the permanent continuation of the Environmental Levy.
8. Specific purpose grants decreased due to the reduced Roads to Recovery grants received.
9. In 2017/18, Council delivered a leadership program to all staff. In 2018/19, this program continued to be delivered to new staff.




Performance against Council's Delivery Program 2018-2021 and Operational Plan 2018-2019

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2018/19.





Term achievements (three-year)

-  The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council's policy development, decision-making and program delivery.
-  Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.
-  Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.
-  Council maintains and improves its long term financial position and performance.
-  Council's income and expenditure meets the needs of the community.
-  Council maintains its commitment to infrastructure asset management priorities.
-  Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.
-  Council's governance framework is developed to ensure probity and transparency.
-  Sustainability is integrated into Council's business framework.
-  Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.
-  Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.
-  Contribute to enhancing and protecting Council's reputation and public image.


LEGEND  progress on track  behind schedule  significantly behind schedule

Performance indicators 2018/19


Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
L1.1.1.A	Percentage of Operational Plan tasks completed.	In 2016/17, 89% Operational Plan tasks were completed. (Source: Council records)	89	%	89	Stable	
L1.1.2.A	Percentage of policies reviewed within 12 months of their due date.	New measure: 70% of policies to be reviewed within 12 months of their due date.	70	%	22	Monitor	
Comment: Achievement was significantly impacted by staff vacancies. Council is currently reviewing systems and procedures for policy renewal.							
L1.1.3.A	Number of active partnerships/collaborations Council has with external stakeholders.	New measure. (Source: Council) A yearly target will be developed for the 2019/20 Operational Plan.	New measure	Partnerships/collaborations	40	Monitor	
L2.1.1.A	Occupancy rate of Council property portfolio.	In 2016/17, the occupancy rate for Council's property portfolio was 100%. (Source: Council records)	100	%	80	Monitor	
Comment: Occupancy was impacted by a key commercial lease (Old Headmasters Cottage) which was vacant during the period due to the need to carry out repairs and maintenance. The property will be operational in 2019/20.							
L2.1.1.B	Debt Service Ratio (Council's ability to service debt).	In 2016/17, the debt service ratio was less than 4%. (Source: Council's Financial Statements)	4	%	1.34	Maintain	
L2.1.1.C	Working Capital.	In 2016/17, working capital was greater than \$4 million. (Source: Council's Financial Statements)	4	\$ million	4.8	Maintain	
L2.1.1.D	Unrestricted Current Ratio (liquidity).	In 2016/17, Council's unrestricted current ratio target was 2.0. (Source: Council's Financial Statements)	2	Ratio	3.65	Maintain	
L2.1.2.A	Rates and Annual Charges Coverage Percentage (dependence on rates income).	In 2016/17, the Rates and Annual Charges Coverage Percentage was less than 60%. (Source: Council's Financial Statements)	60	%	57%	Maintain	
L2.1.2.B	Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	In 2016/17, the Rates Outstanding Percentage was less than 4%. (Source: Council's Financial Statements)	4	%	3.75	Maintain	
L2.1.2.C	Percentage of invoices paid to small businesses within 30 days from invoice date.	In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. (Source: Council records)	93	%	91	Monitor	


Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
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Comment: There has been a slight decrease due to delays in some payments as part of the end of financial year process; however this will be rectified in the month of July.


L2.1.3.A	Building and Infrastructure Renewals Funding Ratio.	In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. (Source: Council's Financial Statements)	74	%	66.07	Decreasing	
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Comment: A ratio of 66% indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The renewal ratio did not achieve benchmark due to delays in finalising renewal projects that have been carried forward to the new financial year. Part of the renewal expenditure has been recognised in work in progress which does not form part of the ratio calculation. Council will continue to focus on appropriate asset standards for renewal of its assets and prioritise renewal capital works program.


L3.1.1.A	Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	In 2016/17, 100% of reports were presented to the Audit Committee. (Source: Council records)	100	%	100	Stable	
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L3.1.2.A	Council's Business Papers are accessible via Council's website in a timely manner.	In 2016/17, 100% of business papers were accessible via Council's website within a timely manner. (Source: Council)	100	%	100	Stable	
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L3.1.2.B	Percentage of requests for information applications completed within statutory timeframes.	In 2016/17, 100% of requests for information applications were completed within statutory timeframes. (Source: Council)	100	%	100	Stable	
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L3.1.2.C	Percentage of Council's policies accessible via Council's website.	In 2016/17, 98% of Council's policies were accessible via the website. (Source: Council)	98	%	79	Monitor	
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Comment: Council is currently undertaking a project to mirror Council's website policy page with the controlled documents register. This result should improve notably during the next reporting period.

L3.1.4.A	Percentage turn over rate for permanent employees.	In 2016/17, there was an 11% turnover rate for permanent employees. (Source: Council)	11	%	13.69	Monitor	
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Comment: The turnover rate has increased due to substantial workplace change within the operations department resulting in internal moves to vacant positions, redundancies and resignations. Additionally, some staff were occupying temporary positions and these employment contracts ended during 2018/19.

L3.1.4.B	Percentage change in Lost Time Injuries per year.	In 2016/17, there was a 22% reduction in lost time injuries. (Source: Council)	22	%	68 (increase)	Increasing	
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Comment: Lost time hours have increased by 68% from 1,375.30 hours in 2017/18 to 2,308 hours in 2018/19 due to an increased number of significant workers compensation injuries that have required extended recovery. The majority of injuries have been musculoskeletal in nature, with one psychological injury.

Code	Description	Baseline	Yearly target	Units	Achieved amount	Progress trend	Yearly rating
L3.1.4.C	Percentage of staff participation in learning and development activities.	In 2016/17, 50% of staff completed accredited training courses or attended approved learning and development sessions. (Source: Council)	50	%	69	Increasing	
L3.1.4.D	Computer network availability.	In 2016/17, Council's computer network was available 98% of the time to internal and external customers. (Source: Council)	98	%	98	Stable	
L3.1.4.E	Customer service enquiries responded to within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were responded to within agreed service delivery standards. (Source: Council)	85	%	85	Stable	
L3.1.4.F	Customer requests actioned within agreed service delivery standard.	In 2016/17, 85% of customer service enquiries were actioned within agreed service delivery standards. (Source: Council)	85	%	88	Increasing	
L4.1.1.A	Number of participants in community engagement activities facilitated by Council.	New measure. (Source: Council) A yearly target will be developed for the 2019/20 Operational Plan.	New measure	Participants	5,500	Monitor	
Comment: Council facilitated various community engagement activities during the period including those focusing on the Lindfield Village Hub, continuation of the Environmental Levy, streetscape upgrades and various plans and policies. The numbers refer to those who actively engaged with Council through surveys, workshops, meetings, online forums etc.							
L4.1.1.B	Number of people following the Ku-ring-gai Council Facebook page and Twitter account.	In 2016/17, there were 7,292 people following Council's Facebook page and 2,721 following the Twitter account. (Source: Council)	7,292	People	12,653	Increasing	
Comment: In 2018/19, there were 9,553 people following Council's Facebook page and 3,100 people following the Twitter account.							
L4.1.1.C	Number of people subscribed to Council newsletters.	New measure. (Source: Council) A yearly target will be developed for the 2019/20 Operational Plan.	New measure	People	47,678	Monitor	

Comment: Council produces a wide variety of targeted newsletters including those focusing on sustainability, library and arts services, business, children and youth services, events and projects.

LEGEND  achieved  not achieved

Performance against community satisfaction benchmarks

During 2018/19, Council commissioned independent community research to examine the community's satisfaction with a range of Council's services and facilities.

The results of the 2019 research, when compared to previous year results, generally indicates improving levels of community satisfaction over the three years of survey research. Further analysis of the results will be undertaken during 2019/20, including variable levels of satisfaction for services, as part of Council's annual

review of the Delivery Program and preparation of the Operational Plan. 2019 was the first year of data collection for one service.

The following figure compares our performance for key services and facilities which contribute to outcomes under this theme and shows the change in resident satisfaction between 2014, 2017 and 2019.

FURTHER READING
The Delivery Program and Operational Plan progress reports for 2018/19 are available at kmc.nsw.gov.au/paststrategicplans

Percentage of satisfied residents

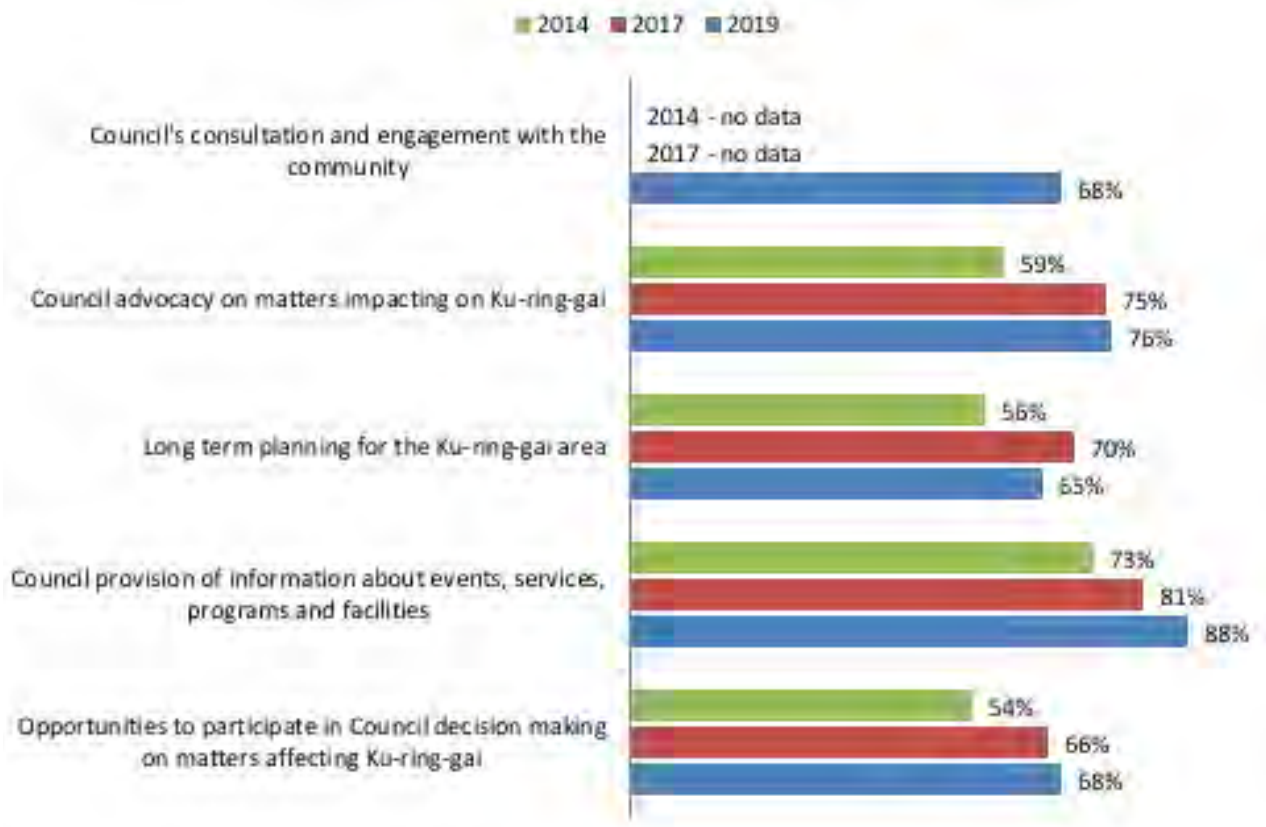


Figure 30 Comparison of the mean rating of resident satisfaction for services and facilities

Source: Ku-ring-gai Council Community Satisfaction Research 2014, 2017 and 2019

Local government reporting

Local government reporting

Local Government Act, 1993

Under Section 428 (1) 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. The Annual Report is required to be posted onto Council's website with a copy forwarded to the Minister for Local Government.

Section 406 – Integrated Planning and Reporting Guidelines

The Annual Report has been prepared in accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW 2010 (revised 2013).

Section 428(2) - End-of-Term Report

An End of Term Report is not required to be prepared for the 2018/19 reporting year.

Section 428A(4) - State of the Environment Report

A State of the Environment Report is not required to be prepared for the 2018/19 reporting year.

Section 428(4)(a) – Financial Statements

Ku-ring-gai Council's audited Financial Statements for the 2018/19 financial year are presented on pages 223-338 (see General Purpose Financial Statements and Special Purpose Financial Statements).

Local Government (General) Regulation, 2005

Clause 217 of the Local Government (General) Regulation requires the following information to be included in the Annual Report:

cl 217 (1)(a) - Details of overseas visits by councillors and council staff or other persons representing Council

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

cl 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 - \$3,934.21

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).

- (ii) Communication costs (including telephone calls) - \$15,485.95
- (iii) Attendance of councillors at conferences and seminars - \$14,169.87* (including accommodation, conference registration, transport and meals)

The table below provides a summary of conferences attended by councillors during 2018/19.

Councillor	2018/19
Councillor Jennifer Anderson (Mayor)	Local Government New South Wales (LGNSW) Tourism conference
Councillor Peter Kelly	Local Government Summit
Councillor Cheryl Szatow	Cities Power Partnership SA Renewables Road Trip conference
Councillor Christine Kay	Local Government Summit
	Local Government New South Wales (LGNSW) Tourism conference
	Australian Local Government Women's Association (ALGWA) National conference
	National General Assembly

- (iiia) Provision of induction training and professional development for mayors and other councillors - \$11,667 (including GST)*

For details regarding Mayor and councillor training and professional development see breakdown at end of this section.

- (iv) Training of councillors and provision of skill development – \$10,970.00*
- (v) Interstate visits by councillors while representing the council, including transport, accommodation and other out of pocket travelling expenses – Nil
- (vi) Overseas visits by councillors while representing the council, including transport, accommodation and other out of pocket travelling expenses – Nil
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties– \$1,403.34 spouse expenses
- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor – Nil

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 Councillor Expenses and Facilities Policy can be found at kmc.nsw.gov.au/policies

The total amount of money spent on mayoral and councillor fees was \$312,247.00

The above figures are GST exclusive (unless stated otherwise) and consistent with Council's adopted 2018/19 Financial Statements.

* Some costs reported during 2018/19 are attributed to training, courses and conferences which took place during 2017/18.

1. The name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)

Councillor Christine Kay was elected to Council on 27 October 2019 following the St Ives Ward By-election. Upon commencement she received a full induction by Council's Manager - Records and Governance, along with a Councillor Resource Kit, and was provided with one-on-one briefings with Directors. Councillor induction training included the following:

- Meetings Procedure Overview
- Roles and Responsibilities Overview
- Code of Conduct Training
- General Meeting Protocol briefing
- Heritage, Operations and Trees
- Development and Regulation Matters
- Meetings Procedure Training
- Roles and Responsibilities Training
- Community Profile and Public Engagements Briefing.

2. The name of the mayor and each councillor who participated in any ongoing professional development program during the year

During 2018/19 Councillors continued to review and complete identified courses as outlined in their individual professional development plans (IPDP), which were developed in 2017/18. The following is a summary of training and professional development completed during 2018/19 consistent with Councillors' plans.

Councillor	Training
Councillor Jeff Pettett	Local Government New South Wales (LGNSW) Mayor's weekend seminar
Councillor Peter Kelly	Local Government New South Wales (LGNSW) Media Skills course
Councillor Martin Smith	Local Government New South Wales (LGNSW) Governance Essentials for Local Government course <i>* Fees associated with this course were costed to the 2017/18 financial year.</i>
Councillor Sam Ngai	Institute of Company Directors course
Councillor Christine Kay	Local Government New South Wales (LGNSW) Financial issues in Local Government course
	Local Government New South Wales (LGNSW) Social media for Councillors course
	Local Government New South Wales (LGNSW) Improving your grammar and punctuation course
	Local Government New South Wales (LGNSW) Capabilities for elected members course
	Local Government New South Wales (LGNSW) Chairing and effective meeting procedures course

3. The number of training and other activities provided to the mayor and councillors during the year as part of a professional development program

Councillors receive regular briefings from staff and participate in workshops on a range of complex matters that require their input or decisions. These include long and medium term strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative change. These briefings and workshops can cover technical, legislative and financial issues and are an important part of councillor professional development at Ku-ring-gai. The following table includes key briefings and workshops that were provided to councillors during 2018/19.

July 2018	Provided By
Local Government NSW - Council Regional Summit	Local Government NSW
Update on Lindfield Library site Development Application (DA) briefing	Council staff
Draft Ku-ring-gai Community Facilities Strategy briefing	Council staff
August 2018	Provided By
Organisational structure review briefing	Council staff
Consolidation of Ku-ring-gai Local Environmental Plan, 2015 and Ku-ring-gai Local Environmental Plan briefing	Council staff
Open Space Acquisition Strategy briefing	Council staff
Leadership and Access – Legislative Responsibilities and Access Opportunities training/ briefing	Council staff
Round 3 – Heritage Conservation Areas/ Final recommendations to adopt the Planning Proposal briefing	Council staff
Rooftop Community Gardens briefing	Council staff
Ku-ring-gai Business Seminar	Co-ordinated by Council staff with guest speakers

September 2018	Provided By
Major Projects Consultation Forum	Major projects unit and Council staff
Business Event – Life/ work balance and productivity training	Co-ordinated by Council staff with guest speakers
North District Plan briefing	Co-ordinated by Council staff with senior executives from Greater Sydney Commission and Department of Planning and Environment attending
Ku-ring-gai Parking Management Strategy briefing	Council staff
October 2018	Provided By
North Turramurra Golf Course briefing	Council staff
Heritage Conservation Area report briefing and Question and Answer session	Council staff
Annual Ku-ring-gai/ CSIRO business event – Upskilling your business for the future training	Co-ordinated by Council staff partnered with CSIRO and City of Ryde Council
November 2018	Provided By
Major Projects Consultation Forum	Major projects unit and Council staff
Killara Golf Club (Deferred Area 15) – Planning Proposal briefing	Council staff
Community consultation results regarding continuation of Environmental Levy briefing	Council staff
Street signage briefing	Council staff
December 2018	Provided By
Councillor Finance Consultation Forum	Council staff
Local Strategic Planning Short Course for Councillors training	Department of Planning and Environment partnered with University of Technology Sydney
February 2019	Provided By
Northern Sydney Regional Organisation of Councils (NSROC) conference: A Liveable Northern Sydney Region: partnership between NSW Government and local councils	Northern Sydney Regional Organisation of Councils
Major Projects Unit bus tour	Major projects unit and Council staff
Councillor workshop – long term financial planning, asset management, preparation of the LSPS, major projects update	Council staff
Major Projects (Lindfield Village Hub) briefing	Major projects unit and Council staff
March 2019	Provided By
Draft Code of Meeting Practice and Privacy and Personal Information Protection training	Council staff
Parking Management Strategy – Question and Answer session	Council staff
Gordon Centre Planning Proposal briefing	Co-ordinated by Council staff with external consultants

April 2019	Provided By
Ku-ring-gai Creative Arts Facilities Study briefing	Council staff and consultant
Local Strategic Planning Statements workshop 1	Council staff
May 2019	Provided By
Local Strategic Planning Statements workshop 2	Council staff
Lindfield Village Hub communication and engagement program briefing	Major projects unit, Council staff and external representatives
Lindfield Village Green update briefing	Council staff
June 2019	Provided By
St Johns Avenue, Gordon streetscape improvements – community consultation process briefing	Council staff
Lindfield Village Hub – masterplan scenarios and Planning Proposal introduction briefing	Major projects unit and Council staff
Local Strategic Planning Statements – Question and Answer session	Council staff
Lindfield Village Hub briefing	Major projects unit and Council staff

4. The total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year

As Councillor Kay's induction was provided by Council staff there were no direct costs attributed to this program.

The below table represents fees for specific Councillor training and professional development aligned with individual training and development plans.

Councillor	Training	Course cost
Councillor Jeff Pettett	Local Government New South Wales (LGNSW) Mayor's weekend seminar	\$1,452
Councillor Peter Kelly	Local Government New South Wales (LGNSW) Media Skills course	\$770
Councillor Sam Ngai	Institute of Company Directors Course	\$4,000
Councillor Christine Kay	Local Government New South Wales (LGNSW) Financial issues in Local Government	\$770
	Local Government New South Wales (LGNSW) Social media for Councillors	\$1,320
	Local Government New South Wales (LGNSW) Improving your grammar and punctuation	\$770
	Local Government New South Wales (LGNSW) Capabilities for elected members course	\$495
	Local Government New South Wales (LGNSW) Chairing and effective meeting procedures	\$770
Councillor Callum Clarke	Local Government New South Wales (LGNSW) Chairing and effective meeting procedures course <i>* Councillor Clarke attended this course during the 2017/18 financial year.</i>	\$660
Councillor Martin Smith	Local Government New South Wales (LGNSW) Social media for Councillors course <i>* Councillor Smith attended this course during the 2017/18 financial year.</i>	\$660
	Total	\$11,667 (including GST)

cl 217(1)(a2) - Contracts awarded by Council in 2018/19

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
Sudiro Constructions Pty Ltd	217,912	Cricket net construction	Lindfield Oval
Around The Grounds Pty Ltd Bandicoot Bush Regen Pty Ltd C. W. Concrete Pty Limited Celtic Civil Pty Ltd CMS Plant Hire Pty Ltd Competitive Pest Control Pty Ltd Complete Linemarking Services Pty Ltd Davis Earthmoving & Quarrying Pty Ltd Envirolands G&B Services (NSW) Pty Ltd Globe Australia Pty Ltd Go Gardening Green Options Jadffe Pty Ltd T/A Watermatic Ken Coles Excavations Pty Ltd KK Consultants Pty Ltd T/A KK Civil Engineering Locaters Pty Ltd Mack Civil Pty Ltd Northern Fencing Specialists Pty Ltd Performance Civil Holdings Pty Ltd Planet Civil Pty Ltd R&N Paddison Pty Ltd t/as Turf Drain REES Electrical Pty Ltd Regal Innovations Pty Ltd RL Civil Works Simplot Partners Smada Electrical Services Pty Ltd Solid Ground Landscaping Pty Limited State Civil Pty Ltd Stateline Asphalt Pty Ltd Statewide Civil Pty Ltd Tecorp Pty Limited Total Drain Cleaning Services Pty Ltd Waratah Lawn Care Pty Ltd Yunz Contracting Pty Ltd	* Schedule of Rates	** Panel	Minor civil works
DEM (Aust) Pty Ltd	1,005,866	Select tender for design consultant services following EO111-2017	Lindfield Village Green
Allen Jack+Cottier Architects Pty Ltd	807,195	Select tender masterplanning and tender technical services	Lindfield Village Hub
Furnass Landscaping Pty Ltd	187,632	Playground rebuild	Morona Avenue, Wahroonga
Aqua Assets Pty Ltd Pipe Management Aust Pty Ltd Total Drain Cleaning Pty Ltd	266,200	** Panel	Drainage condition assessment and CCTV

Wilshire Webb Staunton Beattie Lawyers Sparke Helmore Lawyers Shaw Reynolds Lawyers Schmidt-Liermann Lawyers Pikes & Verekers Lawyers Matthew Folbigg Lawyers Maddocks Lawyers Landers & Rogers Lawyers Hones Lawyers HWL Ebsworth Lawyers	* Schedule of Rates	** Panel	Legal service
Go Gardening	1,367,479	New park	Allen Avenue Reserve, Turrumurra
APP Corporation Pty Limited NS Projects PTY LTD Root Partnerships Pty Ltd ThinkClear Group Pty Ltd Touchstone Partners Pty Ltd	* Schedule of Rates	** Panel	Advice and support for portfolio of major property development projects
Go Gardening	1,460,150	Regional Playground	St Ives Showground
Armsign Pty Ltd	262,859	Ku-ring-gai Council street signage	Ku-ring-gai Local Government Area
Cadence Aust P/L	201,346	Select tender - project manager – State Government Contract prequalification list	Lindfield Village Green
Furnass Landscaping Enterprises Pty Ltd	318,843	Playground upgrade	Lindfield Soldiers Memorial Park
TZG Tonkin Zuliakha Greer	415,924	Design services	Marian Street Theatre, Killara

* Schedule of rates applies to tenders where a panel of service providers is established and the rates are used when obtaining quotations for work to be done.

** Panel refers to an arrangement where multiple entities have been invited to provide services of similar kind and at rates advised in the tender process, each would have their own contract with Council. Quotes are obtained prior to work being issued under panel arrangements.

cl 217(1)(a3) - Amounts incurred by Council 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.

Land and environment court (planning appeals):

The total cost incurred in the 2018/19 financial year was \$1,648,229. The amounts received for costs recovered totalled \$139,219.

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs (\$)
Council ats Bunnings Properties Pty Ltd (No 1)	Upheld	73,350
Council ats Chapman Planning Pty Limited	Resolved by agreement (amended proposal)	1,817
Council ats Vigor Master Pty Ltd	Discontinued	24,738
Council ats Able Apartments Pty Limited	Resolved by agreement (amended proposal)	2,889
Council ats Prestige Locations Pty Ltd	Resolved by agreement (amended proposal)	2,281
Council ats Pathways Property Group Pty Ltd	Upheld	8,673

Council ats Ronghai Property Group Pty Limited	Resolved by agreement (amended proposal)	23,993
Council ats Lindfield Pty Ltd	Resolved by agreement (amended proposal)	2,100
Council ats Muzi	Resolved by agreement (amended proposal)	25,124
Council ats Marvel Development Pty Ltd	Resolved by agreement (amended proposal)	125
Council ats Buyozo Pty Ltd	Resolved by agreement (amended proposal)	973
Council ats Sidiqui	Resolved by agreement (amended proposal)	33,560
Council ats McNamee (No 1)	Resolved by agreement (amended proposal)	1,285
Council ats Pymble Villas Pty Limited	Dismissed	90,905
Council ats McNamee (No 2)	Resolved by agreement (amended proposal)	951
Council ats Hardy	Dismissed	2,120
Council ats Brass Homes Pty Limited	Resolved by agreement (amended proposal)	11,503
Council ats CPDM Pty Limited	Resolved by agreement (amended proposal)	37,761
Council ats Wang	Resolved by agreement (amended proposal)	18,380
Council ats Rudder Development Four Pty Ltd	Resolved by agreement (amended proposal)	1,908
Council ats Amber Sydney Apartments Pty Limited	Resolved by agreement (amended proposal)	1,553
Council ats Australian Nursing Home Foundation Ltd	Upheld (amended proposal)	148,980
Council ats Bellevue Projects Pty Ltd (No 1)	Not concluded	1,980
Council ats Burns	Upheld (amended proposal)	7,716
Council ats Vantage Pymble Pty Ltd	Resolved by agreement (amended proposal)	20,611
Council ats J R Douglas Street Pty Ltd	Resolved by agreement (amended proposal)	25,845
Council ats Dong	Resolved by agreement (amended proposal)	18,449
Council ats Blake	Resolved by agreement (amended proposal)	15,189
Council ats Palmer	Discontinued	14,453
Council ats Bunnings Properties Pty Ltd (No 2)	Discontinued	57,920
Council ats Bunnings Properties Pty Ltd (No 3)	Resolved by agreement (varied modification)	62,423
Council ats Rosewood Australia Pty Ltd	Upheld	67,993
Council ats Bellevue Projects Pty Ltd (No 2)	Not concluded	58,646
Council ats Birkbeck and Anor	Upheld (amended proposal)	9,875
Council ats Rowe (No 1)	Discontinued	1,445
Council ats Chisholm	Dismissed	10,853
Council ats Rowe (No 2)	Discontinued	21,570
Council ats 266 Mona Vale Pty Ltd	Resolved by agreement (amended proposal)	4,841
Council ats Crawford Education Pty Limited	Not concluded	53,954
Council ats Woods	Not concluded	68,050
Council ats Chen	Dismissed	38,999
Council ats CL Westbrook Pty Ltd	Not concluded	21,100
Council ats Bloom	Resolved by agreement (amended proposal)	6,398
Council ats Goldfields Central Pty Ltd	Not concluded	56,994
Council ats Saha Builders Pty Ltd	Not concluded	25,801
Council ats Bailey and Anor	Dismissed	63,064
Council ats XLJ Investment Group Pty Ltd	Not concluded	20,996

Council ats Urbanesque Planning Pty Ltd	Dismissed	53,375
Council ats Lumex Property Group Pty Ltd	Not concluded	24,938
Council ats Huang and Anor	Not concluded	13,625
Council ats The Trustee for the Woodbury Rd Unit Trust trading as PRSM Holdings Pty Ltd	Resolved by agreement (amended proposal)	16,589
Council ats HMR Developments Pty Ltd	Not concluded	20,760
Council ats Salerno	Not concluded	15,843
Council ats Barua Coonanbarra Pty Ltd	Not concluded	26,428
Council ats Azalea Gardens Pty Ltd	Not concluded	26,309
Council ats Parsanejad	Not concluded	28,404
Council ats Younes	Not concluded	19,033
Council ats Lindvest DM Pty Ltd	Not concluded	8,364
Council ats XLJ Investment Group Pty Ltd (No 1)	Not concluded	9,938
Council ats XLJ Investment Group Pty Ltd (No 2)	Not concluded	9,788
Council ats Coles Property Group Development Pty Ltd	Not concluded	18,711
Council ats CL Junction Pty Ltd	Not concluded	7,252
Council ats Roberts	Not concluded	13,042
Council ats King 9 International Pty Ltd	Not concluded	8,820
Council ats Woods	Not concluded	898
Council ats Arcare Pty Ltd (No 1)	Not concluded	11,506
Council ats Arcare Pty Ltd (No 2)	Not concluded	4,156
Council ats Zdrilic and Anor	Not concluded	1,641
Council ats Mackenzie Architects International Pty Ltd	Discontinued	8,709
Council ats St Lucy's School	Not concluded	2,767
Council ats Gelder Architects	Not concluded	4,784
Council ats Cardilo	Not concluded	3,150
Captive Vision Pty Ltd	Not concluded	3,166
Council ats Kooloth	Not concluded	1,102
Council ats Rimmer and Anor	Not concluded	1,044
Council ats O'Mahoney	Not concluded	960
Council ats Chen and Anor	Not concluded	5,300
Council ats Tyson and Ors	Not concluded	6,044
Council ats Chhabra Nos 1 & 2)	Discontinued; Not concluded	1,653
	TOTAL	1,648,229 (rounded)

Nature of proceedings – Supreme Court:

Proceedings	Result	Costs (\$)
Council v Ichor Constructions Pty Ltd	Dismissed	123,975 *

* The above figure is in relation to the legal costs attributable to Supreme Court proceedings.

cl 217(1)(a4) - Works on private land

Council is required to provide a summary of resolutions made under Section 67 (2)(b) 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 the 2018/19 year, Council completed the following works on private property:

- Council's Environmental Levy, under the Water Smart program, provided \$2,310 funding for consultant fees to host a rainwater workshop and the construction of a raingarden at 53 Waterhouse Avenue, St Ives. Workshop attendees carried out the construction work as part of the event.

cl 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 2018/19, Council awarded 14 grants valued at \$47,637, for works that included bush regeneration and erosion control, animal protection and treatment and various sustainability initiatives. The following table details the recipients, project and funding:

Environmental Levy Community Small Grants Scheme 2018/19

Recipient organisation or group	Name of project	Amount (\$)
Normac Streetcare	Prevent weed seed reaching Middle Harbour from Normac Streetcare site	2,000
Larkin Streetcare	Improve erosion control on Larkin Streetcare site	3,000
Ku-ring-gai Flying-fox Reserve Bushcare	Erection of wallaby enclosures to protect vegetation in Ku-ring-gai Flying-fox Reserve	4,899
West Pymble Community Garden	Raised garden beds for disabled access in Community Garden West Pymble	4,564
WildThings NSW	Hollows as homes for native animals in Ku-ring-gai	5,000
Terrum-Bine Reserve Bushcare	Habitat enhancement for endangered species at Terrum-Bine Reserve	4,471
Kim Pearce	Fashion sustainability in schools	2,500
Wildlife Assistance and Information Foundation (WAIF)	Wildlife vet clinic for treatment of injured native animals	4,950
Moore's Creek Bushcare	Erosion control at Moore's Creek Bushcare site	500
Rofe Park Bushcare	Weed removal in Rofe Park	4,961
Pymble Ladies College	Save the Bees initiative	400
WIRES North Shore Branch	Fauna conservation - resources for care and rehabilitation	2,392
Junkyard Beats	Junkyard Beats Music and Recycling Day	5,000
Pymble Turramurra Preschool	Native garden frog pond for Pymble Turramurra Preschool	3,000
	TOTAL	\$47,637

Community project grants

Every year Council provides financial assistance to community and cultural groups in Ku-ring-gai with projects funded under the Community Grants Program 2018/19 covering 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 awarded to community and cultural groups provide services to the people of Ku-ring-gai. The aim of this program is to provide residents with the opportunity to engage with and develop interests which will benefit the local community.

A total of \$97,900 was allocated in 2018/19. The following tables detail the recipients, projects and funding.

Summary - recipients and funding allocations

Group	Purpose	Amount (\$)
Community and Cultural Groups	Various (recipients and funding are detailed in the following tables)	93,757
Eryldene Historic House	Rates, garbage rebate (standing resolution of Council)	4,143
TOTAL		\$97,900

Community and cultural groups - Details of recipients and funding allocations

1. Category: Small equipment

Name of organisation or group	Amount awarded (\$)
Hornsby Ku-ring-gai Community College	2,000
Probus Club of Barra Brui Inc	2,000
Girl Guides Australia, NSW and ACT, West Pymble Girl Guides District	2,000
Fighting Chance Australia Limited	2,000
KYDS Youth Development Service Incorporated	2,000
St Matthew's Anglican Church	2,000
St Swithun's Anglican Church Pymble	2,000
1st Pymble Scout Group – The Scouts Association of Australia, NSW Branch	2,000
St Ives Softball Club	2,000
2nd Turramurra Scout Group	1,992
St Lucy's School	1,600
Ku-ring-gai Meals on Wheels Service	2,000
Ku-ring-gai Youth Orchestra	350
Killara Bowling Club Limited	1,832
Pymble Turramurra Preschool	1,500
KU Fox Valley Preschool	532
Ku-ring-gai Male Choir	2,000
Ku-ring-gai Amateur Swimming Club	2,000
TOTAL	\$31,806

2. Category: Community development

Name of organisation or group	Amount awarded (\$)
Evangelical Free Church of Australia	1,500
Parkinson's NSW	2,000
Ku-ring-gai Division of St John Ambulance NSW	2,459
The Shepherd Centre	3,000
West Pymble Bicentennial Club	3,000
Language Festival Association	1,000
Rotary Club of St Ives INC	3,500
KU Fox Valley Preschool	2,400
Fighting Chance Australia Limited	4,000
St Swithun's Anglican Church Pymble	2,000
Studio ARTES	4,000
St James Church Turramurra for Warrawee Anglican Church	1,000
Lions Club of St Ives	4,000
NSW SLASA INC	2,992
TOTAL	\$36,851

3. Category: Arts/cultural

Name of organisation or group	Amount awarded (\$)
Sydney Slavic Bard Club Inc.	1,500
St Swithun's Anglican Church Pymble	1,500
Hornsby Ku-ring-gai Community College	3,000
Chabad House of the North Shore Limited	4,000
Multicultural Integration Community Support Inc.	3,000
Ku-ring-gai Youth Orchestra	2,500
Hammond Care	4,000
The Cathedral Singers Inc.	3,500
KU Fox Valley Preschool	2,100
TOTAL	\$25,100

Heritage home grants

Council's Heritage Home Grants is an annual funding program available to owners of heritage items and contributory properties located within heritage conservation areas.

During 2018/19, the Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation. Council resolved to award the following grants under this program.

Address	Description of works	Amount awarded (\$)
12 Montah Avenue, Killara	Repair and replacement of the roof section above north facing original bay window. Replace and repaint weather damaged timber shingles and replace the waterproof membrane beneath the shingles. Repaint and restore original bay window	2,500
25B Cleveland Street - St Andrews Anglican Church, Wahroonga	Replace security screens on the stained glass windows along the street facing sides of the church	3,000 ¹
24 King Edward Street, Pymble	Renovation and repair of slate roof	2,500
16 Fox Valley Road, Wahroonga	Conservation of original shingle roof tiles	3,000
40 Telegraph Road, Pymble	Repair and repaint verandah posts and mouldings, a beam and some outdoor window sills	1,500
45 Treatts Road, Lindfield	Repair of front porch (stabilisation of slab, relaying original tiles, repointing sandstone)	3,000
1566 Pacific Highway, Wahroonga	Repairs to roof which has caused damage to the internal ceiling and walls	1,745
30 Fox Valley Road, Wahroonga	Front Portico - remove mosaic tiles relay substrate supporting concrete base relay tiles (match & replace missing/broken tile), and remove and replace broken step treads (3) relay support concrete replace refit marble to match	3,000 ²
1161 Pacific Highway, Pymble	Replace guttering, install new downpipes and replace the damaged carport sheeting	1,725 ³
17 McIntosh Street, Gordon (Eryldene)	Conservation of Tea House Flagpoles - painting works	4,500 ⁴
29 Karranga Avenue, Killara	Check the condition of the slate on the roof, reposition slates that may have slipped, change broken slates and replace any area of the slate roof that requires new slate tiles	2,500 ⁵
1163 Pacific Highway, Pymble	Repair gates and garage doors (rotten wood and weak structure), structural wooden work, painting work of fencing maintenance work	1,500 ⁶
TOTAL		\$30,470

¹ Total funding allocated for this project was \$2,250 based on final costs and works completed during 2018/19.

² Project awarded funding during 2018/19, however project will be completed during 2019/20 with funding reallocated to 2019/20.

³ Works not completed during 2018/19 with no funding awarded for this project. Extension not granted to complete project during 2019/20.

⁴ Heritage staff granted an extension with works expected to be completed 2019/20. Full funding will be allocated during 2019/20 once works are completed.

⁵ Works not completed during 2018/19 with no funding awarded for this project. Extension not granted to complete project during 2019/20.

⁶ Project awarded funding during 2018/19, however project will be completed during 2019/20 with funding reallocated to 2019/20.

Sponsorship program

Council provides funding to a number of public and private sector activities under the adopted Sponsorship Policy. The annual program provides funding for activities which provide benefits to Council in the form of community information stalls, Council logo on promotional material, signage and press releases.

During 2018/19, the Council considered sponsorship requests above \$5,000, in line with the Sponsorship Policy, and resolved to award the funding under this program as outlined below.

Organisation	Sponsorship awarded
Wahroonga Food & Wine Festival	\$8,000
Welcome Basket Pty Ltd	\$7,000
Carols in the Park	\$10,000
St Ives Food & Wine Festival	\$8,000
Bare Creek Trail Run	\$5,000
Ku-ring-gai Philharmonic Orchestra	\$25,000
Total	\$63,000

In addition to the above allocation, funding was approved for successful requests under the \$5,000 threshold, which, are not required to be reported to Council for approval.

Organisation	Sponsorship awarded
Bobbin Head Cycle Classic	\$5,000
Ku-ring-gai Art Society	\$2,000
Special Olympics – Ku-ring-gai Chase & Barry Easy Walk	\$5,000
Garigal Gorillas Mountain Bike Club	\$500
St Ives Preschool Kindergarten Family Fun Fair	\$2,000
Total	\$14,500

cl 217(a)(a6) - A statement of all external bodies that exercised functions delegated by Council during the year

Nil return

cl 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

cl 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies in which the Council participated during the year

Nil return

Activities to implement EEO management plan

cl 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity (EEO) 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 human resources practices and processes to ensure that Equal Employment Opportunity (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.

Achievements

Our Equal Employment Opportunity Management Plan 2016-2020 sets out the objectives and strategies to be delivered across the period. This will enable management and employees to understand equity and diversity principles and their responsibilities in relation to its

implementation.

The four main objectives of the plan are:

1. recruitment and selection
2. learning and development
3. promotions and transfers
4. conditions of service.

Under each objective is a list of initiatives that aim to address EEO issues and drive awareness by actively promoting diversity and respect within the workplace.

With a number of items already achieved in previous years, the focus for 2018/19 was to complete and bring to fruition the remaining activities identified under the Equal Employment Opportunity Management Plan 2016 - 2020.

The majority of activities have either been implemented or will continue to be rolled out to ensure best practice EEO is successfully embedded and managed throughout our organisation.

There are three outstanding activities which are planned for completion by the end of 2019. These include:

1. Ensure all staff involved in the recruitment and selection processes are trained in merit based selection.
2. Update exit interview questionnaire to gauge further feedback on Council's commitment to EEO.
3. Inform staff of the contents of relevant family friendly policies through the total rewards program.

A new four year EEO Management Plan will be developed during 2019/20, building on current best practice EEO and introducing new strategies and initiatives that will further drive the organisation's commitment to equity, diversity and respect.

cl 217(1)(b) and (c) (i), (ii), (iii) (iv) (v) - Senior staff remuneration packages

Senior officers	Gross (salary component)	Statutory superannuation contributions	Non-cash benefits	FBT payable by Council	Total
General Manager	\$349,214.00	\$14,602.78	\$6,606.07	\$10,096.84	\$380,519.69
Directors	\$1,175,158.00	\$103,089.96	\$28,553.42	\$43,870.26	\$1,350,671.64

cl 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 upgrade 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 2018/19, Council completed the following works, funded by the stormwater management charge:

- pit and pipe upgrade – intersection of Nyora Street and Arnold Street, Killara

- pit and pipe upgrade – 65 Arnold Street, Killara
- installation of new pit and pipe – 77 Roseville Avenue, Roseville
- minor drainage works – upgrades to existing pits and pipes across the local government area
- CCTV condition assessment program – this ongoing project will see the condition of Council's stormwater network (various types of pipes and pits) being assessed.
- regular maintenance of 140 enviropods and 75 gross pollutant traps as part of the stormwater pollution control device maintenance contract, funded by the stormwater charge. This maintenance removed approximately 64.64 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 2018/19, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2017-2020 and Council's adopted Compliance Policy.

Council was unable to hold the annual Dogs Day Out event this reporting period due to another similar event being held around the same time, date and venue. The regulatory team held a mini cat expo at Gordon library during this reporting period which promoted responsible cat ownership.

Lifetime pet registration has also seen a slight decrease (0.6%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 93.4%, down from 94% in the 2017/18 period.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2018/19, the Companion Animal Unit managed 899 complaints regarding companion animal issues, which represents a 12% increase from the previous year. The following breakdown assesses changes from the previous year's figures:

- 147 complaints relating to stray or roaming dogs – 21% decrease from the previous year.
- 73 companion animal enquiries – 49% increase from the previous year.
- 85 dog attack reports – 23% increase from the previous year.
- 301 barking dog complaints – 4% decrease from the previous year.

The increased incidence of dog attacks and companion animal enquiries from the previous year (2017/18) will be reviewed to determine the reasons and any trends.

Specific Statements – Companion Animal Act, 1998

16.2 (a) - Lodgement of pound data collection returns with the Division

A total of 54 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2018/19. 43 animals were transferred by Council staff and 11 animals were surrendered by members of the public.

A total of 62 animals were released from the facility which included 34% released to their owners, 47% sold from the facility, 11% released to rescue and 8% euthanized.

This demonstrates that our local vet services and Council are 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.

16.2 (b) - Lodgement of data about dog attacks with the Division

There were 28 dog attack incident reports entered on the NSW Companion Animals Register for the year 2018/19. This is 65% increase from previous year.

The increased incidence of dog attacks reported to the NSW Companion Animal Register will be reviewed to determine the reasons and any trends.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$186,928. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$62,181. Income for the group was \$76,054 mainly attributed to registration fees of \$52,644 and fine income of \$23,410.

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

Council continued to promote and educate the community on companion animal legislation through the website, social media, e-newsletters, information within rates notices and targeted pamphlet distribution at community events such as Festival on the Green and libraries.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

During 2018/19, Council had a special focus on the impact of cats on wildlife through the distribution of educational material, hosting a cat expo with focus on cat containment, cat vet talks, displays at libraries and a feral cat trapping program including targeted pamphlet distribution to cat owners in the vicinity of the trapping areas.

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 Thornleigh's social media pages, 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 20 Leash Free Areas and a full list of these areas are available at kmc.nsw.gov.au/offleash

Council was a non-recipient of any special fund monies. Activities of the Companion Animals Management Plan were funded from Council's recurrent budget, of which registration monies contribute.

Disability Inclusion Act, 2014

Under the Disability Inclusion Act, 2014, s 13(1) Council is required to report on the implementation of the Disability Inclusion Plan

During 2018/19, Ku-ring-gai Council has undertaken the following initiatives regarding the implementation of the adopted Access and Disability Inclusion Plan 2019-2023.

Exploration art exhibition

In conjunction with Settlement Services Australia and TAFE, Ku-ring-gai Council put on Exploration Art Exhibition at the Ku-ring-gai Art Centre. The exhibition was made up of artist from the local community who all had a disability. There were 67 artists who entered the exhibition. Many pieces of art were sold, there was a people's choice award and the Mayor opened the exhibition.

Web accessibility training

Web accessibility training was held for people who write content or upload information to the Ku-ring-gai Council website. The training educated staff on how to make the information they are putting on the website accessible for people who have a disability. Training included how to write in plain English, how to use readers, colour contrast and formatting.

Carer's day

To celebrate Carer's Week and to recognise the contribution Carer's make to our community, Ku-ring-gai

Council and Ability Links put on a Carer's Pamper Day. The day included free massages, manicures, facials and lunch. We also had a crèche to look after dependants so that carer's could relax and enjoy their day.

Dementia café

Ku-ring-gai local government area has a higher than average percentage of people living with dementia. People living with dementia and their carer's often experience social isolation and do not reach out and get the support they need. To help prevent people living with Dementia from experiencing social isolation, a Dementia Café was started with Council, Rotary and Ku-ring-gai Neighbour Aid. The Dementia Café is run from the Ku-ring-gai Fitness and Aquatic Centre. The café includes coffee, socialising, a functional exercise class and a presentation each week.

Access and inclusion training

A trainer from the Access Institute provided training to Council staff on access in the built environment and access in parks and outdoor spaces. The training was provided to staff members who were required to provide advice to others regarding designing new buildings, upgrading existing buildings and redesigning or upgrading outdoor spaces. The training reviewed current legislation, standards and building codes.

Sensory tent

A sensory tent was provided at all major Council run events. The tent aims to reduce sensory input, remove distractions and provide a safe and non-stimulating space for people to calm down. The tent also provides equipment for people to use at the event such as a wheelchair and noise cancelling headphones.

The tent was hired throughout the year by other community organisations including Hornsby Council.

Shoreshocked

Each year Ku-ring-gai with surrounding Councils puts on an all ages youth rock concert. This year, Ku-ring-gai provided a sign language interpreter to sign the music to the party goers. It was hoped that the interpreter would interpret the music to people who have a hearing impairment and also provide inclusion awareness to every participant. In addition, the sensory tent was provided at the event so that people who were overstimulated by the event had a space to retreat to.

Inclusion training for vacation care

The National Disability Insurance Scheme has been referring people who have disabilities to use local mainstream services such as Vacation Care. This has resulted in an increased number of people who have a disability using Ku-ring-gai Council's vacation care. In response to this increase, inclusion training was provided to all vacation care staff to ensure the service is accessible and inclusive.

Access audit of St Johns Avenue, Gordon

St Johns Avenue, Gordon is being upgraded and an access audit was completed by an access auditor on the concept plans. Inclusion of handrails, more frequent seating and the installation of tactile ground indicators were included/ changed as a result of the audit.

Morona Avenue, Wahroonga park upgrade

The Morona Avenue, Wahroonga park was upgraded and now has improved access which includes accessible paths to and around the play equipment, inclusive play equipment and accessible parking.

Peer to peer support group

Council supports a peer to peer support group which is a group that meets monthly and is facilitated by group members. All group members have a disability or are carer's of people who have a disability. Each month the group arranges a guest speaker to discuss topics relevant to the group.

St Ives regional playground

The upgrade of St Ives regional inclusive playground is underway. The play space design's main objective is inclusion. The playground will feature a changing places bathroom that will have a hoist and height adjustable change table to allow people who have significant physical disabilities to go to the toilet whilst in the community.

Discobility

Each year a disco is held for young people who have a disability. This year the disco had a Hawaiian theme. The disco was held at the St Ives youth hall and was well attended.

Planning and Assessment Act, 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act, 1979* Council must include in its 2018/19 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

Planning Agreement for the dedication of land for the future widening of Havilah Lane Lindfield

Associated Development Application: DA0175/17 for 51, 55 and 55A Lindfield Avenue Lindfield

Commentary: This Planning Agreement provides for the dedication of land along the Havilah Lane rear frontage of 51, 55 and 55A Lindfield Avenue Lindfield for the purposes of widening Havilah Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 3 September 2018

Execution by the Developer: 3 October 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The planning agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development is under construction on the consolidated site at 51-55 Lindfield Avenue Lindfield.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane Gordon

Associated Development Application: DA0226/16 for 900 Pacific Highway Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 900 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 5 July 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 5 July 2018. The planning agreement was subsequently executed by the developers and is now current.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane Gordon

Associated Development Application: DA0180/14 for 870-898 Pacific Highway Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Current

Additional Information: Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening is to be registered with Land Registry Services. Ku-ring-gai Council executed the agreement on 6 March 2018. The planning agreement was subsequently executed by the developers and is now current. The development is under construction.

Planning Agreement for the dedication of land for the future widening of Post Office Lane Pymble

Associated Development Application: DA00039/16 for 1017 Pacific Highway Pymble

Commentary: This Planning Agreement provides for the dedication of land along the Post Office Lane rear frontage of 1017 Pacific Highway, Pymble for the purposes

of widening Post Office Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. It also provides for an easement in gross for a public pedestrian through site link between the Pacific Highway and Post Office Lane.

Executed: 6 March 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The planning agreement was subsequently executed by the developers and is now current. The development is currently under construction.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane Gordon

Associated Development Application: DA0407/13 for 904-914 Pacific Highway Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 904-914 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. This Planning Agreement was executed on 24 February 2017 in counterparts which were then exchanged. Each part forms the whole.

Status: Current

Additional Information: Land subdivision and dedication took effect on 4 January 2018. The development has completed construction and been strata subdivided. Removal of the Planning Agreement from title was also effected on 4 January 2018.

Planning Agreement for the delivery of a public road (part) on 33 Moree Street Gordon

Associated Development Applications: DA0095/11 for 29, 29A and 31 Moree Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 33 Moree Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development.

Executed: 23 November 2017

Status: Current

Additional Information: The Moree section of the link road is due for completion by July 2019. Following separate statutory procedures for the naming and opening of the new road, the matter will be presented to Council in 20 August 2019.

Planning Agreement for the delivery of a public road (part) on 32 Dumaresq Street Gordon

Associated Development Applications: DA0501/12 later superseded by DA0434/15 for 28-20 Dumaresq Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 32 Dumaresq Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development. It also provides for the divestment by Council at an agreed market value of a strip of residual land between the road and the 28-30 Dumaresq Street Gordon subject property. The first related Development Application DA0501/12 was determined on 23 May 2014. The Planning Agreement was executed on Monday, 25 September 2014. DA0501/12 lapsed and was replaced by a subsequent Development Application. Development Application DA0434/15 was determined on 24 March 2016.

Executed: 25 September 2014

Novated: 21 November 2014

Status: Current

Additional Information: The Dumaresq section of the link road had completed construction by December 2018. Following separate statutory procedures for the naming and opening of the new road, the matter will be presented to Council in 20 August 2019.

The sale of a small residual amount of land was completed on 14 January 2015.

Planning Agreement for the provision of community facilities, a sportsfield and public roads on the former UTS site on Eton Road in Lindfield

Associated Development Application: DA0677/11 for Edgelea Development 100 Eton Road Lindfield NSW 2070 (also known as the former UTS Ku-ring-gai)

Executed: 6 September 2012

Status: Current

Additional Information: Charles Bean sportsfield opened in December 2013. Two roads were dedicated in 2014/15. The community building (and land) known as the Blair Wark Community Centre is expected to be transferred to Council's ownership in August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed in 2022.

Private swimming pools

In accordance with the *Swimming Pools Act, 1992 s 22F(2)* and *Swimming Pools Regulation, 2018 (SP Reg) Cl 23* Council is required to report on the details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections of tourist and visitor accommodation – 3
- number of inspections of premises with more than 2 dwellings – 5
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the SP Act – 201
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 SP Regulation – 43

Government Information Public Access Act, 2009

In accordance with section 125(1) of the *Government Information (Public Access) Act, 2009* (GIPA Act), Ku-ring-gai Council is required to prepare an annual report of its compliance with obligations under the GIPA Act. Schedule 2 (cl 8) of the *Government Information (Public Access) Regulation, 2018* outlines the annual reporting requirements for capturing statistical information, and is to be used as the framework for this report.

1. Review of proactive release program – Clause 7(a)

Under section 7(3) of the GIPA Act, NSW agencies must annually review their programs for the proactive release of government information.

This review was undertaken by examining what information is already being made available to the public, as well as observing the types of information requested under both informal and formal requests for information. Staff also considered current matters that council is involved in or that could be considered of interest to the public.

The website 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.

Governance staff continued to monitor trends in informal requests for information for documents that could be more efficiently disclosed proactively. Despite the high number of informal requests received, the same information is rarely sought by a number of different members of the public.

Over the past three years, Council has employed an initiative to reactively scan archived files, making it easier, quicker and more cost effective to locate and provide this information. This process is known as Scan on Demand. Instead of hard copy files being recalled from archives, the file is scanned and delivered as an electronic (PDF) document, which is then stored in Council's electronic document record management system (EDRMS) and delivered to the applicant as a secured electronic file.

As there is an increasing percentage of informal applications that enquire about the age of properties, or request copies of modifications to DAs, or request copies of Private Certifier Complying Development Certificates, Council has also committed funds to scanning a number of hard copy building registers and uploading them to the website. Together with copies of registers already scanned, this will give members of the public access to a list of building applications from 1927-1982. Publishing this information will reduce the number of informal applications received, and make it easier for members of the public to access the information.

A public access computer kiosk is located in the foyer area of Council's Administration Building. This computer provides free access to electronic information on current development applications and all other information on our website.

Following the review, it was determined that the proactive release of information to the public by Ku-ring-gai Council is considered appropriate at this time.

2. Number of access applications received – GIPA Regulation - Clause 8(b)

During the reporting period, Ku-ring-gai Council received a total of 41 formal access applications (including withdrawn applications but not including invalid applications). Of these applications, 7 were withdrawn by the applicant.

3. Number of refused applications for Schedule 1 information – GIPA Regulation - Clause 8(c)

During the reporting period, Ku-ring-gai Council refused two formal access applications, one in whole and one in part because the application was for the disclosure of information referred to in Schedule 1 of the GIPA Act.

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	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	1	0	0	0	0	0	0	0	1	2%
Members of Parliament	1	0	0	0	0	1	0	0	2	4%
Private sector business	3	1	0	0	0	0	0	0	4	8%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	3	2	0	0	1	1	0	1	8	17%
Members of the public (other)	12	13	2	0	0	0	0	6	33	69%
Total	20	16	2	0	1	2	0	7	48	
% of Total (rounded)	42%	33%	4%	0%	2%	4%	0%	15%		

* 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.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	5	1	0	0	0	0	0	3	9	19%
Access applications (other than personal information applications)	14	11	2	0	1	2	0	2	32	67%
Access applications that are partly personal information applications and partly other	1	4	0	0	0	0	0	2	7	15%
Total	20	16	2	0	1	2	0	7	48	
% of total	42%	33%	4%	0%	2%	4%	0%	15%		

* 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	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	3	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	3	100%
Invalid applications that subsequently became valid applications	3	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	2	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1(5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	2	

*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 also 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 times consideration used*	% of total
Responsible and effective government	3	16%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	13	68%
Business interests of agencies and other persons	3	16%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	19	

Table F: Timeliness

	No of applications*	% of total
Decided within the statutory timeframe (20 days plus any extensions)	38	97%
Decided after 35 days (by agreement with applicant)	1	3%
Not decided within time (deemed refusal)	0	0%
Total	39	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	1	1	33%
Review by Information Commissioner*	0	1	1	33%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal	1	0	1	33%
Total	1	2	3	
% of Total	33%	67%		

*The Information Commissioner does not have the authority to vary decisions, but can make 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.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures Act, 1994

Under s31 of the *Public Interest Disclosures Act, 1994* and cl 4 of the *Public Interest Disclosures Regulation, 2011*, Council is required to provide information on interest disclosure activity.

Council's Public Interest Disclosures Policy (internal reporting policy) outlines the processes, roles and responsibilities for staff and Councillors, in relation to disclosures under the Public Interest Disclosures Act and Regulation. Council does not tolerate corrupt behaviour of any nature, including maladministration, serious and substantial waste of public money, government information contravention and local government pecuniary interest contravention.

Council supports public interest disclosures and ensures that all appropriate steps are taken to see matters dealt with in accordance with the Act and all associated Council policies. To ensure the policy is consistent with current legislation Council is undertaking its review, with completion and adoption of a revised policy in 2019/20.

Council is also required, under the *Local Government Act, 1993*, to have in place a Code of Conduct, based on the Office of Local Government's Model Code of Conduct. In April 2019 Council adopted an updated Code of Conduct and procedures for its administration, which reflect the newly prescribed Model. Council also decided to adopt one Code for staff, councillors, delegates and committee members.

The following actions were implemented following adoption of the updated Code of Conduct:

- a series of training sessions were held in June and July 2019 for all staff, covering changes to the previous Code and a reminder regarding responsibilities;
- a copy of the Code and training presentation can be accessed via Council's internal intranet as well as hard copies distributed to staff;
- a compulsory e-learning module on the Code of Conduct is required to be completed by all staff during 2019/20;
- training for councillors on the updated Code is planned for July 2019.

During 2018/19, Ku-ring-gai Council did not receive any Public Interest Disclosures matters and there were no matters carried over from the previous 2017/18 year.

Financial Reporting

Introduction

The Financial Statements show that Council has achieved a sound financial result for 2018/19.

Council's operating result for the financial year ended 30 June 2019 was a surplus of \$29.3m including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$15.5m.

The Financial Statements for the year ended 30 June 2019 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 27). The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules

Financial position of Council – summary (as at 30 June 2019)

The following table provides a summary of the financial results from the Financial Statements 2018/19:

Income Statement \$'000	Actual 2019	Actual 2018
Income from Continuing Operations	149,833	155,640
Expenses from Continuing Operations	120,442	123,067
Net Operating Result for the Year	29,391	32,573
Net Operating Result for the year before Grants and Contributions for Capital purposes	15,530	5,649
Statement of Financial Position \$'000	Actual 2019	Actual 2018
Current Assets	93,288	102,599
Non-Current Assets	1,571,384	1,533,247
Total Assets	1,664,672	1,635,846
Current Liabilities	47,569	28,377
Non-Current Liabilities	1,383	21,181
Total Liabilities	48,952	49,558
Net Assets	1,615,720	1,586,288
Total Equity	1,615,720	1,586,288
Statement of Cash Flows \$'000	Actual 2019	Actual 2018
Net Cash Flow from Operating Activities	44,763	55,030
Net Cash Flow used in Investing Activities	(22,482)	(52,010)
Net Cash Flow used in Financial Activities	(1,066)	(1,181)
Net Increase/(Decrease) in Cash	21,215	1,839
Plus: Cash at beginning of year	17,142	15,303
Cash at end of Year	38,357	17,142
Plus: Investments on hand at end of year	154,250	160,251
Total Cash and Investments	192,607	177,393

Figure 31 Summary of the financial results from the Financial Statements 2018/19

 **FURTHER READING**
on financial results can be found in the Financial Statements on pages 228-338.

Performance measurement indicators

The Statement of Performance Measurement (See Note 24 of the Financial Statements on page 294-296 and Report of Infrastructure Assets on page 335) provide ratios used to assess various aspects of Council’s financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2018/19.

The Infrastructure asset ratios listed in ‘Special Schedule 7 - Report on Infrastructure Assets’ are Building and Infrastructure Renewal Ratio, Infrastructure Backlog Ratio, Asset Maintenance Ratio and Cost to bring assets to agreed service level. These can be found on page 330 in the Special Schedule section of the Financial Statements.

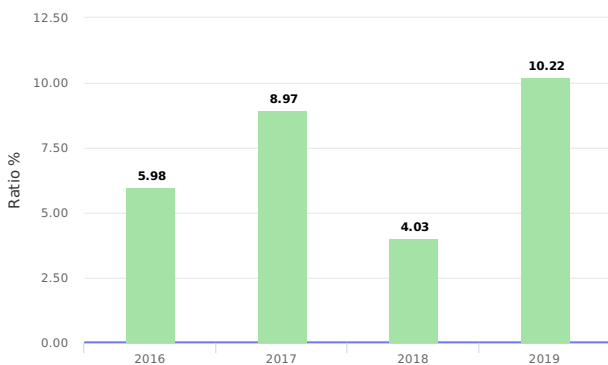
The results of all financial indicators, including asset ratios, providing four year comparisons and commentary, are detailed in the following graphs.

1. Operating performance ratio

This ratio measures Council’s achievement of containing operating expenditure within operating revenue.

2018/19 ratio: 10.22%

Council’s Performance Ratio is above the benchmark of (0%), 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 four years. The increase from the previous year is mainly due to reduced capital grants income and lower operational expenditure.



Benchmark: — Minimum >0.00%

Figure 32 Operating performance ratio

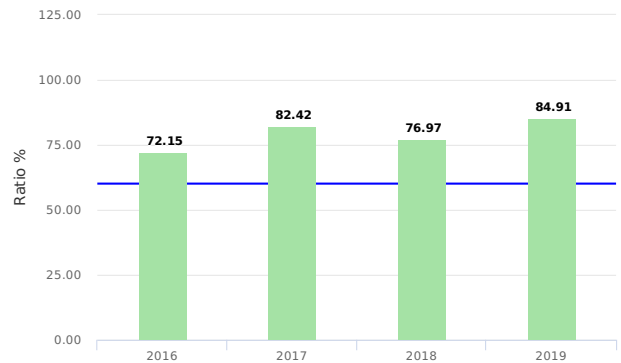
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

2. 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.

2018/19 ratio: 84.91%

Council’s Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last four years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



Benchmark: — Minimum >60.00%

Figure 33 Own source operating revenue ratio

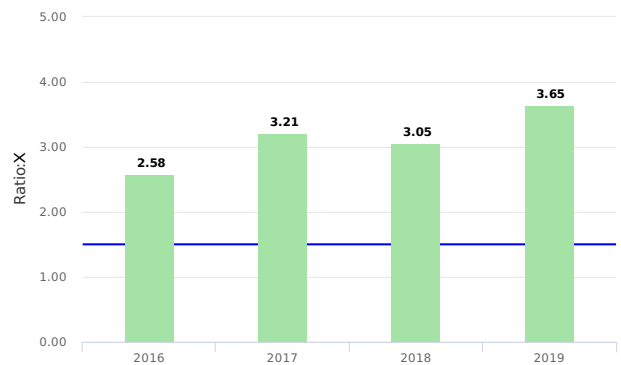
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

3. Unrestricted current ratio

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

2018/19 ratio: 3.65x

Council’s Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming the benchmark for the last four years. Council’s liquidity is good and it can readily pay its debts as they fall due.



Benchmark: — Minimum >1.50x

Figure 34 Unrestricted current ratio

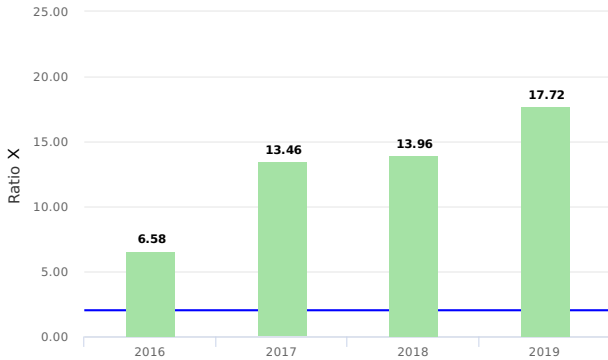
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

2018/19 ratio: 17.72x

The Debt Service Cover Ratio has increased from the previous year and is above the benchmark of 2x, mainly due to decreased principal and interest repayments and increased revenue during the financial year compared to the year before.



Benchmark: — Minimum >2.00x

Figure 35 Debt service cover ratio

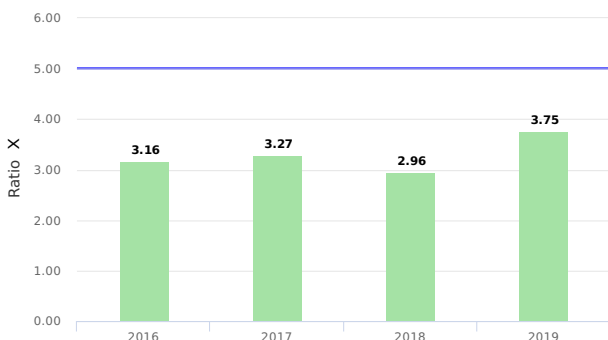
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

5. Rates, annual charges, interest and extra charges outstanding percentage

This percentage assesses the impact of uncollected rates and annual charges on Council’s liquidity and the adequacy of recovery efforts.

2018/19 ratio: 3.75%

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 3.75% is satisfactory and is better than the benchmark of “less than 5%”.



Benchmark: — Maximum <5.00% Metro

Figure 36 Rates, annual charges, interest and extra charges outstanding percentage

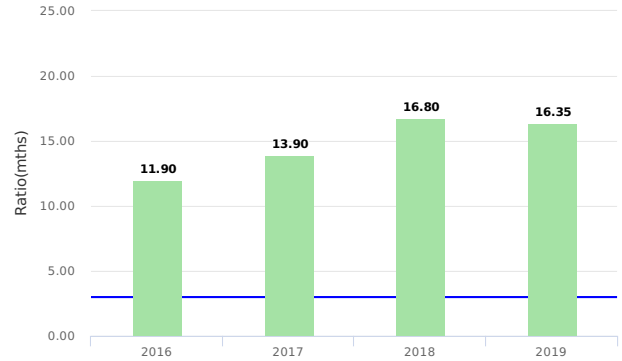
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

6. Cash expense cover ratio (months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

2018/19 ratio: 16.35 months

Council’s Cash Expense Cover Ratio is satisfactory and above benchmark of “greater than 3 months”.



Benchmark: — Minimum >3.00mths

Figure 37 Cash expense cover ratio

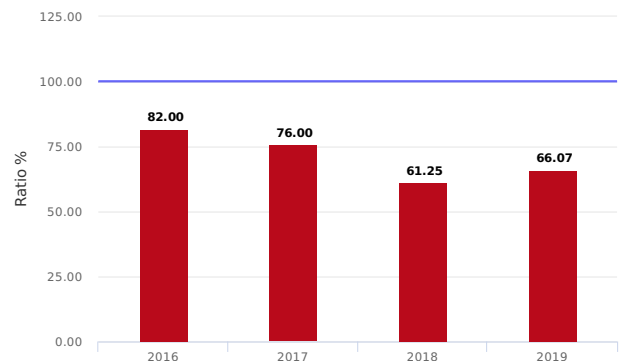
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

7. Buildings and infrastructure renewals expenditure ratio

This ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating.

2018/19 ratio: 66%

A ratio of 66% indicates that the amount spent on asset renewals is lower than the amount of depreciation on Infrastructure Assets. The renewal ratio did not achieve benchmark mainly due to exclusion of expenditure associated with incomplete projects (work in progress) from the ratio calculation. If work in progress of \$3.7m was included, the renewal ratio increases to 92%. This is still below the benchmark of 100%, however is an improvement on last year’s performance. Council continues to prioritise renewal capital works programs to achieve adequate renewal standards for its assets.



Benchmark: — Minimum >=100.00%

Figure 38 Buildings and infrastructure renewals expenditure ratio

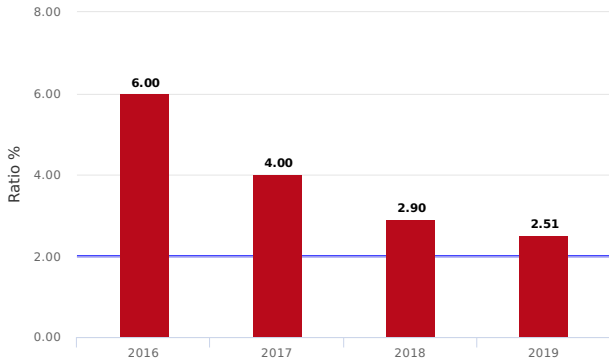
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

8. Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure.

2018/19 ratio: 2.51%

Council achieved a backlog ratio of 2.51% at the end of 2018/19, which is an improvement from the previous year. The ratio indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and decreasing the infrastructure backlog in the future.



Benchmark: — Maximum <2.00%

Figure 39 Infrastructure backlog ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting #27

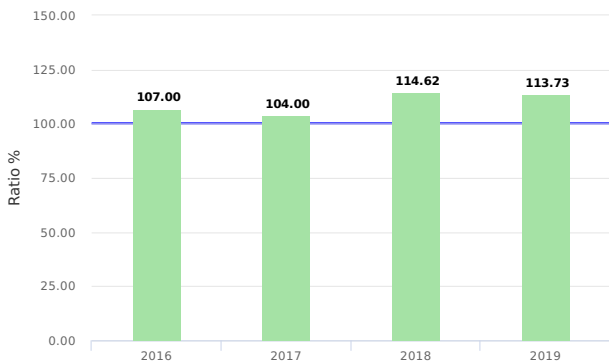
9. Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

2018/19 ratio: 113.73%

A ratio of 113.73% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%.

Council is committed to increasing expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.



Benchmark: — Minimum >100.00%

Figure 40 Asset maintenance ratio

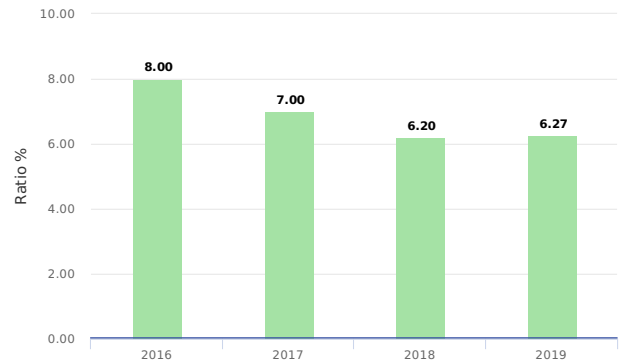
Source for benchmark: Code of Accounting Practice and Financial Reporting #27

10. Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council’s care and stewardship.

2018/19 ratio: 6.27%

The cost to bring to agreed level of service is an estimate of the cost to renew existing assets that have reached the condition based intervention level. The proportion of outstanding renewal works compared to the total value of Council’s infrastructure assets was 6.27% as at end of 2018/19.



Benchmark: — > 0.00%

Figure 41 Cost to bring assets to agreed service level

Source for benchmark: Code of Accounting Practice and Financial Reporting #27

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

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Overview

Ku-ring-gai Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

818 Pacific Highway
Gordon NSW 2072

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website:<http://www.kmc.nsw.gov.au>.

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2019.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and 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 and 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 and 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 value of Council's Infrastructure, Property, Plant and Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "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 five primary financial statements.

About the Auditor's Reports

Council's annual financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit report.

The public can make submissions 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.

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

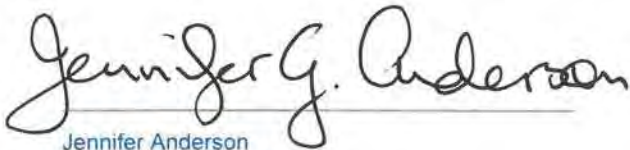
- the *Local Government Act 1993 (NSW)* (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board,
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- 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 17 September 2019.



Jennifer Anderson
Mayor
17 September 2019



Callum Clarke
Deputy Mayor
17 September 2019



John McKee
General Manager
17 September 2019



Angela Apostol
Responsible Accounting Officer
17 September 2019

Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Notes	2019	Restated 2018
Net operating result for the year (as per Income Statement)		29,391	32,573
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain on revaluation of IPP&E	10	41	105,758
Total items which will not be reclassified subsequently to the operating result		41	105,758
Total other comprehensive income for the year		41	105,758
Total comprehensive income for the year		29,432	138,331

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Notes	2019	Restated 2018 ¹	Restated 1 July 2017
ASSETS				
Current assets				
Cash and cash equivalent assets	6(a)	38,357	17,142	15,303
Investments	6(b)	41,250	73,501	52,500
Receivables	7	10,622	9,709	9,843
Inventories	8a	164	190	191
Other	8b	2,515	2,057	2,423
Current assets classified as 'held for sale'	9	380	–	1,237
Total current assets		<u>93,288</u>	<u>102,599</u>	<u>81,497</u>
Non-current assets				
Investments	6(b)	113,000	86,750	76,253
Receivables	7	111	107	112
Infrastructure, property, plant and equipment	10	1,418,183	1,408,596	1,300,891
Investment property	11a	39,866	37,500	36,720
Intangible assets	12	224	294	211
Total non-current assets		<u>1,571,384</u>	<u>1,533,247</u>	<u>1,414,187</u>
TOTAL ASSETS		<u>1,664,672</u>	<u>1,635,846</u>	<u>1,495,684</u>
LIABILITIES				
Current liabilities				
Payables	13	15,060	14,955	11,923
Income received in advance	13	2,504	1,713	1,808
Borrowings	13	19,603	1,065	1,180
Provisions	14	10,402	10,644	10,745
Total current liabilities		<u>47,569</u>	<u>28,377</u>	<u>25,656</u>
Non-current liabilities				
Borrowings	13	1,081	20,685	21,751
Provisions	14	302	496	320
Total non-current liabilities		<u>1,383</u>	<u>21,181</u>	<u>22,071</u>
TOTAL LIABILITIES		<u>48,952</u>	<u>49,558</u>	<u>47,727</u>
Net assets		<u>1,615,720</u>	<u>1,586,288</u>	<u>1,447,957</u>
EQUITY				
Accumulated surplus		871,418	842,027	809,454
Revaluation reserves		744,302	744,261	638,503
Total equity		<u>1,615,720</u>	<u>1,586,288</u>	<u>1,447,957</u>

(1) The Council has not restated comparatives when initially applying AASB 9. The comparative information has been prepared under AASB 139 *Financial Instruments: Recognition and Measurement*

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2019

	Notes	2019		2018	
		Accumulated surplus	IPP&E revaluation reserve	Accumulated surplus	IPP&E revaluation reserve
\$ '000		Restated	Restated	Restated	Restated
Opening balance		842,027	744,261	809,454	582,786
Correction of prior period errors	15a	—	—	—	55,717
Restated opening balance		842,027	744,261	809,454	638,503
Net operating result for the year prior to correction of errors		29,391	—	32,541	—
Correction of prior period errors	15a	—	—	32	—
Restated net operating result for the period		29,391	—	32,573	—
Other comprehensive income					
– Gain on revaluation of IPP&E	10	—	41	—	105,758
Other comprehensive income		—	41	—	105,758
Total comprehensive income		29,391	41	32,573	105,758
Equity – balance at end of the reporting period		871,418	744,302	842,027	744,261
					1,586,288

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2019

Original unaudited budget 2019	\$ '000	Notes	Actual 2019	Actual 2018
Cash flows from operating activities				
Receipts				
84,459	Rates and annual charges		84,729	82,753
20,331	User charges and fees		24,107	22,299
4,182	Investment and interest revenue received		5,511	4,843
25,850	Grants and contributions		23,040	34,868
–	Bonds, deposits and retention amounts received		3,004	1,898
11,444	Other		18,096	17,309
Payments				
(41,121)	Employee benefits and on-costs		(40,136)	(39,814)
(35,558)	Materials and contracts		(50,101)	(48,108)
(647)	Borrowing costs		(700)	(676)
–	Bonds, deposits and retention amounts refunded		(1,810)	(93)
(22,831)	Other		(20,977)	(20,249)
46,109	Net cash provided in operating activities	16b	44,763	55,030
Cash flows from investing activities				
Receipts				
–	Sale of investment securities		88,501	52,500
1,565	Sale of infrastructure, property, plant and equipment		892	2,678
Payments				
–	Purchase of investment securities		(82,501)	(83,999)
–	Purchase of investment property		(375)	(239)
(59,230)	Purchase of infrastructure, property, plant and equipment		(28,981)	(22,950)
–	Purchase of intangible assets		(18)	–
(57,665)	Net cash (used in) investing activities		(22,482)	(52,010)
Cash flows from financing activities				
Receipts				
1,585	Proceeds from borrowings and advances		–	–
Payments				
(1,549)	Repayment of borrowings and advances		(1,066)	(1,181)
36	Net cash flow (used in) financing activities		(1,066)	(1,181)
(11,520)	Net increase in cash and cash equivalents		21,215	1,839
1,035	Plus: cash and cash equivalents – beginning of year	16a	17,142	15,303
(10,485)	Cash and cash equivalents – end of the year	16a	38,357	17,142
Additional Information:				
128,111	plus: Investments on hand – end of year	6(b)	154,250	160,251
117,626	Total cash, cash equivalents and investments		192,607	177,393

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Contents of the Notes accompanying the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

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Note 1 Basis of preparation

FOR THE YEAR ENDED 30 JUNE 2019

These financial statements were authorised for issue by Council on 17 September 2019.

Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not-for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes are clearly marked.

- Income statement
- Statement of cash flows
- Note 20 – Material budget variations

(a) New and amended standards adopted by Council

During the year, Council adopted all standards which were mandatorily effective for the first time at 30 June 2019.

Those newly adopted standards which had an impact on reported position, performance and/or disclosures have been discussed in Note 15.

(b) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

(c) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties refer Note 11,
- (ii) estimated fair values of infrastructure, property, plant and equipment refer Note 10,
- (iii) employee benefit provisions refer Note 14.

Significant judgements in applying the council's accounting policies

- (iv) Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 7.

continued on next page ...

Note 1 Basis of preparation (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and other assets received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

(b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

New accounting standards and interpretations issued not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods (and which have not been early adopted by Council).

Council's assessment of these new standards and interpretations (where they have been deemed as having a material impact on Council's future financial performance, financial position and cash flows) are set out below:

AASB 16 Leases

AASB 16 will result (for YE 19/20 and beyond) in almost all operating leases being recognised on the balance sheet by Council (alongside existing finance leases) with the distinction between operating and finance leases removed.

Under the new standard, a financial liability (ie. a lease liability) and an asset (ie. a right to use the leased item) will be recognised for nearly all arrangements where Council commits itself to paying a rental fee for the use of a specific asset.

The only exceptions are short-term and low-value leases which are exempt from the accounting (but not disclosure) requirements of AASB 16 - Leases.

continued on next page ...

Note 1 Basis of preparation (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Council staff have reviewed all of Council's leasing arrangements over the last 12 months taking into consideration the new lease accounting rules in AASB 16 (applicable from 1/7/19).

AASB 16 will (on the whole) affect Council's accounting for existing operating lease agreements that are in place as at 30/6/19.

At the end of this reporting period, Council has non-cancellable operating lease commitments of \$523k- refer Note 17.

Of these commitments, approximately \$72k relate to short-term leases and \$125k to low value leases.

Both these lease types and amounts will continue to be accounted for as they currently are (being expensed on a straight-line basis within the Income Statement).

For the remaining operating lease commitments, Council anticipates it will recognise lease liabilities (on its balance sheet) of \$309k (after adjustments for prepayments and accrued lease payments recognised as at 30 June 2019) and also recognise complimentary right-of-use assets (on its balance sheet) totalling \$309k on 1 July 2019.

From a financial performance standpoint, Council expects that net operating result will decrease by approximately \$3k for the 19/20 financial year as a result of adopting the standard.

Operating cash flows will increase and financing cash flows decrease by approximately \$124k as repayment of the principal portion of the lease liabilities will be classified as cash flows from financing activities.

Further analysis is required to be undertaken for Council to determine the full impact of above identified leases.

Council's activities as a lessor are not material and hence Council does not expect any significant impact on the financial statements. However, some additional disclosures will be required from next year.

AASB 15 Revenue from Contracts with Customers and associated amending standards.

AASB15 introduces a five-step process for revenue recognition, with the core principle of the new standard being for entities to recognise revenue to depict the transfer of goods or services to customers in amounts that reflect the consideration (that is, payment) to which the entity expects to be entitled in exchange for those goods or services.

Accounting policy changes will arise in the timing of revenue recognition, treatment of contracts costs and contracts which contain a financing element.

Council should assess each revenue stream but particular impact is expected for grant income and rates which are paid before the commencement of the rating period.

The changes in revenue recognition requirements in AASB15 may cause changes to the timing and amount of revenue recorded in the financial statements as well as additional disclosures.

Council is currently in the process of determining the potential effects of the implementation of AASB 15 and will reflect accordingly in FY19/20.

AASB 1058 Income of NFP (Not For Profit) Entities

AASB 1058 supersedes all the income recognition requirements relating to councils, previously in AASB 1004 Contributions.

Under AASB 1058 the future timing of income recognition will depend on whether the transaction gives rise to a liability or other performance obligation (a promise to transfer a good or service) related to an asset (such as cash or another asset) received by an entity.

AASB 1058 also applies when a Council receives volunteer services or enters into other transactions in which the consideration to acquire an asset is significantly less than the fair value of the asset, and where the Council's objective is principally to enable the asset to further the council's objectives.

Upon initial recognition of the asset, this standard requires Council to consider whether any other financial statement elements (called 'related amounts') should be recognised in accordance with the applicable accounting standard, such as:

- (a) contributions by owners
- (b) revenue, or a contract liability arising from a contract with a customer

continued on next page ...

Note 1 Basis of preparation (continued)

FOR THE YEAR ENDED 30 JUNE 2019

- (c) a lease liability
- (d) a financial instrument, or
- (e) a provision.

If the transaction is a transfer of a financial asset to enable Council to acquire or construct a recognisable non-financial asset to be controlled by council (i.e. an in-substance acquisition of a non-financial asset), the council recognises a liability for the excess of the fair value of the transfer over any related amounts recognised. Council will then recognise income as it satisfies its obligations under the transfer similarly to income recognition in relation to performance obligations under AASB 15.

If the transaction does not enable Council to acquire or construct a recognisable non-financial asset to be controlled by Council, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income.

Council is currently in the process of determining the potential effects of the implementation of AASB 1058 and will reflect accordingly in FY19/20.

Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2018.

Note 2(a) Council functions/activities - financial information

FOR THE YEAR ENDED 30 JUNE 2019

	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Total assets held (current and non-current)	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note 2(b).										
Functions or activities										
Access, Traffic and Transport	3,117	5,578	2,181	2,145	936	3,433	119	1,923	157	10
Community, People and Culture	13,106	12,564	24,286	23,291	(11,180)	(10,727)	2,199	694	59,990	56,220
Leadership and Governance	78,217	73,009	17,510	20,377	60,707	52,632	3,792	4,207	324,236	354,006
Local Economy and Employment	3	5	158	116	(155)	(111)	-	5	12,690	13,422
Natural Environment	22,784	22,084	26,204	25,562	(3,420)	(3,478)	372	518	10,469	9,326
Places, Spaces and Infrastructure	32,606	42,400	50,103	51,576	(17,497)	(9,176)	1,298	2,192	1,257,130	1,202,862
Total functions and activities	149,833	155,640	120,442	123,067	29,391	32,573	7,780	9,539	1,664,672	1,635,846

Note 2(b) Council functions/activities - component descriptions

FOR THE YEAR ENDED 30 JUNE 2019

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

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.

Service provided under this theme - Traffic and transport strategy and research, Road safety, Engineering design, Civil works and maintenance.

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.

Services provided under this theme – Children's services, Youth services, Aged services, Disability services, Cultural development, Community events, Libraries and Art Centre, Community health, Safety and wellbeing programs, Community facilities and halls management, Sports grounds and parks bookings and Emergency management support.

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.

Services provided under this theme – Financial management, Integrated planning and reporting, Property and asset management, Revenue accounting, Governance, Procurement, Risk management, Customer services, Communication, Community engagement, Human Resources, Information management, Administration and records and Civic support.

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.

Services provided under this theme – Economic and social development, Marketing and Events coordination.

Natural Environment

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

Services provided under this theme – Environment Levy programs and initiatives, Corporate sustainability program, Biodiversity and bushland management programs, Bush fire management program, Water conservation, reuse and water quality management program, Environmental education and sustainable living programs, Environmental volunteering program, Climate change adaptation program, Energy management program, Waste management, recycling and education.

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.

Services provided under this theme – Urban design and planning, Heritage planning, Development assessment, Development compliance and regulation, Open space projects, Landscape design, Drainage works and maintenance, Strategic asset management, Building asset works and maintenance, Parks and sports field works maintenance, Tree preservation and maintenance.

Note 3 Income from continuing operations

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(a) Rates and annual charges		
Ordinary rates		
Residential	30,045	28,964
Business	4,377	4,351
Less: pensioner rebates	(615)	(601)
Pensioner rate subsidies received	252	233
Total ordinary rates	34,059	32,947
Special rates		
Environmental levy	2,802	2,743
Infrastructure levy	26,952	26,001
Less: pensioner rebates	(166)	(161)
Total special rates	29,588	28,583
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)		
Domestic waste management services	20,998	20,610
Stormwater management services	999	990
Section 611 charges	100	98
Less: pensioner rebates	(439)	(439)
Pensioner subsidies received:		
– Domestic waste management	178	168
Total annual charges	21,836	21,427
TOTAL RATES AND ANNUAL CHARGES	85,483	82,957

Council has used 2017 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and charges

Rates, annual charges, grants and contributions (including developer contributions) are recognised as revenue when the Council obtains control over the assets comprising these receipts. Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions accordingly to the priorities established in work schedules.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates.

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.

Note 3 Income from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(b) User charges and fees		
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s.608)		
Building regulation	2,180	2,558
Certificates	629	688
DA advertising fees	59	71
Driveway application fees	505	566
Outstanding notices	190	215
Regulatory application fees	511	372
Tree preservation charges	80	86
Total fees and charges – statutory/regulatory	4,154	4,556
(ii) Fees and charges – other (incl. general user charges (per s.608))		
Art centre	503	458
Bus shelters	343	343
Compliance Levy	1,071	–
Golf courses (Gordon and Turramurra)	1,462	1,461
Halls	402	393
Holiday activities	459	562
Leaseback fees – Council vehicles	357	375
Library	93	101
Nursery and wildflower garden	56	45
Parks	1,120	1,100
Restoration charges	1,485	1,418
Sale of documents	2	–
Showground	537	474
Swimming centre	5,209	4,944
Tennis courts	302	298
Thomas Carlyle children centre and family day care	1,260	1,348
Trade waste charges	1,823	1,821
Other	836	832
Total fees and charges – other	17,320	15,973
TOTAL USER CHARGES AND FEES	21,474	20,529

Accounting policy for user charges and fees

User charges and fees are recognised as revenue when the service has been provided.

(c) Interest and investment revenue

Interest on financial assets measured at amortised cost

– Overdue rates and annual charges (incl. special purpose rates)	129	120
– Cash and investments	5,759	4,967
Amortisation of premiums and discounts		
– ‘Held to maturity’ investments	(1)	(1)
TOTAL INTEREST AND INVESTMENT REVENUE	5,887	5,086

continued on next page ...

Note 3 Income from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	129	120
General Council cash and investments	1,042	945
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	3,974	3,422
Restricted investments/funds – internal:		
Internally restricted assets	742	599
Total interest and investment revenue recognised	5,887	5,086

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

\$ '000	Notes	2019	2018
(d) Other revenues			
Rental income – investment property	11	1,702	1,277
Rental income – other council properties		4,579	4,433
Fines – parking		1,998	2,542
Fines – other		869	633
Legal fees recovery – rates and charges (extra charges)		52	48
Legal fees recovery – other		253	174
Commissions and agency fees		10	14
Credit card surcharge		175	137
Dog registration fees		56	98
Domestic waste other income		193	183
Licence income		213	146
Program fees		225	236
Recycling income (non-domestic)		522	964
Legal proceedings settlements		1,148	–
Recovered costs from doubtful debts		740	–
Other		381	321
TOTAL OTHER REVENUE		13,116	11,206

Accounting policy for other revenue

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council's activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the penalty has been applied.

Rental income is accounted for on a straight-line basis over the lease term.

Miscellaneous sales are recognised when physical possession has transferred to the customer which is deemed to be the point of transfer of risks and rewards.

Other income is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

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Note 3 Income from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Operating 2019	Operating 2018	Capital 2019	Capital 2018
(e) Grants				
General purpose (untied)				
Current year allocation				
Financial assistance	1,839	1,795	–	–
Payment in advance - future year allocation				
Financial assistance	1,907	1,876	–	–
Total general purpose	3,746	3,671	–	–
Specific purpose				
Better waste and recycling fund	146	126	26	54
Community care	29	58	–	–
Community centres	1,786	1,372	–	–
Economic development	–	5	–	–
Environmental protection	256	161	–	55
Library	251	250	42	49
LIRS subsidy	18	30	–	–
NSW rural fire services	62	62	–	–
Recreation and culture	35	–	517	123
Road safety	63	63	–	–
Street lighting	299	292	–	–
Transport	437	1,204	67	1,964
Total specific purpose	3,382	3,623	652	2,245
Total grants	7,128	7,294	652	2,245
Grant revenue is attributable to:				
– Commonwealth funding	5,822	5,240	13	776
– State funding	1,306	2,054	639	1,469
	7,128	7,294	652	2,245

\$ '000	Notes	Operating 2019	Operating 2018	Capital 2019	Capital 2018
(f) Contributions					
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	12,907	24,597
Total developer contributions – cash		–	–	12,907	24,597
Total developer contributions	23	–	–	12,907	24,597
Other contributions:					
Cash contributions					
Contribution to works		893	1,103	302	82
Total other contributions – cash		893	1,103	302	82
Total contributions		893	1,103	13,209	24,679
TOTAL GRANTS AND CONTRIBUTIONS		8,021	8,397	13,861	26,924

Note 3 Income from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Accounting policy for grants and contributions

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenue 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 un-discharged at reporting date, the unspent grants or contributions are disclosed in Note 3(g).

\$ '000	2019	2018
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(g) Unspent grants and contributions

Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner:

Operating grants

Unexpended at the close of the previous reporting period	371	456
Add: operating grants recognised in the current period but not yet spent	1,479	4,143
Less: operating grants recognised in a previous reporting period now spent	(1,189)	(4,228)
Unexpended and held as restricted assets (operating grants)	<u>661</u>	<u>371</u>

Contributions

Unexpended at the close of the previous reporting period	125,137	100,019
Add: contributions recognised in the current period but not yet spent	9,373	25,118
Unexpended and held as restricted assets (contributions)	<u>134,510</u>	<u>125,137</u>

Note 4 Expenses from continuing operations

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(a) Employee benefits and on-costs		
Salaries and wages	30,761	31,409
Employee leave entitlements (ELE)	5,781	5,244
Superannuation	3,677	3,706
Workers' compensation insurance	505	629
Fringe benefit tax (FBT)	243	278
Training costs (other than salaries and wages)	228	305
Other	85	88
Total employee costs	41,280	41,659
Less: capitalised costs	(1,642)	(1,770)
TOTAL EMPLOYEE COSTS EXPENSED	39,638	39,889

Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

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.

Superannuation 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.

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 19 for more information.

(b) Borrowing costs

Interest bearing liability costs

Interest on loans	700	676
Total interest bearing liability costs expensed	700	676
TOTAL BORROWING COSTS EXPENSED	700	676

Accounting policy for borrowing costs

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

continued on next page ...

Note 4 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(c) Materials and contracts		
Raw materials and consumables	3,657	3,574
Contractor and consultancy costs	38,633	36,464
Auditors remuneration ²	72	57
Lease expense	331	403
Legal expenses:		
– Legal expenses: planning and development	2,378	2,838
– Legal expenses: other	156	106
Operating leases:		
– Operating lease rentals: minimum lease payments ¹	379	400
Other	191	325
TOTAL MATERIALS AND CONTRACTS	45,797	44,167

Accounting policy for operating leases

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee 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.

1. Operating lease payments are attributable to:

Computers	379	400
	<u>379</u>	<u>400</u>

2. Auditor remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements	72	57
Remuneration for audit and other assurance services	<u>72</u>	<u>57</u>
Total Auditor-General remuneration	<u>72</u>	<u>57</u>

continued on next page ...

Note 4 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Notes	2019	2018 ¹
(d) Depreciation, amortisation and impairment			
Depreciation and amortisation			
Plant and equipment		1,003	886
Office equipment		164	179
Furniture and fittings		35	27
Land improvements (depreciable)		158	145
Infrastructure:			
– Buildings – non-specialised		133	1,531
– Buildings – specialised		2,939	491
– Other structures		233	293
– Roads		6,245	9,277
– Bridges		164	163
– Footpaths		694	785
– Stormwater drainage		1,659	1,657
– Swimming pools		28	344
– Other open space/recreational assets		2,704	3,535
Other assets:			
– Library books		576	550
– Other		72	60
Intangible assets	12	88	148
Total depreciation and amortisation costs		16,895	20,071
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT COSTS EXPENSED</u>		16,895	20,071

Accounting policy for depreciation, amortisation and impairment expenses of intangibles and IPP&E

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 10 for IPPE assets and Note 12 for intangible assets.

(1) This column has been restated

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Note 4 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(e) Other expenses		
Advertising	501	438
Bad and doubtful debts	8	1,036
Bank charges	344	331
Commissions and management fees	514	560
Computer software charges	1,309	1,165
Conferences	127	139
Contributions/levies to other levels of government		
– Department of planning levy	432	428
– Emergency services levy (includes FRNSW, SES, and RFS levies)	2,073	2,105
Corporate events	39	42
Councillor expenses – mayoral fee	67	63
Councillor expenses – councillors' fees	246	240
Councillors' expenses (incl. mayor) – other (excluding fees above)	46	67
Donations, contributions and assistance to other organisations (Section 356)	222	227
Election expenses	120	559
Electricity and heating	1,157	1,074
External plant hire	60	95
Family day care (child care assistance)	768	588
Insurance	1,441	1,406
Insurance excess	54	63
Postage	294	346
Rate issue costs	43	35
Rental rebates	2,406	2,446
Street lighting	2,010	1,919
Subscriptions and publications	304	285
Sydney water	365	337
Telephone and communications	314	440
Valuation fees	225	226
Vehicle registration	181	165
Other	1,586	1,376
<u>TOTAL OTHER EXPENSES</u>	<u>17,256</u>	<u>18,201</u>

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

Note 5 Gains or losses from the disposal of assets

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Notes	2019	2018
Plant and equipment	10		
Proceeds from disposal – plant and equipment		892	797
Less: carrying amount of plant and equipment assets sold and written off		(1,005)	(849)
Net loss on disposal		<u>(113)</u>	<u>(52)</u>
Infrastructure	10		
Less: carrying amount of infrastructure assets sold and written off		(43)	(639)
Net loss on disposal		<u>(43)</u>	<u>(639)</u>
Financial Assets	6(b)		
Proceeds from disposal/redemptions/maturities – financial assets		88,501	52,500
Less: carrying amount of financial assets sold/redeemed/matured		(88,501)	(52,500)
Net gain/(loss) on disposal		<u>–</u>	<u>–</u>
Non-current assets classified as ‘held for sale’	9		
Proceeds from disposal – non-current assets ‘held for sale’		–	1,881
Less: carrying amount of ‘held for sale’ assets sold/written off		–	(1,253)
Net gain on disposal		<u>–</u>	<u>628</u>
NET LOSS ON DISPOSAL OF ASSETS		<u>(156)</u>	<u>(63)</u>

Accounting policy for disposal of assets

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Note 6(a) Cash and cash equivalent assets

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Cash and cash equivalents		
Cash on hand and at bank	38,357	17,142
Total cash and cash equivalents	38,357	17,142

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term investments with original maturities of three months or less that are readily convertible to known amounts of cash and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position but are incorporated into cash and cash equivalents for presentation of the Cash Flow Statement.

Note 6(b) Investments

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Investments				
b. 'Financial assets at amortised cost' / 'held to maturity' (2018)	41,250	113,000	73,501	86,750
Total Investments	41,250	113,000	73,501	86,750
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	79,607	113,000	90,643	86,750
Financial assets at amortised cost / held to maturity (2018)				
Long Term deposits	37,000	81,000	69,000	68,000
FRN's (with maturities > 3 months)	4,250	32,000	4,501	18,750
Total	41,250	113,000	73,501	86,750

Accounting policy for investments

Accounting policy under AASB 9 – applicable from 1 July 2018

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Classification

Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

(a) Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

continued on next page ...

Note 6(b) Investments (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Accounting policy under AASB 139 – applicable for 2018 comparatives only

Classification

Council classifies its financial assets in the following categories: financial assets at fair value through profit or loss; loans and receivables; held-to-maturity investments.

The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and, in the case of assets classified as held-to-maturity, re-evaluates this designation at each reporting date.

(a) Held to maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that Council's management has the positive intention and ability to hold to maturity. Assets in this category are measured at amortised cost.

Recognition and de-recognition

Regular purchases and sales of financial assets are recognised on trade-date: the date on which Council commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the income statement. Investments are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and Council has transferred substantially all the risks and rewards of ownership.

Note 6(c) Restricted cash, cash equivalents & investments - details

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019		2018	
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	79,607	113,000	90,643	86,750
attributable to:				
External restrictions	39,689	113,000	52,992	86,750
Internal restrictions	36,182	–	34,247	–
Unrestricted	3,736	–	3,404	–
	79,607	113,000	90,643	86,750

\$ '000	2019	2018
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Details of restrictions

External restrictions – other

Developer contributions – general	134,510	125,137
Specific purpose unexpended grants	661	371
Domestic waste management	14,124	11,400
Environmental levy	3,340	2,732
Specific purpose unexpended loan – LIRS	54	102

External restrictions – other	152,689	139,742
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Total external restrictions	152,689	139,742
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Internal restrictions

Employees leave entitlement	2,140	2,321
Carry over works	1,443	2,510
Deposits, retentions and bonds	1,718	1,199
Infrastructure and facilities	25,959	22,484
Other	4,922	5,733

Total internal restrictions	36,182	34,247
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TOTAL RESTRICTIONS	188,871	173,989
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Note 7 Receivables

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
Purpose				
Rates and annual charges	2,960	70	2,208	68
Interest and extra charges	222	41	212	39
User charges and fees	2,612	–	3,522	–
Accrued revenues				
– Interest on investments	2,241	–	1,876	–
– Other income accruals	1,885	–	1,251	–
Government grants and subsidies	110	–	1,196	–
Net GST receivable	1,146	–	1,108	–
Other debtors	7	–	4	–
Total	11,183	111	11,377	107
Less: provision of impairment				
User charges and fees	(561)	–	(1,668)	–
Total provision for impairment – receivables	(561)	–	(1,668)	–
<u>TOTAL NET RECEIVABLES</u>	<u>10,622</u>	<u>111</u>	<u>9,709</u>	<u>107</u>

There are no restrictions applicable to the above assets.

\$ '000	2019	2018
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	1,668	647
(reversal)/new provisions recognised during the year	(1,107)	1,021
Balance at the end of the period	561	1,668

Accounting policy for receivables

Notes on debtors above:

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates and charges at 7.5% (2018 7.5%)
- (iv) Please refer to Note 19 for issues concerning credit risk and fair value disclosures.

Impairment

Accounting policy under AASB 9 applicable from 1 July 2018

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Note 7 Receivables (continued)

FOR THE YEAR ENDED 30 JUNE 2019

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

Note 8 Inventories and other assets

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019 Current	2019 Non-current	2018 Current	2018 Non-current
(a) Inventories				
(i) Inventories at cost				
Stores and materials	149	–	168	–
Trading stock	15	–	22	–
Total inventories at cost	164	–	190	–
TOTAL INVENTORIES	164	–	190	–
(b) Other assets				
Prepayments	2,515	–	2,057	–
TOTAL OTHER ASSETS	2,515	–	2,057	–

Accounting policy for inventories and other assets

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress 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 basis of weighted average costs.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

Note 9 Non-current assets classified as held for sale (and disposable groups)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Current 2019	Current 2018	Non-current 2019	Non-current 2018
Non-current assets 'held for sale'				
Land assets	380	–	–	–
<u>TOTAL NON-CURRENT ASSETS CLASSIFIED AS 'HELD FOR SALE'</u>	<u>380</u>	<u>–</u>	<u>–</u>	<u>–</u>

Accounting policy for non-current assets classified as held for sale

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles, which are turned over on regular basis. Plant and motor vehicles are retained in non-current assets under the classification of infrastructure, property, plant and equipment – unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June. For any assets or disposal groups classified as non-current assets “held for sale” an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell. Non-current assets “held for sale” are not depreciated or amortised while they are classified as “held for sale”. Non-current assets classified as “held for sale” are presented separately from other assets in the balance sheet.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Note 10 Infrastructure, property, plant and equipment

FOR THE YEAR ENDED 30 JUNE 2019

	Asset movements during the reporting period										as at 30/6/2019				
	as at 30/6/2018 ¹														
\$ '000	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ²	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Transfers	Other adjustment	Transfer (to) 'held for sale' category	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	12,819	-	12,819	3,705	8,020	-	-	(5,498)	-	(22)	-	-	19,024	-	19,024
Plant and equipment	12,259	(5,567)	6,692	2,894	18	(889)	(1,003)	-	-	-	-	-	13,182	(5,470)	7,712
Office equipment	1,563	(722)	841	201	19	(116)	(164)	28	-	-	-	-	1,481	(672)	809
Furniture and fittings	474	(311)	163	50	3	-	(35)	67	-	-	-	-	594	(346)	248
Land:															
- Operational land	159,549	-	159,549	50	-	-	-	11	-	-	(380)	-	159,230	-	159,230
- Community land	402,905	-	402,905	-	-	-	-	-	-	-	-	-	402,905	-	402,905
- Crown land	127,720	-	127,720	-	-	-	-	-	-	-	-	-	127,720	-	127,720
- Land under roads (post 30/6/08)	1,132	-	1,132	-	-	-	-	-	-	-	-	41	1,173	-	1,173
Land improvements - depreciable	2,946	(925)	2,021	-	-	-	(158)	-	-	-	-	-	2,946	(1,083)	1,863
Infrastructure:															
- Buildings - non-specialised	7,627	(3,981)	3,646	6	220	-	(133)	12	-	-	-	-	7,865	(4,114)	3,751
- Buildings - specialised	149,841	(59,259)	90,582	1,824	120	-	(2,939)	637	-	-	-	-	152,422	(62,198)	90,224
- Other structures	14,047	(5,519)	8,528	84	12	-	(233)	72	-	-	-	-	14,196	(5,733)	8,463
- Roads	484,193	(230,623)	253,570	6,977	70	-	(6,245)	2,333	(915)	-	-	-	488,326	(232,536)	255,790
- Bridges	11,754	(5,358)	6,396	2	-	-	(164)	-	-	-	-	-	11,756	(5,522)	6,234
- Footpaths	48,405	(16,371)	32,034	196	189	-	(694)	85	-	-	-	-	48,876	(17,066)	31,810
- Bulk earthworks (non-depreciable)	59,051	-	59,051	-	-	-	-	200	886	-	-	-	60,237	-	60,237
- Stormwater drainage	236,539	(75,634)	160,905	113	655	-	(1,659)	1,236	-	-	-	-	238,543	(77,293)	161,250
- Swimming pools	2,777	(483)	2,294	65	40	-	(28)	103	-	-	-	-	2,985	(511)	2,474
- Other open space/recreational assets	125,132	(51,871)	73,261	511	1,112	(44)	(2,704)	711	(70)	-	-	-	127,200	(54,423)	72,777
Other assets:															
- Library books	6,046	(3,079)	2,967	662	-	-	(576)	-	-	-	-	-	6,708	(3,655)	3,053
- Other	5,932	(4,412)	1,520	-	(12)	-	(72)	-	-	-	-	-	5,919	(4,483)	1,436
Total Infrastructure, property, plant and equipment	1,872,711	(464,115)	1,408,596	17,340	10,466	(1,049)	(16,807)	(3)	1	(22)	(380)	41	1,893,288	(475,105)	1,418,183

(1) This column has been restated

(2) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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Note 10 Infrastructure, property, plant and equipment (continued)

FOR THE YEAR ENDED 30 JUNE 2019

	Asset movements during the reporting period										as at 30/6/2018 ²					
	as at 30/6/2017 ¹										Gross carrying amount	Accumulated depreciation	Net carrying amount			
\$ '000	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ³	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Transfers	Other adjustments	Prior Period Error	Revaluation decrements to equity (ARR)	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	9,233	–	9,233	5,313	2,218	–	–	(3,788)	(49)	(108)	–	–	–	12,819	–	12,819
Plant and equipment	12,438	(6,139)	6,299	2,062	–	(780)	(886)	–	(3)	–	–	–	–	12,259	(5,567)	6,692
Office equipment	1,838	(912)	926	186	27	(69)	(179)	6	(41)	(15)	–	–	–	1,563	(722)	841
Furniture and fittings	451	(285)	166	19	–	–	(27)	6	–	(1)	–	–	–	474	(311)	163
Land:																
– Operational land	51,295	–	51,295	–	705	–	–	46	24,537	–	–	–	82,966	159,549	–	159,549
– Community land	427,427	–	427,427	–	–	–	–	–	(24,523)	1	–	–	–	402,905	–	402,905
– Crown land	127,720	–	127,720	–	–	–	–	–	–	–	–	–	–	127,720	–	127,720
– Land under roads (post 30/6/08)	1,132	–	1,132	–	–	–	–	–	–	–	–	–	–	1,132	–	1,132
– Land improvements – depreciable	3,536	(780)	2,756	–	–	–	(145)	34	–	(624)	–	–	–	2,946	(925)	2,021
Infrastructure:																
– Buildings – non-specialised	109,171	(61,486)	47,685	937	3	(543)	(1,531)	88	(41,887)	(404)	149	(851)	–	7,627	(3,981)	3,646
– Buildings – specialised	15,169	(2,341)	12,828	–	36	–	(491)	55	56,500	64	(181)	–	21,771	149,841	(59,259)	90,582
– Other structures	13,572	(5,607)	7,965	127	2	–	(293)	717	24	(14)	–	–	–	14,047	(5,519)	8,528
– Roads	477,991	(223,526)	254,465	6,948	109	(54)	(9,277)	577	1,078	(276)	–	–	–	484,193	(230,623)	253,570
– Bridges	11,419	(5,195)	6,224	320	–	–	(163)	16	–	(1)	–	–	–	11,754	(5,358)	6,396
– Footpaths	46,951	(15,586)	31,365	518	346	–	(785)	281	311	(2)	–	–	–	48,405	(16,371)	32,034
– Bulk earthworks (non-depreciable)	59,726	–	59,726	36	–	–	–	5	(937)	221	–	–	–	59,051	–	59,051
– Stormwater drainage	237,113	(76,431)	160,682	524	58	–	(1,657)	264	197	(12)	–	–	849	236,539	(75,634)	160,905
– Swimming pools	25,094	(4,815)	20,279	–	216	–	(344)	13	(18,925)	32	–	–	1,023	2,777	(483)	2,294
– Other open space/recreational assets	115,279	(46,963)	68,316	1,661	540	(42)	(3,535)	1,671	3,633	1,017	–	–	–	125,132	(51,871)	73,261
Other assets:																
– Library books	14,102	(11,261)	2,841	667	–	–	(550)	9	–	–	–	–	–	6,046	(3,079)	2,967
– Other	5,907	(4,346)	1,561	24	–	–	(60)	–	–	(5)	–	–	–	5,932	(4,412)	1,520
Total infrastructure, property, plant and equipment	1,766,564	(465,673)	1,300,891	19,342	4,260	(1,488)	(19,923)	–	(85)	(127)	(32)	(851)	106,609	1,872,711	(464,115)	1,408,596

(1) This column has been restated

(2) This column has been restated

(3) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

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Note 10 Infrastructure, property, plant and equipment (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

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.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Stormwater assets	Years
Office equipment	10	Pits	10 to 150
Office furniture	2 to 10	Pipes	100 to 150
Computer equipment	4 to 10		
Vehicles	10	Other infrastructure assets	
Other plant and equipment	3 to 20	Bulk earthworks	NA
		Swimming pools	100
		Recreation assets	5 to 150
Transportation assets		Other Asset	
Road surface	10 to 120	Other Asset (Art Works)	NA
Road pavements	70 to 120	Library Books	10
Road structures	10 to 120		
Bridge	9 to 100	Buildings	
Other structure	20 to 120	Buildings	25 to 100
Kerb and Gutter	60 to 120		
Footpaths	40 to 100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

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.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Note 11 Investment property

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(a) Investment property at fair value		
Investment property on hand	39,866	37,500
Reconciliation of annual movement:		
Opening balance	37,500	36,720
– Acquisitions	375	239
– Net gain from fair value adjustments	1,991	541
CLOSING BALANCE – INVESTMENT PROPERTY	39,866	37,500

(b) Valuation basis

The basis of valuation of the investment property is fair value, being the amount for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2019 revaluation was based on independent assessment made by: Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, Registered Valuer No.2144.

(c) Contractual obligations at reporting date

Refer to Note 17 for disclosures relating to any capital and service obligations that have been contracted.

(d) Leasing arrangements – Council as lessor

The investment property is leased to tenants under long-term operating leases with rentals payable monthly.

Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:

Within 1 year	1,274	1,271
Later than 1 year but less than 5 years	1,524	2,559
Total minimum lease payments receivable	2,798	3,830

(e) Investment property income and expenditure – summary

Rental income from investment property:		
– Minimum lease payments	1,702	1,277
Direct operating expenses on investment property:		
– that generated rental income	(680)	(723)
Net revenue contribution from investment property	1,022	554
plus:		
Fair value movement for year	1,991	541
Total income attributable to investment property	3,013	1,095

Note 12 Intangible assets

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Intangible assets are as follows:		
Opening values at 1 July		
Gross book value	1,732	1,421
Accumulated amortisation	(1,438)	(1,210)
Net book value – opening balance	294	211
Movements for the year		
– Purchases	18	320
– Amortisation charges	(88)	(148)
– Transfers and adjustment to amortisation charges	–	(89)
– Gross book value written off	–	(9)
– Accumulated amortisation charges written off	–	9
Closing values at 30 June		
Gross book value	1,750	1,732
Accumulated amortisation	(1,526)	(1,438)
TOTAL INTANGIBLE ASSETS – NET BOOK VALUE	224	294
The net book value of intangible assets represents:		
– Software	224	294
	224	294

Accounting policy for 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 periods generally ranging from 5 to 10 years.

continued on next page ...

Note 13 Payables and borrowings

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019 Current	2019 Non-current	2018 ¹ Current	2018 Non-current
Payables				
Goods and services – operating expenditure	5,564	–	5,422	–
Goods and services – capital expenditure	1,631	–	2,831	–
Security bonds, deposits and retentions ²	7,303	–	6,109	–
Other	562	–	593	–
Total payables	15,060	–	14,955	–
Income received in advance				
Payments received in advance	2,504	–	1,713	–
Total income received in advance	2,504	–	1,713	–
Borrowings				
Loans – secured ³	19,603	1,081	1,065	20,685
Total borrowings	19,603	1,081	1,065	20,685
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>37,167</u>	<u>1,081</u>	<u>17,733</u>	<u>20,685</u>

(1) This column has been restated

(2) Council holds \$2.34million of security bonds. This financial year Council will write to each person who has made a bond payment which has not been claimed to establish whether they have an entitlement to the funds. Monies for which an entitlement is not established or otherwise is not able to be repaid will be remitted to the State Government under the Unclaimed Money Act 1995.

(3) Loans are secured over the general rating income of Council. Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 19

\$ '000	2019	2018
(a) Current payables and borrowings not anticipated to be settled within the next twelve months		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – Loans, security bonds, deposits and retentions	26,127	5,963
Total payables and borrowings	26,127	5,963

continued on next page ...

Note 13 Payables and borrowings (continued)

FOR THE YEAR ENDED 30 JUNE 2019

(b) Changes in borrowings arising from financing activities

\$ '000	as at 30/6/2018					as at 30/6/2019	
	Opening Balance	Cash flows	Non-cash acquisitions	Non-cash fair value changes	Other non-cash movements	Closing balance	
Loans – secured	21,750	(1,066)	–	–	–	20,684	
TOTAL	21,750	(1,066)	–	–	–	20,684	

\$ '000	2019	2018
---------	------	------

(c) Financing arrangements

(i) Unrestricted access was available at balance date to the following lines of credit:

Bank Facility	22,000	3,068
Credit cards	100	100
Total financing arrangements	22,100	3,168

Drawn facilities as at balance date:

– Bank Facility	18,932	–
– Credit cards	95	–
Total drawn financing arrangements	19,027	–

Undrawn facilities as at balance date:

– Bank Facility	3,068	3,068
– Credit cards	5	100

Accounting policy for payables and borrowings

Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Note 14 Provisions

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019		2018	
	Current	Non-current	Current	Non-current
Provisions				
Employee benefits				
Annual leave	2,923	–	3,119	–
Sick leave	292	–	269	–
Long service leave	7,187	302	6,775	496
Gratuities	–	–	481	–
Sub-total – aggregate employee benefits	10,402	302	10,644	496
<u>TOTAL PROVISIONS</u>	<u>10,402</u>	<u>302</u>	<u>10,644</u>	<u>496</u>

(a) Provisions relating to restricted assets

Refer to Note 6c for restricted assets (internal) related to provisions.

\$ '000	2019	2018
---------	------	------

(b) Current provisions not anticipated to be settled within the next twelve months

The following provisions, even though classified as current, are not expected to be settled in the next 12 months.

Provisions – employees benefits	6,761	6,171
	6,761	6,171

(c) Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Sick leave	Long service leave	Other employee benefits	
2019					
At beginning of year	3,119	269	7,271	481	11,140
Additional provisions	2,543	123	1,677	–	4,343
Amounts used (payments)	(2,739)	(100)	(1,940)	–	(4,779)
Transfers	–	–	481	(481)	–
Total ELE provisions at end of period	2,923	292	7,489	–	10,704
2018					
At beginning of year	3,085	309	7,190	481	11,065
Additional provisions	2,761	–	1,279	–	4,040
Amounts used (payments)	(2,727)	(40)	(1,198)	–	(3,965)
Total ELE provisions at end of period	3,119	269	7,271	481	11,140

continued on next page ...

Note 14 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Employee benefits

Short-term obligations

Short-term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly 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 and salaries, annual leave and vesting sick leave are all classified as current liabilities.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

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.

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 settlements 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.

Defined benefit superannuation contribution plans

Council participates in an employer-sponsored defined benefit superannuation scheme, named the Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB 119 *Employee benefits*.

Sufficient reliable information is not available to account for the Scheme as a defined benefit plan in accordance with AASB119 because the assets to the Scheme are pooled together for all Councils.

The scheme's 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 Local Government Superannuation Scheme, however, is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

In relation to further disclosure below, under item d (iii) the expected contributions by Council to the Fund for the next annual reporting period are \$597,939.40.

Based on the past service liabilities methodology, for item (d) (iv) (information about the deficit or surplus in the plan that may affect the amount of future contributions), the share of the surplus that can be attributed to Council is 0.84%.

The requirement for contributions in order to maintain the adequacy of the funding position for the accrued liabilities (currently \$40m per annum) is assessed annually by the Actuary.

continued on next page ...

Note 14 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2019

As previously notified, the past service contributions of \$40m per annum are estimated to remain in place until 30 June 2021. However the Trustee determined in March 2019 that going forward should the funding on both Vested Benefit and Accrued Benefit funding levels exceed 100% the Fund will look to suspend the request for past service contributions. We note that this is subject to the outcome of each annual funding update and any changes will be communicated in the New Year. We advise that under item (d) (v), it is estimated that there are \$672,800.00 past service contributions remaining.

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2019 was \$622,684.43. The last valuation of the Fund was performed by Mr Richard Boyfield, FIAA on 31 December 2018, relating to the period ending 30 June 2018.

Council received further disclosure requirements under paragraph 148 of the AASB119 which are detailed below:

(a) a description of the funding arrangements, including the method used to determine the entity's rate of contribution and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated.

The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40 million for 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2018. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

(b) A description of the extent to which the entity can be liable to the plan other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) A description of any agreed allocation of a deficit or surplus on:

- *Wind-up the plan*

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

- *The entity's withdrawal from the plan*

There is no provision for allocation of any surplus which may be present at the date of withdrawal of any employer.

(d) Given the entity accounts for that plan as if it were defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan

We confirm the plan is a defined benefit plan.

(ii) the reason why sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

Note 14 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2019

See earlier section on "AASB 119 accounting observations".

(iii) The expected contributions to the plan for the next annual reporting period.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2019 is:

Employer reserves only*	\$millions	Asset Coverage
Assets	1,798.7	
Past Service Liabilities	1,784.2	100.8%
Vested Benefits	1,792.0	100.4%

*excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefit are:

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program, however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed around November/ December 2019.

(v) An indication of the level of participation of the entity in the plan compared with other participating entities.

An employer's past service contribution per annum (see cover letter) as a percentage of the total past service contributions for all Pooled Employers (of \$40m for each year from 1 July 2018 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

Note 15 Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2019

(a) Correction of errors relating to a previous reporting period

The errors identified have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2017) and taking the adjustment through to revaluation reserve at that date.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

Changes to the opening Statement of Financial Position at 1 July 2017

Statement of Financial Position

\$ '000	Original Balance 1 July, 2017	Impact Increase/ (decrease)	Restated Balance 1 July, 2017
Understatement of IPP&E - LUR	408	724	1,132
Understatement of IPP&E - Crown Land	72,727	54,993	127,720
Total assets	1,439,967	55,717	1,495,684
Total liabilities	47,727	–	47,727
Asset Revaluation Reserve - LUR	408	724	1,132
Asset Revaluation Reserve - Crown Land	72,727	54,993	127,720
Total equity	1,392,240	55,717	1,447,957

Adjustments to the comparative figures for the year ended 30 June 2018

Statement of Financial Position

\$ '000	Original Balance 30 June, 2018	Impact Increase/ (decrease)	Restated Balance 30 June, 2018
Understatement of IPP&E - LUR (1)	408	724	1,132
Understatement of IPP&E - Crown Land (2)	72,727	54,993	127,720
Total assets	1,580,129	55,717	1,635,846
Other payables overstated due to a reporting error in 17/18 (3)	625	(32)	593
Total liabilities	49,590	(32)	49,558
Asset Revaluation Reserve - LUR (1)	408	724	1,132
Asset Revaluation Reserve - Crown Land (2)	72,727	54,993	127,720
Total equity	1,530,539	55,717	1,586,288

Income Statement

\$ '000	Original Balance 30 June, 2018	Impact Increase/ (decrease)	Restated Balance 30 June, 2018
Total income from continuing operations	155,640	–	155,640

continued on next page ...

Note 15 Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2019

(continued)

\$ '000	Original Balance 30 June, 2018	Impact Increase/ (decrease)	Restated Balance 30 June, 2018
Incorrect depreciation expense disclosed in 17/18 (3)	20,103	(32)	20,071
Total expenses from continuing operations	123,099	(32)	123,067
Net operating result for the year	32,541	32	32,573

- (1) Land Under Road - As part of the revaluation of LUR Council undertook a detailed review of assets classified as LUR. As a result, an adjustment has been made to the Asset Revaluation Reserve in the prior period to recognise assets not previously recognised.
- (2) Crown Land - Council identified a number of Crown land reserves which are under Council care, management and control. While ownership of reserves remains with the Crown, Council retains operational control of the reserve and is responsible for their maintenance and use in accordance with the specific purpose to which reserves are dedicated. In 2017/18 Council identified these assets and recognised in the assets register, subsequently additional assets have been identified and added as Crown land assets in Council's Asset Register.
- (3) Overstatement of Payables – In 2018, the payables and depreciation expense were overstated by \$32K, which has been corrected.

(b) Changes in accounting estimates

Nature and effect of changes in accounting estimates on current year

During the reporting period Council undertook an annual review of fair value including assessment of infrastructure assets useful lives, including roads, stormwater, footpaths, buildings and recreational assets. As part of this review Council engaged an independent consultant to analyse and assess useful lives of assets and perform a desktop review of fair value. The recommendation from the review highlighted that Council's useful lives on average were shorter than that of NSW Group 3 Councils and of the Metropolitan Councils. Therefore a decision was made to reflect accurately the useful lives over which the assets are expected to provide service to Council and also align with other entities in the industry. This resulted in a reduction in Council's depreciation expense from \$20m to \$16m in FY18/19. As prescribed by AASB 116 Property, Plant and Equipment Council will continue to review the assets useful lives on an annual basis.

Note 16 Statement of cash flows – additional information

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Notes	2019	2018
(a) Reconciliation of cash assets			
Total cash and cash equivalent assets	6(a)	38,357	17,142
Balance as per the Statement of Cash Flows		38,357	17,142
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		29,391	32,573
Adjust for non-cash items:			
Depreciation and amortisation		16,895	20,071
Net loss on disposal of assets		156	63
Gains recognised on fair value re-measurements through the P&L:			
– Investment property		(1,991)	(541)
Amortisation of premiums, discounts and prior period fair valuations			
– Financial assets at amortised cost / held to maturity (2018)		1	1
+/- Movement in operating assets and liabilities and other cash items:			
Decrease in receivables		190	(666)
Decrease in provision for doubtful debts		(1,107)	1,021
Decrease in inventories		26	1
Increase in other assets		(458)	366
Increase in payables– operating		142	464
Increase in other liabilities		1,954	1,602
Decrease in employee leave entitlements		(436)	75
Net cash provided from operating activities from the Statement of Cash Flows		44,763	55,030

The 2018 column has been restated

Note 17 Commitments

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
(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 and equipment		
Buildings	432	932
Other	7,062	5,494
Total commitments	7,494	6,426
These expenditures are payable as follows:		
Within the next year	7,494	6,426
Total payable	7,494	6,426
Sources for funding of capital commitments:		
Unrestricted general funds	7,494	6,426
Total sources of funding	7,494	6,426

(b) 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	239	338
Later than one year and not later than 5 years	283	348
Total non-cancellable operating lease commitments	522	686

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 four 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.

Note 18 Contingencies and other assets/liabilities not recognised

FOR THE YEAR ENDED 30 JUNE 2019

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(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 Council's 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 June 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.

(iii) Other guarantees

Council has provided no other guarantees other than those listed above.

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) 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 (and 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 and including 30/6/08.

Note 19 Financial risk management

FOR THE YEAR ENDED 30 JUNE 2019

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 and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2019	Carrying value 2018 ¹	Fair value 2019	Fair value 2018
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	38,357	17,142	38,357	17,142
Receivables	10,733	9,816	10,733	9,816
Investments				
– 'Financial assets at amortised cost' / 'held to maturity' (2018)	154,250	160,251	154,617	160,251
Total financial assets	203,340	187,209	203,707	187,209
Financial liabilities				
Payables	15,060	14,955	15,060	14,987
Loans/advances	20,684	21,750	20,684	21,750
Total financial liabilities	35,744	36,705	35,744	36,737

(1) This column has been restated.

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- **Payables** – exclude payments received in advance.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. 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 as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether there 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.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.

continued on next page ...

Note 19 Financial risk management (continued)

FOR THE YEAR ENDED 30 JUNE 2019

- **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 also seeks advice from independent advisors before placing any funds in cash equivalents and investments.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – price risk and interest rate risk

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.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2019				
Possible impact of a 10% movement in market values	2,790	2,790	(2,790)	(2,790)
Possible impact of a 1% movement in interest rates	279	279	(279)	(279)
2018				
Possible impact of a 10% movement in market values	1,718	1,718	(1,718)	(1,718)
Possible impact of a 1% movement in interest rates	172	172	(172)	(172)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and 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 the credit risk by monitoring outstanding debts 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 and annual charges at higher than market rates which further encourage the payment of debt.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

continued on next page ...

Note 19 Financial risk management (continued)

FOR THE YEAR ENDED 30 JUNE 2019

	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
Credit risk profile						
2019						
Gross carrying amount	2,310	328	202	92	98	3,030
2018						
Gross carrying amount	2,208	2	6	20	40	2,276

Receivables - non-rates and annual charges

	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2019						
Gross carrying amount	6,976	127	134	1,027	–	8,264
2018						
Gross carrying amount	6,893	113	269	233	1,700	9,208

(c) Liquidity risk

Payables and 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.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities utilised as required.

The contractual undiscounted cash outflows (ie.principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2019							
Trade/other payables ¹	0.00%	7,303	7,757	–	–	15,060	15,060
Loans and advances	4.17%	–	19,603	1,081	–	20,684	20,684
Total financial liabilities		7,303	27,360	1,081	–	35,744	35,744
2018							
Trade/other payables ¹	0.00%	6,109	8,878	–	–	14,987	14,955
Loans and advances	4.17%	–	1,775	20,983	–	22,758	21,750
Total financial liabilities		6,109	10,653	20,983	–	37,745	36,705

(1) The 2018 amounts have been restated

Note 20 Material budget variations

FOR THE YEAR ENDED 30 JUNE 2019

Council's original financial budget for 2018/19 was adopted by Council on 26 June 2018 and is not required to be audited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 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	2019 Budget	2019 Actual	2019 ----- Variance -----	
REVENUES				
Interest and investment revenue	4,182	5,887	1,705	41% F
Council's investment portfolio performed strongly due to an increased investment portfolio size and better than expected interest rates during the financial year.				
Other revenues	11,544	13,116	1,572	14% F
Favourable variance in other revenue is due to unbudgeted recoveries, mainly for legal costs, compensation for investment loss and costs from doubtful debts				
Operating grants and contributions	6,656	8,021	1,365	21% F
Favourable variance mainly due to higher than forecast CCB and unbudgeted grants and contributions received through the year.				
Capital grants and contributions	19,194	13,861	(5,333)	(28)% U
Unfavourable variance mainly due to less than forecast developer contribution income.				
Net gains from disposal of assets	1,165	–	(1,165)	100% U
Budgeted property sale was assumed to be completed by the end of 2018-19 financial year, however, settlement occurred in July 2019.				

STATEMENT OF CASH FLOWS

Net cash provided from (used in) investing activities	(57,665)	(22,482)	35,183	(61)% F
The delay of a number of major projects lead to larger than anticipated investment portfolio resulting in higher net investment during the financial year.				
Net cash provided from (used in) financing activities	36	(1,066)	(1,102)	(3,061)% U
Council budgeted to borrow funds for a specific project, however, due to delays in project commencement the loan was not drawn, resulting in a large variation in this category.				

Note 21 Fair value measurement

FOR THE YEAR ENDED 30 JUNE 2019

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

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 and recognised at fair values:

2019	Notes	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	
Investment property	11					
Investment properties		30/06/19	–	39,866	–	39,866
Total investment property			–	39,866	–	39,866
Infrastructure, property, plant and equipment	10					
Operational Land		30/06/18	–	–	159,230	159,230
Community Land		30/06/16	–	–	402,905	402,905
Land Under Roads		30/06/19	–	–	1,173	1,173
Land Improvements Depreciable		30/06/16	–	–	1,863	1,863
Stormwater Drainage		30/06/18	–	–	161,250	161,250
Structure (Car Parks)		30/06/15	–	–	8,463	8,463
Buildings – Non Specialised		30/06/18	–	–	3,751	3,751
Buildings – Specialised		30/06/18	–	–	90,224	90,224
Furniture & Fittings		30/06/15	–	–	248	248
Library Books		30/06/15	–	–	3,053	3,053
Office Equipment		30/06/15	–	–	809	809
Plant & Equipment (e.g. Fleet & Small Plant)		30/06/15	–	–	7,712	7,712
Crown Land		30/06/18	–	–	127,720	127,720
Other (Artworks, Sculptures)		30/06/16	–	–	1,436	1,436
Roads and Bulk earthworks		30/06/15	–	–	243,263	243,263
Bridges		30/06/15	–	–	6,234	6,234
Footpaths		30/06/15	–	–	31,810	31,810
Kerb & Gutter		30/06/15	–	–	66,540	66,540
Road Structure & Street Furniture		30/06/15	–	–	6,224	6,224
Recreational Facilities		30/06/15	–	–	72,777	72,777
Swimming Pools		30/06/18	–	–	2,474	2,474
Total infrastructure, property, plant and equipment			–	–	1,399,159	1,399,159
Non-current assets classified as 'held for sale'	9					

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

2019	Notes	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	
Land Asset		30/06/19	–	–	380	380
Total NCA's classified as 'held for sale'			–	–	380	380

2018	Notes	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	
Investment property	11					
Investment properties		30/06/18	–	37,500	–	37,500
Total investment property			–	37,500	–	37,500

2018	Notes	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	
Infrastructure, property, plant and equipment	10					
Operational Land		30/06/18	–	–	159,549	159,549
Community Land		30/06/16	–	–	402,905	402,905
Land Under Roads		30/06/14	–	–	1,132	1,132
Land Improvements Depreciable		30/06/16	–	–	2,021	2,021
Stormwater Drainage		30/06/18	–	–	160,905	160,905
Structure (Car Parks)		30/06/15	–	–	8,528	8,528
Buildings – Non Specialised		30/06/18	–	–	3,646	3,646
Buildings – Specialised		30/06/18	–	–	90,582	90,582
Furniture & Fittings		30/06/15	–	–	163	163
Library Books		30/06/15	–	–	2,967	2,967
Office Equipment		30/06/15	–	–	841	841
Plant & Equipment (e.g. Fleet & Small Plant)		30/06/15	–	–	6,692	6,692
Crown Land		30/06/15	–	–	127,720	127,720
Other (Artworks, Sculptures)		30/06/16	–	–	1,520	1,520
Roads and Bulk earthworks		30/06/15	–	–	240,071	240,071
Bridges		30/06/15	–	–	6,396	6,396
Footpaths		30/06/15	–	–	32,034	32,034
Kerb & Gutter		30/06/15	–	–	66,817	66,817
Road Structure & Street Furniture		30/06/15	–	–	5,733	5,733
Recreational Facilities		30/06/15	–	–	73,261	73,261
Swimming Pools		30/06/18	–	–	2,294	2,294
Total infrastructure, property, plant and equipment			–	–	1,395,777	1,395,777

Note that capital WIP is not included above since it is carried at cost.

The 2018 figures have been restated

(2) Transfers between level 1 and 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.

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

(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 as follows:

Investment property

Council obtains an independent valuation of its investment property on an annual basis and at the end of each reporting period the financial statements reflect the most up to date valuation. The best evidence of fair value is the current price in an active market for similar assets. The following information is used where necessary;

- Current prices in an active market for different types of properties or similar properties in a less active market.
- Income that may arise out of renting the property based on direct capitalisation method.

The investment property held by Council has been valued by the valuer using valuation techniques that are appropriate and for which sufficient data was available to measure fair value, maximising the use of observable inputs (Level 2 inputs) and minimising unobservable inputs (Level 3 inputs) (based on the per square metres).

The market approach was used to value the investment property. It was valued on 30 June 2019 by Scott Fullarton FAPI, Certified Practising Valuer, and Registered Valuer No 2144.

Infrastructure, property, plant and equipment (IPP&E)

Community Land

Assets within the "Community Land" class are Council owned Community Land. 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.

The last revaluation of Community Land was performed in June 2016.

Crown Land

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Crown Land is valued on the Unimproved Capital Value provided by the Valuer General. 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 82,222m². Council's operational land is valued regularly with a comprehensive valuation completed and revalued every five years. Scott Fullarton Valuation Pty Ltd. completed the last valuation in June 2018. 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

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

assets require significant professional judgement and are therefore unobservable.

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. Eight locations were identified by Council's Strategic Asset Coordinator by end of 30 June 2019. Values were determined using the Englobo 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 Englobo valuation methodology are unobservable.

Land Improvements Depreciable

The land improvements asset class consists of land improvement capital works surrounding Council buildings and parks. 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 2018.

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

Replacement costs (unit rate) of Council's car park assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. The useful lives were determined using SSROC useful life as a guide. 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 Scott Fullarton Valuation Pty Ltd to value all buildings in 2018. The approach estimated the replacement cost of each building and componentising of significant parts of specific buildings with different useful lives and taking into account a range of factors. Where the unit rates could be supported by market evidence, Level 2 inputs were utilised. Other inputs (such as estimates of residual value, useful life, asset condition and componentisation) required extensive professional judgment and impacted significantly on the final determination of fair value. As such, these assets have been valued utilising Level 3 inputs.

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.

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

The valuation, which is completed by Council's asset and pavement engineers in consultation with consultant Morrison Low, was completed in June 2015. 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). Useful lives were reviewed based on SSROC guide. In 2015 all the road assets data stored in the Pavement Management System (SMEC) was imported into the new corporate system. Roads due for renewal are assessed by pavement engineers and the entire road network is assessed by an independent consultant (every 2-3 years). The last independent assessment was completed in 2013. An updated assessment of Council road conditions was carried out in the 2015/2016 financial year. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, inspections and pattern of consumption, dimensions, components, residual value and type of road. A pavement condition index (PCI) is used in SMEC and determined by field. 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.

Council conducted the assessment to the road assets to ensure the carrying amount does not differ materially from that would be determined using fair value at the end of the reporting period, according to the Code of Accounting Practice and Financial Reporting.

Bridges

Council's bridges register consists of all pedestrian and vehicle access bridges. The bridges were inspected and valued by an independent consultant (Asset Val) in June 2015. 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. Published available market data for recent projects and published cost guides are utilised to determine the estimated replacement cost.
- The useful life and remaining useful life - Where the site inspections were done, a condition assessment was allocated to all the assets and that was used to estimate useful and remaining useful life of an asset.
- Condition assessment - is based on factors such as age of the asset, overall condition, economic and functional obsolescence.
- 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.

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 valuation was completed in June 2015.

Replacement costs (unit rates) and useful lives of Council's 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

Council's kerb and gutter register consists of all kerb and gutter within Council's road network. Council staff performed the valuation of the assets internally and the valuation was completed in June 2015.

Replacement costs (unit rates) and useful lives of Council's kerb and gutter were determined using technical knowledge, Contractor information and SSROC Guide. 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).

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Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

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.

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 valuation was completed in June 2015.

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), contractor information, current invoices and SSROC guide. 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

Council's 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

Council engaged Scott Fullarton Valuation Pty Ltd to value all swimming pools in 2018. 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.

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, CDs and DVDs.

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. Valuation techniques remain the same for this reporting period. The cost of these assets are based on current invoices and contracts, which are based on

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Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

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.

Others (Artwork, Sculptures)

Council engaged McWilliam and Associates Pty Ltd to value all artwork, memorabilia and monuments in June 2016. 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.

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

(4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

\$ '000	Community Land	Land under Roads ¹	Land improvements depreciable	Stormwater drainage	Structures (car parks)
2018					
Opening balance	427,427	1,132	2,756	160,682	7,965
Transfers from/(to) another asset class	(24,523)	–	–	197	24
Purchases (GBV)	–	–	34	846	846
Depreciation and impairment	–	–	(145)	(1,657)	(293)
Class Correction	1	–	(624)	(12)	(14)
Revaluation	–	–	–	849	–
Closing balance	402,905	1,132	2,021	160,905	8,528
2019					
Opening balance	402,905	1,132	2,021	160,905	8,528
Purchases (GBV)	–	–	–	2,004	168
Depreciation and impairment	–	–	(158)	(1,659)	(233)
Revaluation	–	41	–	–	–
Closing balance	402,905	1,173	1,863	161,250	8,463

(1) This column has been restated

\$ '000	Building specialised	Other	Roads	Bridges	Footpaths
2018					
Opening balance	12,829	1,560	243,133	6,224	31,365
Transfers from/(to) another asset class	5	(5)	54	–	311
Purchases (GBV)	91	25	6,826	336	1,144
Depreciation and impairment	(672)	(60)	(7,712)	(163)	(784)
Class Correction	59	–	(2,231)	(1)	(2)
Revaluation	78,270	–	–	–	–
Closing balance	90,582	1,520	240,070	6,396	32,034
2019					
Opening balance	90,582	1,520	240,070	6,396	32,034
Purchases (GBV)	2,581	(12)	8,329	2	470
Depreciation and impairment	(2,939)	(72)	(5,138)	(164)	(694)
Closing balance	90,224	1,436	243,261	6,234	31,810

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Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Kerb and gutter	Road structure and street furniture	Recreational facilities	Swimming pools	Held for sale (comm land and LIMP)
2018					
Opening balance	67,420	3,642	68,316	20,279	1,237
Transfers from/(to) another asset class	22	66	3,633	(18,925)	–
Purchases (GBV)	713	134	3,872	229	16
Disposals (WDV)	–	(54)	(42)	–	(1,455)
Depreciation and impairment	(1,338)	(225)	(3,535)	(344)	–
Class Correction	–	2,170	1,017	32	–
Revaluation	–	–	–	1,023	202
Closing balance	66,817	5,733	73,261	2,294	–
2019					
Opening balance	66,817	5,733	73,261	2,294	–
Transfers from/(to) another asset class	–	70	(70)	–	380
Purchases (GBV)	696	555	2,334	208	–
Disposals (WDV)	–	–	(44)	–	–
Depreciation and impairment	(972)	(135)	(2,704)	(28)	–
Closing balance	66,541	6,223	72,777	2,474	380

\$ '000	Crown land ¹	Buildings non-specialised	Furniture and fittings	Office equipment	Plant and equipment
2018					
Opening balance	127,720	47,685	166	926	6,296
Transfers from/(to) another asset class	–	14,613	–	(41)	(2)
Purchases (GBV)	–	1,028	25	219	2,062
Disposals (WDV)	–	(406)	–	(69)	(780)
Depreciation and impairment	–	(1,382)	(27)	(179)	(886)
Class Correction	–	(404)	(1)	(15)	3
Revaluation	–	(57,488)	–	–	–
Closing balance	127,720	3,646	163	841	6,693
2019					
Opening balance	127,720	3,646	163	841	6,693
Purchases (GBV)	–	238	120	248	2,912
Disposals (WDV)	–	–	–	(116)	(889)
Depreciation and impairment	–	(133)	(35)	(164)	(1,003)
Closing balance	127,720	3,751	248	809	7,713

(1) This column has been restated

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Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Operational Land	Library books	Total
2018			
Opening balance	51,295	2,841	1,292,896
Transfers from/(to) another asset class	24,537	–	(34)
Purchases (GBV)	751	676	19,873
Disposals (WDV)	–	–	(2,806)
Depreciation and impairment	–	(550)	(19,952)
Class Correction	–	–	(22)
Revaluation	82,966	–	105,822
Closing balance	159,549	2,967	1,395,777
2019			
Opening balance	159,549	2,967	1,395,777
Transfers from/(to) another asset class	(380)	–	–
Purchases (GBV)	61	662	21,576
Disposals (WDV)	–	–	(1,049)
Depreciation and impairment	–	(576)	(16,807)
Revaluation	–	–	41
Closing balance	159,230	3,053	1,399,538

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Bridges	6,234	Cost Approach	Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Buildings - Specialised	90,224	Cost Approach	Useful life 9-100 years Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical
Buildings Non Specialised	3,751	Cost Approach	Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Very poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical

continued on next page ...

Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Community Land	402,905	Cost Approach	Unimproved Capital Value provided by Valuer General
Crown Land	127,720	NSW Valuer General	Total area (6,986,004 m2) Unimproved Capital Value provided by Valuer General
Footpaths	31,810	Cost Approach	Replacement Cost - Unit Rates \$85 - \$120 vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Furniture and Fittings, Office Equipment and Plant and Equipment (e.g. Fleet and Small Plant)	8,769	Cost Approach	Useful life 40-100 years Cost vary from asset to asset
Kerb and Gutter	66,540	Cost Approach	Useful life 2-10 years Residual Value \$nil - \$10 Replacement Cost - Unit Rate \$100 - \$900 vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Land Improvements Depreciable	1,863	Cost Approach	Useful life 60-120 years Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Land Under Roads	1,173	Cost Approach / Englobo valuation	Useful life 20 years Total area (85,374,620m2) Total Value of land (\$40,803,289,160) Total area LUR (19,421m2)
Library Books	3,053	Cost Approach	Englobo valuation basis (AASB116) Replacement Costs vary from asset to asset Asset Condition rating 1-5 Excellent to Very poor Useful life 10 years
Operational Land	159,230	Market Value / Cost Approach	Residual Value \$nil - \$10 Total area (82,222m2) Total Value of land (\$159,230,000)
Other (Artworks, Sculptures)	1,436	Cost Approach	Replacement costs vary from asset to asset
Other Structures	8,463	Cost Approach	Replacement Costs vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 20-120 years

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Note 21 Fair value measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Fair value (30/6/19)	Valuation technique/s	Unobservable inputs
Recreational Facilities	72,777	Cost Approach	Replacement Costs vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 5-150 years
Road Structure and Street Furniture	6,224	Cost Approach	Replacement Costs vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 10-120 years
Roads	243,263	Cost Approach	Unit Rates Surface:\$25-\$32 Pavement:\$50-\$100 (Unit rates vary from asset to asset) Asset Condition rating 1 - 5 Excellent to Very poor
Stormwater Drainage	161,250	Cost Approach	Useful life 10-120 years Replacement Cost Unit Rates vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Swimming Pools	2,474	Cost Approach	Useful life 10-150 years Replacement Costs vary from asset to asset Asset Condition rating 1-2 Excellent to Good Useful life 100 years

(5) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Note 22 Related party transactions

FOR THE YEAR ENDED 30 JUNE 2019

(a) Key management personnel

Key management personnel (KMP) of the Council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP defined for this disclosure are elected members, general manager, directors and some managers (based on their responsibility and financial delegations).

The aggregate amount of KMP compensation included in the Income Statement is:

	2019	2018
Compensation:		
Short-term benefits	2,989	3,274
Other long-term benefits	30	49
Termination benefits	228	207
Total	3,247	3,530

(b) Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed. There are no other disclosures to be made by KMP.

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

There are no other disclosures to be made by KMP.

Note 23 Statement of developer contributions

FOR THE YEAR ENDED 30 JUNE 2019

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Summary of contributions and levies

	as at 30/6/2018		Contributions received during the year				as at 30/6/2019		
	Opening Balance		Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000									
Traffic facilities	27,553		3,452	-	931	(3,125)	(6)	28,805	-
Parking	881		-	-	27	(7)	-	901	-
Open space	84,900		6,084	-	2,629	(2,763)	-	90,850	-
Community facilities	7,901		837	-	236	(1,130)	-	7,844	-
Other	6		11	-	1	(1)	6	23	-
S7.11 contributions – under a plan	121,241		10,384	-	3,824	(7,026)	-	128,423	-
S7.12 levies – under a plan	3,896		2,523	-	150	(482)	-	6,087	-
Total S7.11 and S7.12 revenue under plans	125,137		12,907	-	3,974	(7,508)	-	134,510	-
Total contributions	125,137		12,907	-	3,974	(7,508)	-	134,510	-
S7.11 Contributions – under a plan									
CONTRIBUTION PLAN – 1993 Plan									
Parking	881		-	-	27	(7)	-	901	-
Total	881		-	-	27	(7)	-	901	-

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Note 23 Statement of developer contributions (continued)

FOR THE YEAR ENDED 30 JUNE 2019

	as at 30/6/2018		Contributions received during the year				as at 30/6/2019		
	Opening Balance		Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000									
CONTRIBUTION PLAN – 2000 to 2003 Residential Plan									
Open space	1,494		-	-	46	(6)	-	1,534	-
Community facilities	44		-	-	2	-	-	46	-
Total	1,538		-	-	48	(6)	-	1,580	-
CONTRIBUTION PLAN – 2004/2009 Residential Plan									
Traffic facilities	6		-	-	-	-	(6)	-	-
Open space	2,372		-	-	63	(702)	-	1,733	-
Community facilities	3,434		-	-	102	(248)	-	3,288	-
Other	17		-	-	1	(1)	6	23	-
Total	5,829		-	-	166	(951)	-	5,044	-
CONTRIBUTION PLAN – 2010 Plan									
Traffic facilities	27,547		3,452	-	931	(3,125)	-	28,805	-
Open space	80,700		6,084	-	2,510	(2,055)	-	87,239	-
Community facilities	4,423		837	-	132	(882)	-	4,510	-
Other	(11)		11	-	-	-	-	-	-
Total	112,659		10,384	-	3,573	(6,062)	-	120,554	-
CONTRIBUTION PLAN – Ku-ring-gai SEPP 5 Plan									
Open space	334		-	-	10	-	-	344	-
Total	334		-	-	10	-	-	344	-
S7.12 Levies – under a plan									
CONTRIBUTION PLAN NUMBER – Section 94 A levies									
Open space	3,896		2,523	-	150	(482)	-	6,087	-
Total	3,896		2,523	-	150	(482)	-	6,087	-

Note 24(a) Statement of performance measures – consolidated results

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Amounts 2019	Indicator 2019	2018 ¹	Prior periods 2017	2016	Benchmark
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ¹	13,695	10.22%	4.03%	8.97%	5.98%	>0.00%
Total continuing operating revenue excluding capital grants and contributions	133,981					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	125,530	84.91%	76.97%	82.42%	72.15%	>60.00%
Total continuing operating revenue ¹	147,842					
3. Unrestricted current ratio						
Current assets less all external restrictions ²	53,599	3.65x	3.05x	3.21x	2.58x	>1.50x
Current liabilities less specific purpose liabilities ³	14,681					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	31,290	17.72x	13.96x	13.46x	6.58x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,766					
5. Rates, annual charges, interest and extra charges outstanding percentage						
Rates, annual and extra charges outstanding	3,293	3.75%	2.96%	3.27%	3.16%	<5.00%
Rates, annual and extra charges collectible	87,761					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	156,357	16.35 mths	16.80 mths	13.90 mths	11.90 mths	>3.00 mths
Monthly payments from cash flow of operating and financing activities	9,566					

(1) This column has been restated

(1) Excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets, and net loss of interests in joint ventures and associates.

(2) Refer Note 6-8 inclusive. Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

(3) Refer to Note 13 and 14 - excludes all payables and provisions not expected to be paid in the next 12 months (incl.ELE).

Note 24(b) Statement of performance measures – consolidated results (graphs)

FOR THE YEAR ENDED 30 JUNE 2019

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2018/19 result

2018/19 ratio 10.22%

Council's Performance Ratio is above the benchmark of (0%), 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 four years. The increase from previous year is mainly due to reduced capital grants income and lower operational expenditure.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2018/19 result

2018/19 ratio 84.91%

Council's Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last four years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2018/19 result

2018/19 ratio 3.65x

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming benchmark for the last four years. Council's liquidity is good and it can readily pay its debts as they fall due.

The slight improvement in the ratio is due to a combination of additional current assets and reduced current liabilities mainly from loans.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

continued on next page ...

Note 24(b) Statement of performance measures – consolidated results (graphs) (continued)

FOR THE YEAR ENDED 30 JUNE 2019

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2018/19 result

2018/19 ratio 17.72x

The Debt Service Cover Ratio has increased from previous year and is above the benchmark of 2x, mainly due to decreased principal and interest repayments and increased revenue during the financial year compared to the year before.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

■ Ratio achieves benchmark

■ Ratio is outside benchmark

5. Rates, annual charges, interest and extra charges outstanding percentage



Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2018/19 result

2018/19 ratio 3.75%

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 3.75% is satisfactory and is better than the benchmark of "less than 5%".

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

■ Ratio achieves benchmark

■ Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of 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.

Commentary on 2018/19 result

2018/19 ratio 16.35 mths

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months". This ratio has slightly decreased compared to last year.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

■ Ratio achieves benchmark

■ Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Ku-ring-gai Council

To the Councillors of the Ku-ring-gai Council

Opinion

I have audited the accompanying financial statements of Ku-ring-gai Council (the Council), which comprise the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2019, the Statement of Financial Position as at 30 June 2019, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Councillors and Management.

In my opinion:

- 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 (the Division)
- the financial statements:
 - have been presented, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2019, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting except where the Council will be dissolved or amalgamated by an Act of Parliament, or otherwise cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 20 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

18 September 2019
SYDNEY



Ms Jennifer Anderson
Mayor
Ku-ring-gai Council
Locked Bag 1056
PYMBLE NSW 2073

Contact: Caroline Karakatsanis
Phone no: 2 9275 7143
Our ref: D1921278/1748

18 September 2019

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2019
Ku-ring-gai Council**

I have audited the general purpose financial statements (GPFS) of the Ku-ring-gai (the Council) for the year ended 30 June 2019 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2019 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

We did not identify any significant audit issues and observations during the audit of the Council's financial statement.

..

INCOME STATEMENT

Operating result

	2019	2018	Variance
	\$m	\$m	%
Rates and annual charges revenue	85.4	82.9	↑ 3
Grants and contributions revenue	21.8	35.3	↓ 38
Operating result for the year	29.3	32.5	↓ 10
Net operating result before capital grants and contributions	15.5	5.6	↑ 177

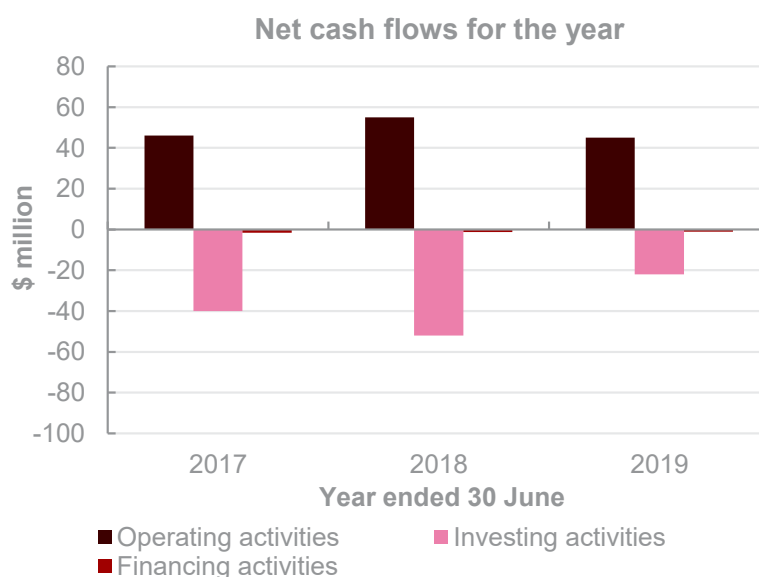
Council's operating result was a surplus of \$29.3 million (\$32.5 million surplus for the year ended 30 June 2018). The net operating result before capital grants and contributions was a surplus of \$15.5 million (\$5.6 million surplus for the year ended 30 June 2018). This result includes a significant decrease in grants and contribution revenue (\$13.5 million), an increase in rates and annual charges (\$2.5 million), a new compliance levy introduced from 1 July 2018 (\$1 million), other revenues for the recovery of doubtful debts and legal proceedings settlements (\$1.8 million), a gain on the fair value of investment properties (\$1.5 million) and an offset by a saving of depreciation expenses due to revised useful life (\$3.1 million).

Rates and annual charges revenue was \$85.4 million (\$82.9 million for the year ended 30 June 2018). The increase of \$2.5 million (3%) is mainly due to the rate peg and natural growth rateable properties.

Grants and contributions revenue was \$21.8 million (\$35.3 million for the year ended 30 June 2018). The decrease of \$13.5 million (38%) is primarily due to the decrease in S7.11 developer contribution towards amenities/ services by \$11.6 million and special purpose transport grants by \$1.8 million.

STATEMENT OF CASH FLOWS

- Cash flows from operating activities decreased from FY 2017–18 due to a decrease in s7.11 developer contributions towards amenities / services by \$11.6 million.
- Council's cash outflow from investing activities decreased because of a decrease in net purchases of investment securities.
- Net cash from financing activities has been steady over the previous three years.



FINANCIAL POSITION

Cash and investments

Cash and investments	2019	2018	Commentary
	\$m	\$m	
External restrictions	152.6	139.7	Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted funds increased significantly as a result of a build-up of unspent s7.11 developer contributions
Internal restrictions	36.2	34.2	
Unrestricted	3.7	3.4	
Cash and investments	192.5	177.4	Internally restricted cash and investments have been restricted in the use by resolution or by a policy of Council to reflect identified programs of works and any forward plans identified by Council. Internal restrictions for infrastructure and facilities have increased. Council's unrestricted cash balance is relatively consistent and healthy.

Debt

At 30 June 2019, Council recognised \$20.6 million in loans (30 June 2018: \$21.8 million). The decrease is mainly due to repayments of the loan facility. Council's loans are secured over the general rating income of Council.

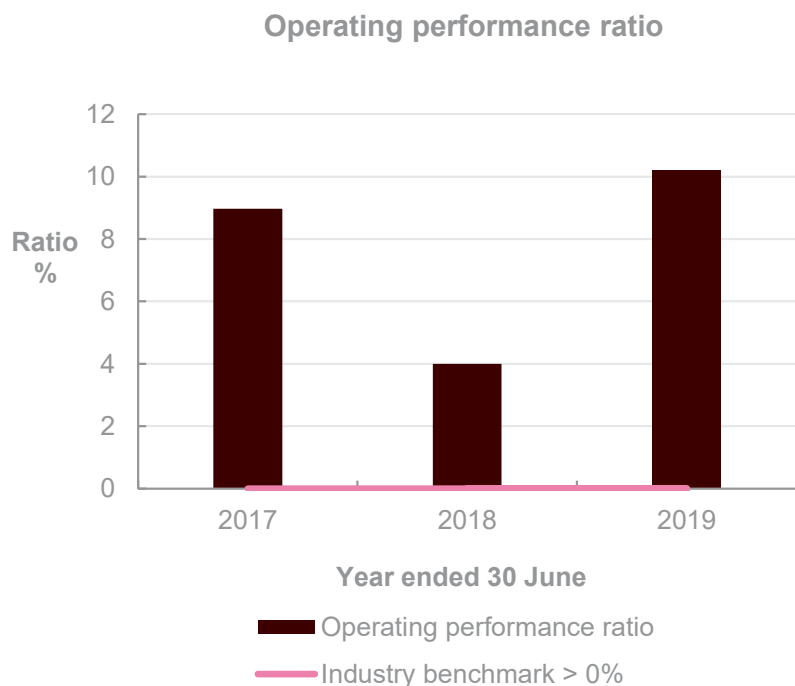
PERFORMANCE

Operating performance ratio

Council's operating performance ratio exceeded the industry benchmark over the past three years.

The operating performance ratio increased from the previous year and is mainly due to reduced capital grants and contributions this year and lower operational expenditure.

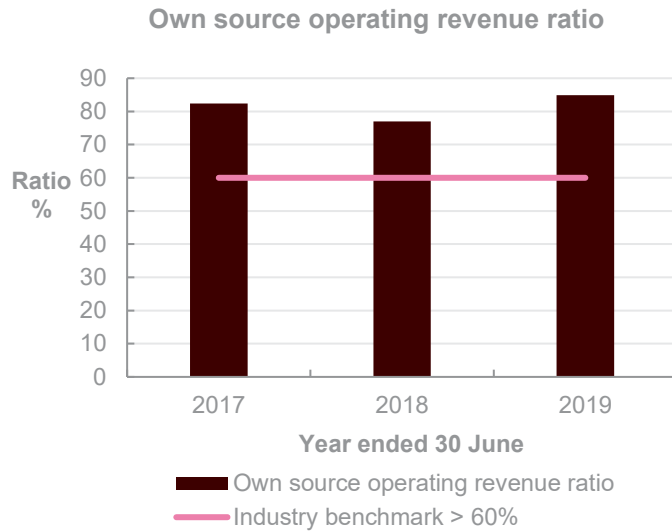
The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than zero per cent.



Own source operating revenue ratio

Council's Own Source Operating Revenue Ratio exceeded the industry benchmark over the past three years. The increase in this ratio relates to the decline in s7.11 contributions during the year.

The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent.

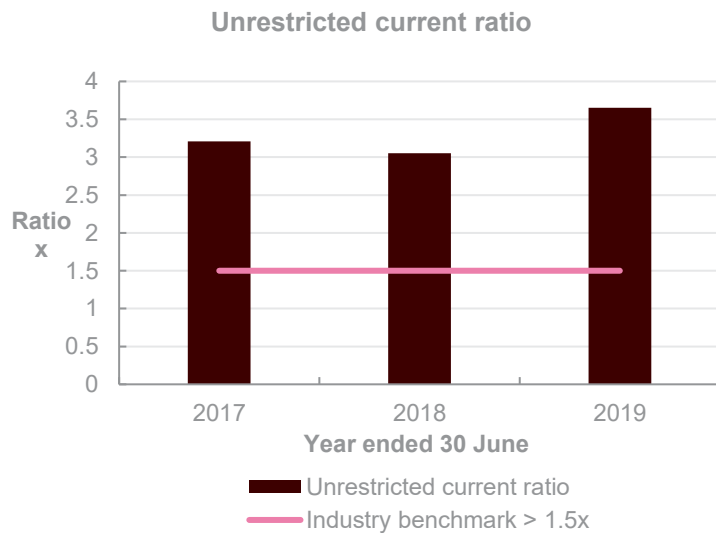


Unrestricted current ratio

Council's unrestricted current ratio exceeded the industry benchmark over the past three years. This indicates Council has sufficient liquidity to meet its current liabilities as and when they fall due.

The slight improvement in the ratio is due to decreased reliance on externally restricted funding resourcing (grant and contributions).

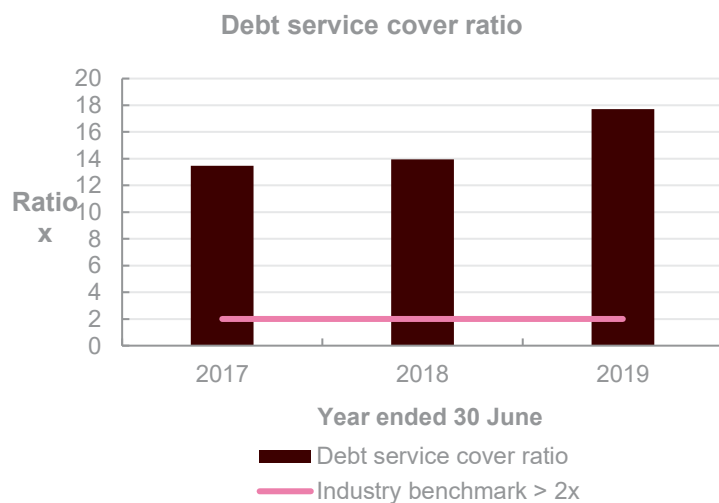
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.



Debt service cover ratio

Council's debt service cover ratio exceeded the industry benchmark over the past three years. The ratio indicates Council has adequate revenue to cover the principal repayment and borrowing costs of its debt.

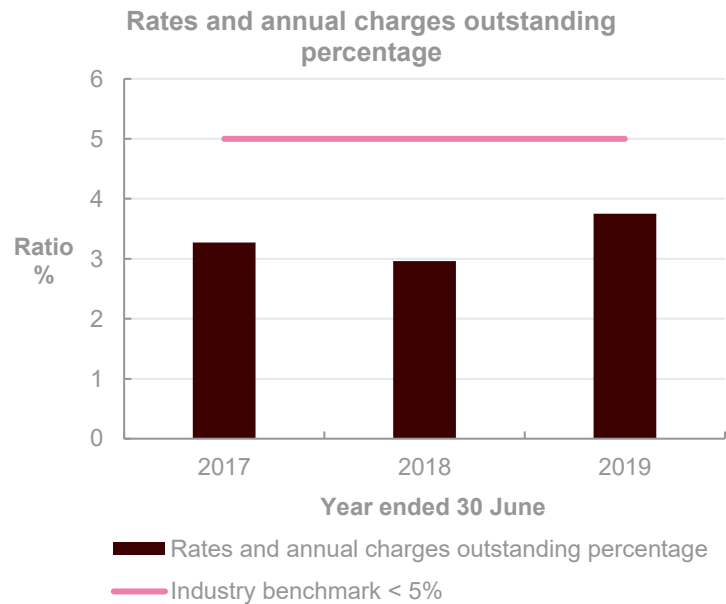
The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.



Rates and annual charges outstanding percentage

Council's rates and annual charges outstanding ratio is better than the benchmark for councils over the past three years.

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 5 per cent for regional and rural councils.

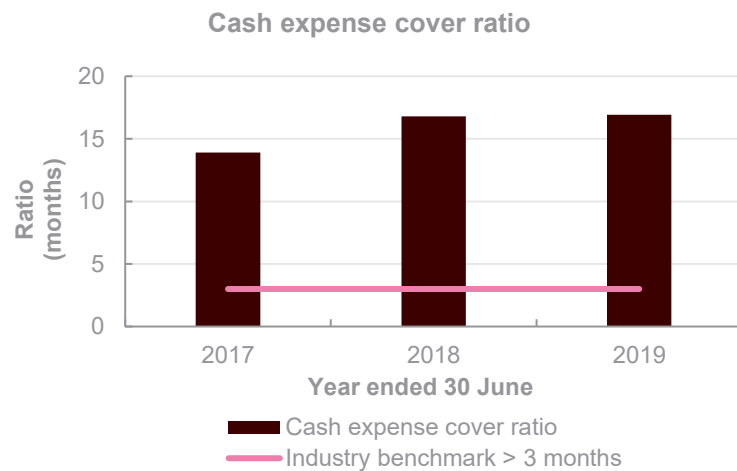


Cash expense cover ratio

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months".

The ratio is consistent with 2018 and the increase as compared to 2017 is mainly due to a build-up in unspent s7.11 contributions.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.



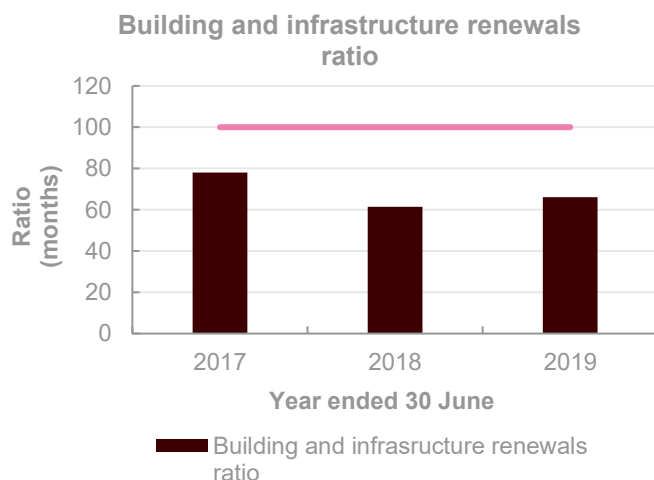
Building and infrastructure renewals ratio (unaudited)

Council has failed to meet the benchmark of 100% renewals for the past three years.

The ratio indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation on those assets. This is due to incomplete projects at the end of the year.

The 'building and infrastructure renewals ratio' assesses the rate at which these assets are being renewed against the rate at which they are depreciating. The benchmark set by OLG is greater than 100%.

This ratio is sourced from council's Special Schedule 7 which has not been audited.



OTHER MATTERS

New accounting standards implemented

Application period	Overview
AASB 9 'Financial Instruments' and revised AASB 7 'Financial Instruments: Disclosures'	
For the year ended 30 June 2019	<p>AASB 9 replaces AASB 139 'Financial Instruments: Recognition and Measurement' and changes the way financial instruments are treated for financial reporting.</p> <p>Key changes include:</p> <ul style="list-style-type: none"> • a simplified model for classifying and measuring financial assets • a new method for calculating impairment • a new type of hedge accounting that more closely aligns with risk management. <p>The revised AASB 7 includes new disclosures as a result of AASB 9.</p> <p>Council's disclosure of the impact of adopting AASB 9 is disclosed in Note 7.</p>

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Caroline Karakatsanis
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: Mr John McKee, General Manager
Mr Stephen Coates, Chair of Audit, Risk and Committee
Jim Betts, Secretary of the Department of Planning, Industry and Environment

Special Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

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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 and 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 more than \$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 and debt guarantee fees (where the business benefits from Council’s 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 YEAR ENDED 30 JUNE 2019

The attached Special Purpose Financial Statements have been prepared in accordance with:

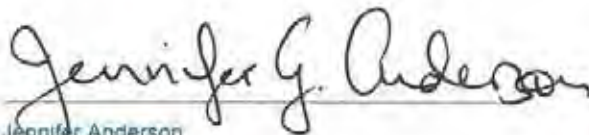
- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,

To the best of our knowledge and belief, these 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 17 September 2019.



Jennifer Anderson
Mayor
17 September 2019



Callum Clarke
Deputy Mayor
17 September 2019



John McKee
General Manager
17 September 2019



Angela Apostol
Responsible Accounting Officer
17 September 2019

Income Statement – Thomas Carlyle Children Centre

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	1,016	1,161
Grants and contributions provided for non-capital purposes	656	463
Total income from continuing operations	1,672	1,624
Expenses from continuing operations		
Employee benefits and on-costs	1,238	1,135
Materials and contracts	167	221
Depreciation, amortisation and impairment	39	21
Other expenses	91	83
Total expenses from continuing operations	1,535	1,460
Surplus (deficit) from continuing operations before capital amounts	137	164
Surplus (deficit) from continuing operations after capital amounts	137	164
Surplus (deficit) from all operations before tax	137	164
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(38)	(45)
SURPLUS (DEFICIT) AFTER TAX	99	119
Plus accumulated surplus	1,097	933
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	38	45
Less:		
– Dividend paid	(64)	–
Closing accumulated surplus	1,170	1,097
Return on capital %	10.4%	12.8%

Income Statement – Art Centre

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	511	465
Total income from continuing operations	511	465
Expenses from continuing operations		
Employee benefits and on-costs	292	311
Materials and contracts	322	313
Depreciation, amortisation and impairment	47	27
Other expenses	44	53
Total expenses from continuing operations	705	704
Surplus (deficit) from continuing operations before capital amounts	(194)	(239)
Surplus (deficit) from continuing operations after capital amounts	(194)	(239)
Surplus (deficit) from all operations before tax	(194)	(239)
SURPLUS (DEFICIT) AFTER TAX	(194)	(239)
Plus accumulated surplus	4,093	4,332
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	200	–
Closing accumulated surplus	4,099	4,093
Return on capital %	(3.4)%	(4.2)%
Subsidy from Council	268	397

Income Statement – Trade Waste

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	1,822	1,821
Other income	102	103
Total income from continuing operations	1,924	1,924
Expenses from continuing operations		
Employee benefits and on-costs	57	86
Materials and contracts	1,176	1,321
Other expenses	–	22
Total expenses from continuing operations	1,233	1,429
Surplus (deficit) from continuing operations before capital amounts	691	495
Surplus (deficit) from continuing operations after capital amounts	691	495
Surplus (deficit) from all operations before tax	691	495
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(190)	(136)
SURPLUS (DEFICIT) AFTER TAX	501	359
Plus accumulated surplus	819	324
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	190	136
Less:		
– Dividend paid	(894)	–
Closing accumulated surplus	616	819
Return on capital %	88.9%	50.4%

Income Statement – Gordon Golf Course

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	723	643
Other income	82	103
Total income from continuing operations	805	746
Expenses from continuing operations		
Employee benefits and on-costs	715	675
Materials and contracts	367	568
Depreciation, amortisation and impairment	113	118
Other expenses	253	478
Total expenses from continuing operations	1,448	1,839
Surplus (deficit) from continuing operations before capital amounts	(643)	(1,093)
Surplus (deficit) from continuing operations after capital amounts	(643)	(1,093)
Surplus (deficit) from all operations before tax	(643)	(1,093)
SURPLUS (DEFICIT) AFTER TAX	(643)	(1,093)
Plus accumulated surplus	7,533	8,242
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	518	384
Closing accumulated surplus	7,408	7,533
Return on capital %	(8.1)%	(14.9)%
Subsidy from Council	748	1,297

Income Statement – Turramurra Golf Course

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	872	818
Other income	2	34
Total income from continuing operations	874	852
Expenses from continuing operations		
Employee benefits and on-costs	463	463
Materials and contracts	308	251
Depreciation, amortisation and impairment	397	505
Loss on sale of assets	–	100
Other expenses	297	296
Total expenses from continuing operations	1,465	1,615
Surplus (deficit) from continuing operations before capital amounts	(591)	(763)
Surplus (deficit) from continuing operations after capital amounts	(591)	(763)
Surplus (deficit) from all operations before tax	(591)	(763)
SURPLUS (DEFICIT) AFTER TAX	(591)	(763)
Plus accumulated surplus	17,112	17,747
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	1,103	128
Closing accumulated surplus	17,624	17,112
Return on capital %	(2.2)%	(2.9)%
Subsidy from Council	950	1,506

Income Statement – Tennis Courts

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	325	300
Total income from continuing operations	325	300
Expenses from continuing operations		
Employee benefits and on-costs	5	3
Materials and contracts	4	7
Depreciation, amortisation and impairment	364	517
Loss on sale of assets	–	2
Other expenses	45	33
Total expenses from continuing operations	418	562
Surplus (deficit) from continuing operations before capital amounts	(93)	(262)
Surplus (deficit) from continuing operations after capital amounts	(93)	(262)
Surplus (deficit) from all operations before tax	(93)	(262)
SURPLUS (DEFICIT) AFTER TAX	(93)	(262)
Plus accumulated surplus	3,869	4,125
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	2	6
Closing accumulated surplus	3,778	3,869
Return on capital %	(1.6)%	(4.4)%
Subsidy from Council	168	426

Income Statement – Swimming Pool

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	5,209	4,944
Total income from continuing operations	5,209	4,944
Expenses from continuing operations		
Materials and contracts	4,264	3,977
Depreciation, amortisation and impairment	483	364
Other expenses	642	599
Total expenses from continuing operations	5,389	4,940
Surplus (deficit) from continuing operations before capital amounts	(180)	4
Surplus (deficit) from continuing operations after capital amounts	(180)	4
Surplus (deficit) from all operations before tax	(180)	4
Less: corporate taxation equivalent (27.5%) [based on result before capital]	–	(1)
SURPLUS (DEFICIT) AFTER TAX	(180)	3
Plus accumulated surplus	20,154	20,150
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	1
Add:		
– Subsidy paid/contribution to operations	59	–
Closing accumulated surplus	20,033	20,154
Return on capital %	(0.9)%	0.0%
Subsidy from Council	445	563

Income Statement – Commercial Leasing

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
Income from continuing operations		
User charges	2,250	1,738
Other Income	337	375
Fair Value Increment	1,991	541
Total income from continuing operations	4,578	2,654
Expenses from continuing operations		
Employee benefits and on-costs	226	266
Materials and contracts	558	577
Depreciation, amortisation and impairment	46	29
Other expenses	264	247
Total expenses from continuing operations	1,094	1,119
Surplus (deficit) from continuing operations before capital amounts	3,484	1,535
Surplus (deficit) from continuing operations after capital amounts	3,484	1,535
Surplus (deficit) from all operations before tax	3,484	1,535
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(958)	(422)
SURPLUS (DEFICIT) AFTER TAX	2,526	1,113
Plus accumulated surplus	39,454	38,140
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	958	422
Less:		
– Dividend paid	(629)	(221)
Closing accumulated surplus	42,309	39,454
Return on capital %	82.1%	76.6%

Statement of Financial Position – Thomas Carlyle Children Centre

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	1,312	1,286
Total non-current assets	1,312	1,286
TOTAL ASSETS	1,312	1,286
LIABILITIES		
Current liabilities		
Payables	9	19
Provisions	72	109
Total current liabilities	81	128
TOTAL LIABILITIES	81	128
NET ASSETS	1,231	1,158
EQUITY		
Accumulated surplus	1,170	1,097
Revaluation reserves	61	61
TOTAL EQUITY	1,231	1,158

Statement of Financial Position – Art Centre

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Current assets		
Receivables	–	1
Total current assets	–	1
Non-current assets		
Infrastructure, property, plant and equipment	5,627	5,665
Total non-current assets	5,627	5,665
TOTAL ASSETS	5,627	5,666
LIABILITIES		
Current liabilities		
Payables	118	149
Provisions	32	46
Total current liabilities	150	195
TOTAL LIABILITIES	150	195
NET ASSETS	5,477	5,471
EQUITY		
Accumulated surplus	4,099	4,093
Revaluation reserves	1,378	1,378
TOTAL EQUITY	5,477	5,471

Statement of Financial Position – Trade Waste

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	777	982
Total non-current assets	777	982
TOTAL ASSETS	777	982
LIABILITIES		
Current liabilities		
Payables	116	112
Provisions	45	51
Total current liabilities	161	163
TOTAL LIABILITIES	161	163
NET ASSETS	616	819
EQUITY		
Accumulated surplus	616	819
TOTAL EQUITY	616	819

Statement of Financial Position – Gordon Golf Course

FOR THE YEAR ENDED 30 JUNE 2019

319

\$ '000	2019	2018
ASSETS		
Current assets		
Receivables	5	745
Total current assets	5	745
Non-current assets		
Infrastructure, property, plant and equipment	7,966	7,318
Total non-current assets	7,966	7,318
TOTAL ASSETS	7,971	8,063
LIABILITIES		
Current liabilities		
Payables	35	2
Provisions	40	40
Total current liabilities	75	42
TOTAL LIABILITIES	75	42
NET ASSETS	7,896	8,021
EQUITY		
Accumulated surplus	7,408	7,533
Revaluation reserves	488	488
TOTAL EQUITY	7,896	8,021

Statement of Financial Position – Turrumurra Golf Course

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Current assets		
Receivables	16	28
Total current assets	<u>16</u>	<u>28</u>
Non-current assets		
Infrastructure, property, plant and equipment	27,176	26,646
Total non-current assets	<u>27,176</u>	<u>26,646</u>
TOTAL ASSETS	<u>27,192</u>	<u>26,674</u>
LIABILITIES		
Current liabilities		
Payables	22	3
Provisions	120	133
Total current liabilities	<u>142</u>	<u>136</u>
TOTAL LIABILITIES	<u>142</u>	<u>136</u>
NET ASSETS	<u>27,050</u>	<u>26,538</u>
EQUITY		
Accumulated surplus	17,624	17,112
Revaluation reserves	9,426	9,426
TOTAL EQUITY	<u>27,050</u>	<u>26,538</u>

Statement of Financial Position – Tennis Courts

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	5,655	5,893
Total non-current assets	5,655	5,893
TOTAL ASSETS	5,655	5,893
LIABILITIES		
Current liabilities		
Payables	40	4
Total current liabilities	40	4
TOTAL LIABILITIES	40	4
NET ASSETS	5,615	5,889
EQUITY		
Accumulated surplus	3,778	3,869
Revaluation reserves	1,837	2,020
TOTAL EQUITY	5,615	5,889

Statement of Financial Position – Swimming Pool

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	2019	2018
ASSETS		
Current assets		
Receivables	381	367
Total current assets	381	367
Non-current assets		
Infrastructure, property, plant and equipment	20,098	20,336
Total non-current assets	20,098	20,336
TOTAL ASSETS	20,479	20,703
LIABILITIES		
Current liabilities		
Payables	446	549
Total current liabilities	446	549
TOTAL LIABILITIES	446	549
NET ASSETS	20,033	20,154
EQUITY		
Accumulated surplus	20,033	20,154
TOTAL EQUITY	20,033	20,154

Statement of Financial Position – Commercial Leasing

FOR THE YEAR ENDED 30 JUNE 2019

323

\$ '000	2019	2018
ASSETS		
Current assets		
Receivables	–	108
Total current assets	–	108
Non-current assets		
Infrastructure, property, plant and equipment	2,581	2,004
Investment property	39,866	37,500
Total non-current assets	42,447	39,504
TOTAL ASSETS	42,447	39,612
LIABILITIES		
Current liabilities		
Payables	128	126
Provisions	10	32
Total current liabilities	138	158
TOTAL LIABILITIES	138	158
NET ASSETS	42,309	39,454
EQUITY		
Accumulated surplus	42,309	39,454
TOTAL EQUITY	42,309	39,454

Notes to the Special Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2019

Note 1 Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in 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 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for 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 and 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)

a. Swimming Pool

Comprising the whole of the operations and assets of Councils Swimming Pool.

b. Commercial Leasing

Comprising the whole of the operations and assets of Commercial Leasing.

Category 2

(where gross operating turnover is less than \$2 million)

a. Thomas Carlyle Children Centre

Comprising the whole of the operations and assets of Thomas Carlyle Children Centre.

b. Art Centre

Comprising the whole of the operations and assets of the Art Centre.

continued on next page ...

Note 1 Significant Accounting Policies (continued)

FOR THE YEAR ENDED 30 JUNE 2019

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.

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

(i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Corporate income tax rate – 27.5%

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account 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 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to 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 the SPFS.

Loan and 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 when 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 Council in any given financial year.

continued on next page ...

Note 1 Significant Accounting Policies (continued)

FOR THE YEAR ENDED 30 JUNE 2019

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP 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 actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

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 1.32% at 30/6/19.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Ku-ring-gai Council

To the Councillors of the Ku-ring-gai

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Ku-ring-gai (the Council) Declared Business Activities, which comprise the Income Statement of each Declared Business Activity for the year ended 30 June 2019, the Statement of Financial Position of each Declared Business Activity as at 30 June 2019, Note 1 Significant accounting policies for the Business Activities declared by Council, and the Statement by Councillors and Management.

The Declared Business Activities of the Council are:

- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2019, and its financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Caroline Karakatsanis
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

18 September 2019
SYDNEY

Special Schedules

FOR THE YEAR ENDED 30 JUNE 2019

Contents

Permissible income for general rates	331
Report on Infrastructure Assets - Values	335

Special Schedules are not audited (with the exception of the Permissible income for general rates Statement).

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 Office of Local Government (OLG)

(ii) The financial data is collected for various users 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.

Permissible income for general rates

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000		Calculation 2019/20	Calculation 2018/19
Notional general income calculation ¹			
Last year notional general income yield	a	64,151	61,665
Plus or minus adjustments ²	b	466	1,031
Notional general income	c = a + b	64,617	62,696
Permissible income calculation			
Special variation percentage ³	d	7.70%	0.00%
Or rate peg percentage	e	0.00%	2.30%
Less expiring special variation amount	g	(2,801)	–
Plus special variation amount	h = d x (c + g)	4,760	–
Or plus rate peg amount	i = c x e	–	1,442
Sub-total	k = (c + g + h + i + j)	66,576	64,138
Plus (or minus) last year's carry forward total	l	(1)	–
Less valuation objections claimed in the previous year	m	(13)	(1)
Sub-total	n = (l + m)	(14)	(1)
Total permissible income	o = k + n	66,562	64,137
Less notional general income yield	p	66,563	64,151
Catch-up or (excess) result	q = o – p	(1)	(14)
Plus income lost due to valuation objections claimed ⁴	r	–	13
Carry forward to next year ⁵	t = q + r – s	(1)	(1)

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) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT
Special Schedule - Permissible income for general rates
Ku-ring-gai Council

To the Councillors of Ku-ring-gai Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Ku-ring-gai Council (the Council) for the year ending 30 June 2020.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 27 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2019 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2019'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless it is not appropriate to do so.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

My opinion does not provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'C. Karakatsanis', is positioned above the printed name and title.

Caroline Karakatsanis
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

18 September 2019
SYDNEY

Report on Infrastructure Assets

FOR THE YEAR ENDED 30 JUNE 2019

Asset Class	Asset Category	Estimated cost		2018/19 Required maintenance ^c	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets agreed level of to satisfactory service set by standard ^a	Estimated cost to bring assets agreed level of to satisfactory service set by Council ^b maintenance ^c					1	2	3	4	5
Buildings	All Council Buildings	1,235	7,055	3,210	3,480	93,975	160,287	25.4%	25.6%	44.6%	4.4%	0.0%
	Sub-total	1,235	7,055	3,210	3,480	93,975	160,287	25.4%	25.6%	44.6%	4.4%	0.0%
Other structures	Other Structures	388	1,537	580	223	8,463	14,196	23.4%	30.0%	35.8%	8.7%	2.1%
	Sub-total	388	1,537	580	223	8,463	14,196	23.4%	30.0%	35.8%	8.7%	2.1%
Roads	Roads	13,605	53,493	2,280	1,554	183,026	345,562	13.0%	40.2%	31.2%	12.4%	3.1%
	Bridges	49	154	60	–	6,234	11,756	3.1%	50.8%	44.8%	0.9%	0.5%
	Footpaths	739	3,500	950	1,011	31,810	48,876	28.4%	18.8%	45.7%	6.5%	0.7%
	Other Road Assets (Incl. Bulk Earthworks)	311	1,663	750	1,304	133,001	203,001	34.6%	6.3%	58.3%	0.8%	0.0%
	Sub-total	14,704	58,810	4,040	3,869	354,071	609,195	21.3%	27.4%	41.7%	7.8%	1.8%

(a) Report on Infrastructure Assets - Values

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Asset Class	Asset Category	Estimated cost		2018/19 Required maintenance ^c	2018/19 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets agreed level of to satisfactory service set by standard ^a	Estimated cost to bring assets agreed level of to satisfactory service set by Council ^b					1	2	3	4	5
Stormwater drainage	Stormwater Drainage	373	1,312	830	1,477	161,250	238,543	12.3%	69.9%	17.3%	0.4%	0.2%
	Sub-total	373	1,312	830	1,477	161,250	238,543	12.3%	69.9%	17.3%	0.4%	0.2%
Open space / recreational assets	Swimming Pools & Recreational Assets	679	3,587	5,820	7,419	75,251	130,185	38.1%	30.7%	28.5%	2.7%	0.1%
	Sub-total	679	3,587	5,820	7,419	75,251	130,185	38.1%	30.7%	28.5%	2.7%	0.1%
	TOTAL - ALL ASSETS	17,379	72,301	14,480	16,468	693,010	1,152,406	21.9%	36.3%	35.5%	5.2%	1.0%

(a) The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by the Council and community.

(b) The estimated cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council.

(c) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

- | | | |
|----------|----------------------------|---------------------------------------|
| 1 | Excellent/very good | No work required (normal maintenance) |
| 2 | Good | Only minor maintenance work required |
| 3 | Satisfactory | Maintenance work required |
| 4 | Poor | Renewal required |
| 5 | Very poor | Urgent renewal/upgrading required |

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2019

\$ '000	Amounts	Indicator	Prior periods			Benchmark
	2019	2019	2018 ¹	2017	2016	
Infrastructure asset performance indicators consolidated *						
Buildings and infrastructure renewals ratio ¹						
Asset renewals ²	9,778					
Depreciation, amortisation and impairment	14,799	66.07%	61.25%	76.00%	82.00%	>=100.00%
Infrastructure backlog ratio ¹						
Estimated cost to bring assets to a satisfactory standard	17,379					
Net carrying amount of infrastructure assets	693,010	2.51%	2.90%	4.00%	6.00%	<2.00%
Asset maintenance ratio						
Actual asset maintenance	16,468					
Required asset maintenance	14,480	113.73%	114.62%	104.00%	107.00%	>100.00%
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	72,301					
Gross replacement cost	1,152,406	6.27%	6.20%	7.00%	8.00%	

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) This column has been restated

(1) Excludes Work In Progress (WIP) - If WIP is included then the Building and infrastructure renewals ratio achieves 91%.

(2) Asset renewals represent the replacement and/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.

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2019

Asset maintenance ratio



Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

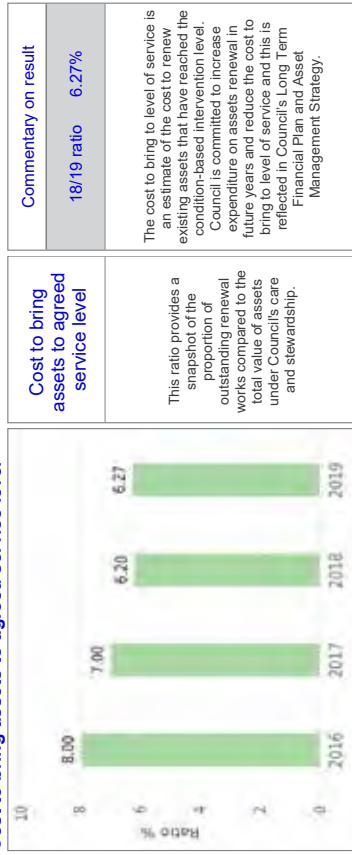
Asset maintenance ratio

Commentary on result
18/19 ratio 113.73%

A ratio of above 100% indicates that the Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%. Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Cost to bring assets to agreed service level



Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

Cost to bring assets to agreed service level

Commentary on result
18/19 ratio 6.27%

The cost to bring to level of service is an estimate of the cost to renew existing assets that have reached the condition-based intervention level. Council is committed to increase expenditure on assets renewal in future years and reduce the cost to bring to level of service and this is reflected in Council's Long Term Financial Plan and Asset Management Strategy.

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Buildings and infrastructure renewals ratio



Benchmark: — >= 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

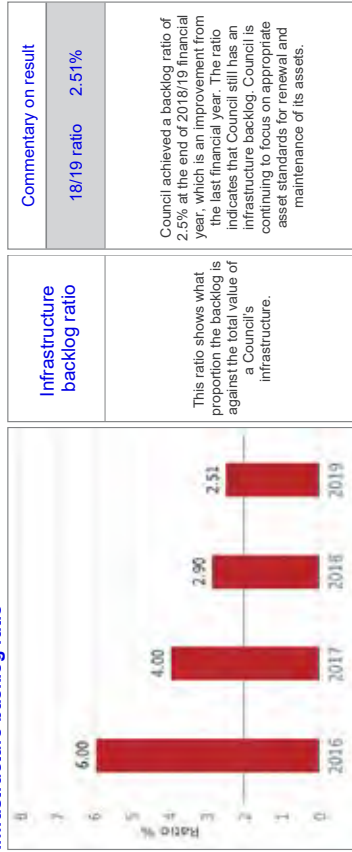
Infrastructure renewals ratio

Commentary on result
18/19 ratio 66.07%

A ratio of 66% indicates that amount spent on renewing infrastructures assets is lower than the amount of depreciation on those assets. This is due to incomplete projects at end of year. Council's long term financial plan provides for infrastructure renewal to meet the benchmark of 100% in future years. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Infrastructure backlog ratio



Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #27

Ratio achieves benchmark

Ratio is outside benchmark

Infrastructure backlog ratio

Commentary on result
18/19 ratio 2.51%

Council achieved a backlog ratio of 2.5% at the end of 2018/19 financial year, which is an improvement from the last financial year. The ratio indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

(1) Excludes Work In Progress (WIP) - If WIP is included then the Building and infrastructure renewals ratio achieves 91%.

Indexes and glossary

Global reporting initiative – content index

The Global Reporting Initiative (GRI) is an independent international organisation which, since being established in 1997, has developed guidelines to assist businesses and governments to understand their contribution toward sustainable development.

More information about the GRI is available at www.globalreporting.org

The following table outlines standards which have been discussed within Council’s 2018/19 Annual Report as we continue to work towards compliance with GRI Standards.

Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 102 – General Disclosures		
GRI102-1	Name of the organisation	Ku-ring-gai Council
GRI102-2	Activities, brands, products and services	The year in review Performance summary Performance – delivering the vision
GRI102-3	Location of Council headquarters	Inside front cover
GRI102-4	Location of Council operations	Inside front cover Snapshot of Ku-ring-gai
GRI102-5	Nature of ownership and legal form	Our organisation
GRI102-6	Markets served by Council	Snapshot of Ku-ring-gai Community democracy
GRI102-7	Scale of Council	Performance summary Our organisation Financial reporting Performance - delivering the vision - Theme 6
GRI102-8	Information on employees and other workers	Our organisation Performance - delivering the vision - Theme 6
GRI102-9	Supply chain of Council	Local Government Reporting – contracts awarded
GRI102-12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organisation subscribes or endorses	Performance – delivering the vision
GRI102-13	Memberships in associations and/or national/international advocacy organisations in which the organisation: has positions in governance bodies; participates in projects or committees; provides substantive funding beyond routine membership dues; or views membership as strategic	Community democracy - Councillors, Engagement and collaboration Our organisation Performance – delivering the vision

Disclosure Number	GRI Standard Title	Report section
GRI102-14	Statement from Council's senior decision-maker	General Manager's report
GRI102-15	Description of key impacts, risks and opportunities	The year in review
GRI102-16	Council values, principles and code of conduct	Guiding corporate values Community democracy Our organisation
GRI102-18	Governance structure of the organisation, including committees under the highest governance body	Community democracy Our organisation
GRI102-20	Appointment of executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	Community democracy Our organisation
GRI102-21	Process for consulting with stakeholders on economic, environmental and social topics	Community democracy Our organisation
GRI102-22	Composition of the highest governance body and committees	Community democracy Our organisation
GRI102-23	Chair of the highest governance body	Community democracy (Councillors, Policy and decision making) Our organisation
GRI102-24	Nominating and selecting the highest governance body	Community democracy (Councillors, Policy and decision making) Our organisation
GRI102-28	Processes for evaluating the highest governance body's own performance particularly with respect to economic, environmental and social performance	Performance summary Performance – delivering the vision Financial reporting
GRI102-35	Remuneration policies for the highest governance body and senior executives	Local government reporting
GRI102-40	List of stakeholder groups engaged by the organisation	Community democracy
GRI102-42	Basis for identification and selection of stakeholders with whom to engage	Community democracy
GRI102-43	Approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Community democracy
GRI102-44	Key topics and concerns raised through stakeholder engagement and how the organisation has responded	Performance – delivering the vision
GRI102-45	Organisational entities included in financial statements	Financial reporting
GRI102-46	Process for defining report content and boundaries	Integrated planning and reporting framework
GRI102-50	Reporting period for information provided	1 July 2018 - 30 June 2019
GRI102-51	Date of most recent previous report	Annual Report 2017/18
GRI102-52	Reporting cycle	Annual
GRI102-53	Contact points for questions regarding Annual Report	Inside front and back cover
GRI102-54	Claims of reporting in accordance with the GRI Standards	Global Reporting Initiative - content index
GRI102-55	GRI Standards – content index	Global Reporting Initiative - content index

Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 103 – Management Approach		
GRI103-1	Explanation of the material topic and its Boundary	About this report Performance summary Financial reporting
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 201 – Economic Performance		
GRI201-1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	Performance summary Performance – delivering the vision Financial reporting
GRI201-2	Financial Implications and other risks and opportunities for the organisations activities due to climate change	The year in review – Sustainability commitment Performance – delivering the vision – Theme 2
GRI201-4	Financial assistance received from government	Performance summary Performance – delivering the vision Financial reporting
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 203 – Indirect Economic Impacts		
GRI203-1	Development and impact of infrastructure investments and services supported	Performance – delivering the vision – Theme 6 Financial reporting
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 302 – Energy		
GRI302-1	Energy consumption within the organisation	Performance – delivering the vision – Theme 2 & 6
GRI302-2	Energy consumption outside the organisation	Performance – delivering the vision – Theme 2 & 6
GRI302-4	Energy saved due to conservation and efficiency improvements	Performance – delivering the vision – Theme 2 & 6
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 304 – Biodiversity		
GRI304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Performance – delivering the vision – Theme 1 & 2
GRI304-3	Habitats protected or restored	Performance – delivering the vision – Theme 2
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 305 – Emissions		
GRI305-2	Indirect greenhouse gas emissions by weight (scope 2)	Performance – delivering the vision – Theme 2 & 6
GRI305-5	Reduction of greenhouse gas emissions	Performance – delivering the vision – Theme 2 & 6
Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 306 – Effluents and Waste		
GRI306-2	Total weight of waste by type and disposal method	Performance – delivering the vision – Theme 2

Disclosure Number	GRI Standard Title	Report section
GRI Standard Number GRI 401 – Employment		
GRI401-1	New employee hires and employee turnover	Our organisation – Workforce
GRI Standard Number GRI 403 – Occupational Health and Safety		
GRI403-1	Occupational health and safety management system	Our organisation – Workforce
GRI403-2	Hazard identification, risk assessment, and incident investigation	Our organisation – Workforce
GRI403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our organisation – Workforce
GRI403-9	Work-related injuries	Our organisation – Workforce
GRI Standard Number GRI 404 – Training and Education		
GRI404-2	Programs for upgrading employee skills and transition assistance programs	Our organisation – Workforce
GRI Standard Number GRI 405 – Diversity and Equal Opportunity		
GRI405-1	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership and other indicators of diversity	Our organisation – Workforce
GRI405-2	Ratio of basic salary and remuneration of women and men	Our organisation – Workforce
GRI Standard Number GRI 413 – Local Communities		
GRI413-1	Sections with implemented local community engagement, impact assessments, and development programs	Community democracy – Engagement and Collaboration Our organisation Performance – delivering the vision

Glossary and acronyms

Aboriginal Heritage Office (AHO)	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. Other partnering councils are Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby. The office is located in Freshwater.
ABS	Australian Bureau of Statistics.
Advocacy	Proactively communicating to support for a recommendation of a cause or policy.
ARIC	Audit, Risk and Improvement Committee.
Asset management	Managing the ongoing maintenance of existing Council assets and development of new assets, to ensure they meet the community's needs and expectations now and into the future.
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.
Better Business Partnership (BBP)	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 three local government areas of Ku-ring-gai, North Sydney and Willoughby City. For information visit: www.betterbusinesspartnership.com.au
Biodiversity	The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.
BMS	Building management system.
CALD	Culturally and Linguistically Diverse.
Catchment	Area of land that drains rainfall into a river or lake.
CBD	Central business district.
CDC	Complying Development Certificate.
CHSP	Commonwealth Home Support.
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 (CSP)	The Ku-ring-gai Community Strategic Plan – Our Ku-ring-gai 2038 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.
CPP	Community Participation Plan.
CRA	Corporate Risk and Assurance.
CRC	Cooperative Research Centre.
Crown land	Land managed by Council that is owned by State Government.
CSIRO	Commonwealth Scientific and Industrial Research Organisation.
CWC	Climate Wise Communities.
DA	Development Application.

Delivery Program (DP)	The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long-term objectives and priorities during the normal four (current three) 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 including (ERP)	Demographic statistics in this report are taken from both the Australian Bureau of Statistics Census and National Institute of Economic and Industry Research for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. ERP refers to 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.
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 decisions across the local government area.
EAP	Employee Assistance Program.
EEO	Equal Employment Opportunity.
Environmental Levy	Council's Environmental Levy funds approximately \$3 million worth of environmental works and programs annually in biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education. Council was successful in its application to IPART for the permanent continuation of the Environmental Levy, commencing on 1 July 2019.
EPA	NSW Environment Protection Authority.
ERM	Enterprise Risk Management.
FAG	Financial Assistance Grants provided by Australian Government.
Financial year	The financial year for this Annual Report 2018/19 is the period from 1 July 2018 to 30 June 2019.
GHG	Greenhouse Gas.
GIPA	The <i>Government Information (Public Access) Act, 2009</i> , which has replaced Freedom of Information legislation.
Global Reporting Initiative	A program that introduces globally applicable standards to enable organisations to understand their contribution towards sustainable development.
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.
Greater Sydney Commission	The role of the Commission is to coordinate and align planning that will shape the future of Greater Sydney.
Guringai people	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.
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.
HVAC	Heating, ventilation and air conditioning.
HPE Records Manager	Councils electronic document record management system that registers incoming/outgoing correspondence and documentation and provides ready access to files.

IAP2	International Association of Public Participation.
ICAC	Independent Commission Against Corruption.
Independent Pricing and Regulatory Tribunal of NSW (IPART)	The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.
Infrastructure	Roads, buildings, bridges, pavements, cycleways and other constructions.
Integrated Planning & Reporting (IP&R)	In 2009, the NSW Office of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require: <ul style="list-style-type: none"> • 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 budget • quarterly biannual and annual performance reporting schedule.
IPC	Information and Privacy Commission.
IPWEA	Institute of Public Works Engineering Australia.
JP	Justice of the Peace.
KBA	Ku-ring-gai Bushcare Association.
KFAC	Ku-ring-gai Fitness and Aquatic Centre.
KFFR	Ku-ring-gai Flying-Fox Reserve.
KLEP 2015	Ku-ring-gai Local Environmental Plan 2015.
KLPP	Ku-ring-gai Local Planning Panel.
KYDS	Ku-ring-gai Youth Development Services Inc.
LGA	Local Government Area.
Local Environmental Plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development.
Long Term Objective (LTO)	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.
LSPS	Local Strategic Planning Statement.
LTI	Lost Time Injuries.
National Institute of Economic and Industry Research Pty Ltd (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.
Northern Sydney Regional Organisation of Councils (NSROC)	Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby.
OEH	Office of Environment and Heritage.
Office of Local Government (OLG)	The Office of Local Government is responsible for local government across NSW. The Office has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. The Office strives to work collaboratively with the Local Government sector and is the key adviser to the NSW Government on local government matters.
Operational Plan (OP)	An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.
Partnering/ collaboration	A structured approach to working together with other parties to achieve a mutually beneficial outcome.

Performance indicator (PI)	A measure that assists in the assessment of overall performance towards the community's term achievements and long term objectives and also tell us whether we are heading in the right direction.
Performance reporting	The performance of Council against the delivery of the activities is measured through various mechanisms. Performance indicators (PIs) represent a measure of the standard or outcome of an organisation's services or activities. PIs are designed to encapsulate the performance and outcomes of Council and are reported annually. Bi-annual reporting on the Delivery Program and quarterly budget reporting 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.
PID Act	<i>Public Interest Disclosures Act, 1994.</i>
Plan of management (PoM)	A document which regulates the use and management of community land.
Principal activity	Key areas in which Council sets objectives, delivers tasks, projects, programs and services and utilises performance indicators in order to measure performance.
Projected population	Our current population of 126,046 (2018 ABS, ERP) is expected to reach over 154,550 by 2036 with the largest increases in school aged children, young adults and seniors over 65 years as well as increasing cultural diversity. Within the seniors group there will be particular increase in the over 75 year age group.
PV	Solar photovoltaic.
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	<p>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:</p> <ul style="list-style-type: none"> • 10-year Long-term Financial Plan (LTFP) • 10-year Asset Management Strategy (AMS) • Four-year Workforce Management Strategy (WMS) <p>The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Program. 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.</p>
RFS	Rural Fire Service.
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.
RMS	Roads and Maritime Services.
S96	An application to modify a development consent.
S82a	Request to review determination.
Service NSW Easy to do Business Program	This program is designed to support business by removing barriers to make it faster and easier to start, grow and run a small business.
SOM	Specific Objective Monitoring.
SRV	Special rate variation.
SSROC	Southern Sydney Regional Organisation of Councils.
Stakeholder	Any individual or group having a particular interest in a project or action.
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.

Sustainability	Sensitive use of natural resources without harming the ecological balance of the region.
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.
Term achievement (TA)	The three year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its year term.
TfNSW	Transport for NSW.
Theme	<p>A topic heading that groups issues, long term objectives and term achievements together. The six themes in the Community Strategic Plan are; 1: Community, people and culture; 2: Natural environment; 3: Places, spaces and infrastructure; 4: Access, traffic and transport; 5: Local economy and employment; 6: Leadership and governance.</p> <p>Together the six themes, containing issues, objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.</p>
TLCG	Turrumurra Lookout Community Garden.
UTS	University of Technology Sydney.
Values (corporate)	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 third Community Strategic Plan Our Community – Our Ku-ring-gai 2038, which was endorsed by the community and adopted by Council in June 2018.
VPA	Voluntary Planning Agreement.
Ward	Ku-ring-gai covers the area from Roseville cinemas in the south to Wahroonga Park in the north and from St Ives Showground in the east to Lane Cove National Park in the west. This area is broken up into five wards, each represented by two councillors.
WHS	Workplace, health and safety.

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