

ANNUAL REPORT

2021-2022



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Simplified Chinese

需要帮助吗？

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Traditional Chinese

需要幫助嗎？

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Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 0000 번으로 여러분을 대신하여 전화해서 쿠링가이 카운슬을 연락해 달라고 요청하십시오. 영업 시간: 월요일-금요일, 오전 8시30분-오후 5시.

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data in 2021.

Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن سرویس بخواهید از جانب شما با شهرداری کورینگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرید.

Japanese

ご質問がありますか？

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Hindi

सहायता चाहिए?

इस दस्तावेज़ में महत्वपूर्ण जानकारी है। यदि यह आपको समझ नहीं आती, तो कृपया अनुवाद और दुभाषिया सेवा को 131 450 पर कॉल करें, और इस सेवा को आपकी ओर से फ़ोन: 02 9424 0000 पर व्यावसायिक घंटों के दौरान, सोमवार से शुक्रवार, सुबह 8.30 से शाम 5.00 बजे तक कू-रिंग-गई काउन्सिल से संपर्क करने के लिए अनुरोध करें।

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Speak and Listen users: Call 1300 555 727 then ask for 02 9424 0000.

NRS Chat: Log onto www.communications.gov.au and enter 02 9424 0000.

Need help to access Council's building?

Disability parking and access is available via a ramp and lift, off Radford Place at the rear of Council's building, at 818 Pacific Highway, Gordon, NSW. Call 02 9424 0000 Monday to Friday 8.30am - 5.00pm if you need further assistance.

KU-RING-GAI COUNCIL

818 Pacific Highway, Gordon NSW 2072

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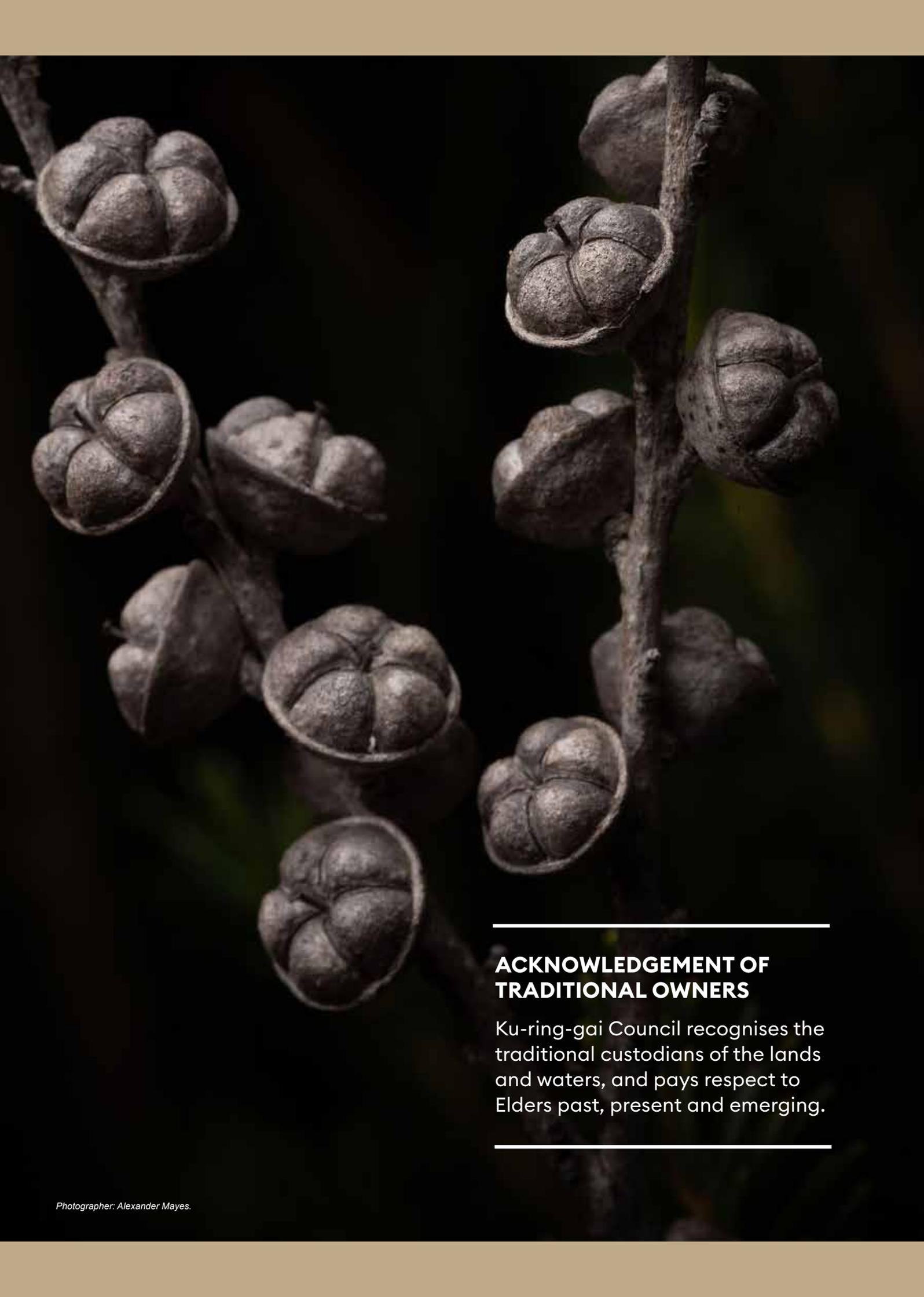
W krq.nsw.gov.au

Cover image: Celebrating Lunar New Year 2022 in Ku-ring-gai.
Photographer: Alexander Mayes

stay
connected



krq.nsw.gov.au



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Ku-ring-gai Council recognises the traditional custodians of the lands and waters, and pays respect to Elders past, present and emerging.



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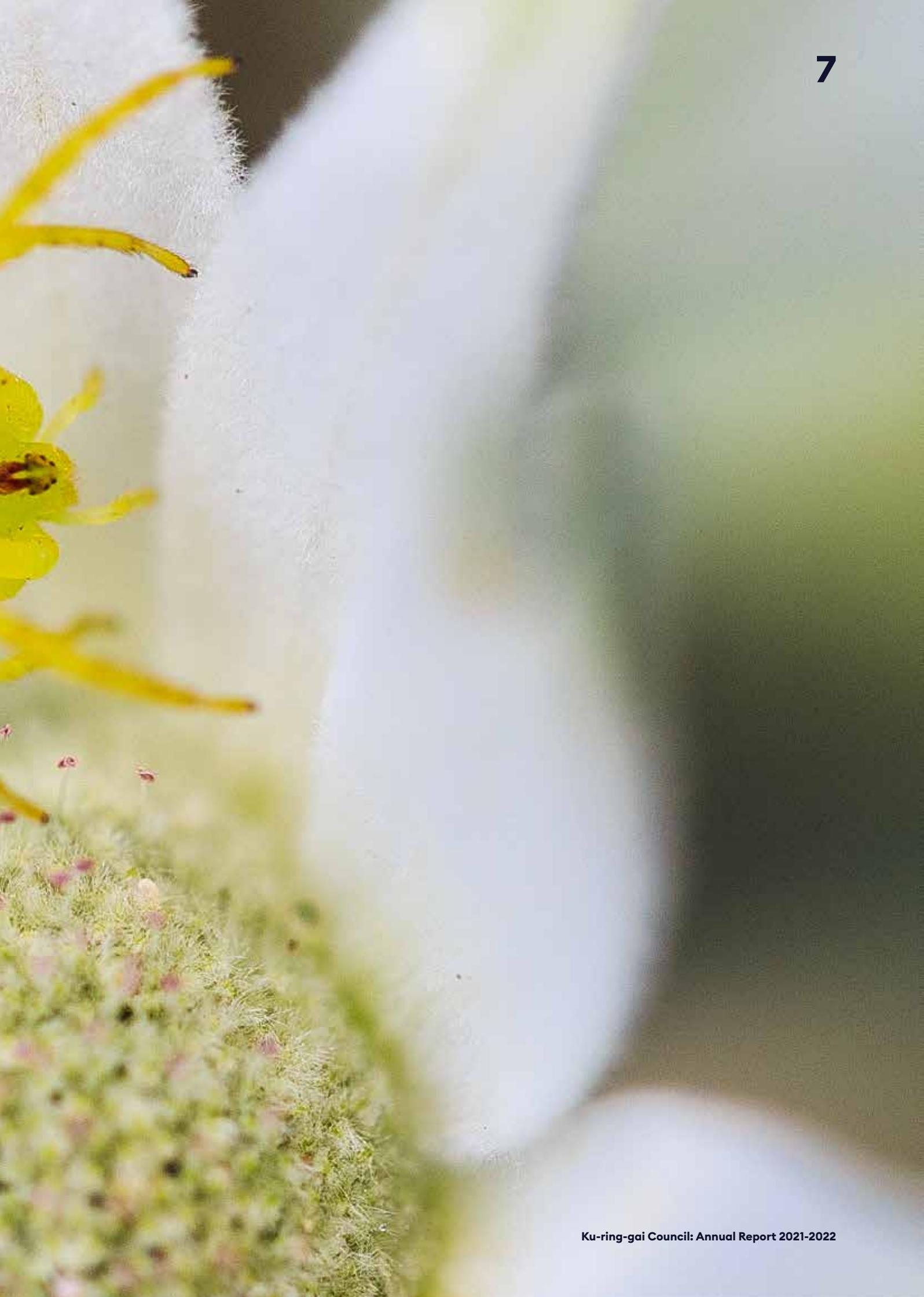
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Photographer: Mark Zworestine.



INTRO



Australia Day 2022 at St Ives Showground.
Photographer: Wolter Peeters.

RODUCTION



ABOUT THIS REPORT

This is Ku-ring-gai Council's report to the Ku-ring-gai community on its performance during the 2021/22 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 www.krg.nsw.gov.au

This report details Council's performance during the 2021/22 financial year including achievements and challenges.

Performance has been assessed against what Council planned to do during the year to progress its Delivery Program 2018-2022 and annual Operational Plan. This includes how well we delivered projects, programs and services, as well as completing term achievements set by Council in 2018.

The Annual Report also includes Council's Audited Financial Statements prepared in accordance with the Code of Accounting Practice and Financial Reporting as well as information required by the Local Government Act. Council's Audited Financial Statements are presented in a separate document.

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2021/22 Annual Report.

Photography

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





COMMUNITY VISION

An inclusive and connected community, where our natural environment and heritage are valued, working towards a sustainable future.

In 2008, the Ku-ring-gai community and Council together developed a vision and set of values to guide future strategic planning and directions for Ku-ring-gai. These formed the basis of Ku-ring-gai's previous Community Strategic Plans.

In 2021, we asked the community to comment on the vision statement. Suggested changes focused on making the statement more concise and relevant to Ku-ring-gai now and into the future. The revised statement above was adopted by Council in June 2022.

FROM THE MAYOR



I am delighted to present Ku-ring-gai Council's Annual Report, highlighting the achievements and challenges of the 2021/22 financial year.

At this point I thank those outgoing Councillors who served during the term of 2017 to 2021. The current Council, like others across NSW, will serve a shorter term ending in September 2024 due to the postponement of elections from September 2020.

One of the first priorities for the newly elected council was the preparation of a revised Community Strategic Plan for Ku-ring-gai.

The interest and enthusiasm of residents at our community planning workshops held in 2022 and extensive consultation with residents, businesses and other stakeholders, greatly assisted our review of community needs and priorities.

This consultation guided the revised Community Strategic Plan 2032 and the preparation of the Resourcing Strategy, Delivery Program and Operational Plan that set out how Council will deliver the community's vision in the Community Strategic Plan. You can find the revised plans on our website.

Despite the challenges posed by COVID-19 and several adverse weather events during 2020-2021, there were a number of significant achievements.

Lindfield Village Green

Construction of the Lindfield Village Green was completed in early 2022 and the Green was officially opened on 14 February.

The Village Green has transformed the above ground public car park at Tryon Road into a new community space for outdoor dining, markets and music. Three levels of short and long stay underground parking have been provided under an agreement reached between the Council and the NSW Government.

Lindfield Village Hub

Shortlisted bidders from the previous round of bids were invited to submit detailed proposals to construct the Hub. The results of the assessment process will be reported to Council at the end of 2022.

The NSW Government also approved the planning proposal for the Hub project. This includes confirmation of community facilities as part of the development.

Towards a net zero community

Council promoted Ku-ring-gai as a Net Zero Community with the goal of reducing greenhouse gas emissions to zero by the year 2040.

As part of its net zero commitment, Ku-ring-gai Council signed an agreement with Zen Energy to have its electricity needs met by 100% renewable energy starting in July 2022.

Improved waste collection

Council introduced an improved waste service in September 2021 to assist residents to better manage green waste and recycle more waste. The main changes included a weekly kerbside collection of green waste and more recycling collections for electronic waste, mattresses, metals and whitegoods.

A new waste booking system also went live in October 2021 improving the customer experience through features such as SMS notifications.

Other highlights during 2021-2022

- \$48 million spent on capital works including roads, footpaths, traffic and pedestrian facilities, streetscape improvements, sports fields and playgrounds
- More annual funding of \$1.25 million for new footpaths until every street in Ku-ring-gai has at least one footpath
- A \$500,000 state government grant awarded for streetscape improvements
- Over \$235,000 in small grants given to community organisations by Council
- Playground upgrades completed and planning for a new park at St Ives commenced
- Progress converting part of St Johns Avenue Gordon into a pedestrian friendly outdoor dining precinct
- Very successful community events, including the inaugural Ku-ring-gai Arts & Culture Festival, second annual Heritage Festival, expanded Gai-mariagal Festival and Lunar New Year celebration
- Opening of a new high ropes course at St Ives Showground
- Opening of a new skate park at St Ives Village Green
- Detailed design work for the new cultural and environmental education centre at St Ives Showground
- A remodelled Jubes Mountain Bike Park at North Wahroonga
- A community-wide education campaign on conserving and increasing Ku-ring-gai's tree canopy

On behalf of my fellow Councillors I thank Ku-ring-gai Council's dedicated staff and the many community volunteers who are working hard to deliver services to residents.

This report provides an overview of the past year and I hope you enjoy reading about the achievements during 2021-2022.



Councillor Jeff Pettett

MAYOR



GENERAL MANAGER'S REPORT

2021/22 has been a challenging year. COVID-19, severe weather events and ongoing economic uncertainty have had a sustained impact on local residents, businesses and communities.

I am incredibly proud of Council staff who worked tirelessly to minimise the impact on our essential services. Council's most recent performance report shows that 90% of tasks we committed to deliver this year were satisfactorily completed. This was an excellent result in such a disruptive year. We successfully adapted and adjusted our programs to ensure they focused on the needs of our communities and our most vulnerable residents, and we worked with the NSW and federal governments to tackle these challenges and protect public safety.

As part of the gradual opening of programs and services after the lockdowns of 2021, I was very pleased to see the successful return of face-to-face events and activities and support the Lunar New Year Festival, the Seniors and Volunteer Expo and the Gai-Mariagal Festival. We also delivered a range of improvements to our customer service arrangements including new self-loan terminals at each library, a new booking system for events and venues and a remote access control system for council facilities.

While we faced significant disruption to waste services during the year's flood events, we still managed to increase our waste recovery and divert hundreds of tonnes of e-waste, metals, mattresses and clothing from landfill. Under our commitment to sustainability and protecting the natural environment, we launched a new environmental volunteer website, secured renewable energy through the PEERS 3 Power Purchase Agreement, and finalised a number of sustainability strategies to guide our priorities for the years ahead.

COVID and wet weather had a major impact on project planning and construction, yet through the determination of our staff we saw the completion of Lindfield Village Green and new commuter parking facilities, the opening of the new skate park in St Ives, the commencement of works on St Johns Avenue in Gordon and other improvements to sporting facilities and amenities at Warrimoo Tennis Courts, Comenarra Playing Field and The Glade Oval.

Following local government elections in December 2021, we welcomed our new Mayor and councillors and worked to provide the information and support they needed to fulfil their roles. We also supported the incoming Council to review its priorities and funding strategies going forward. Following consultation with residents and ratepayers, Council adopted a revised long term Community Strategic Plan and supporting resourcing and delivery plans.

In 2021/22, Council delivered \$130 million in services and operations and invested \$48 million in capital projects to ensure the long-term sustainability of our roads, sport and recreation and community facilities. We did see a reduction in income of approximately \$1.2 million during COVID lockdowns and the temporary closure of halls, facilities and the aquatic centre and cancellation of events and programs. Nonetheless, Council maintained a strong financial position in 2021/22 overall, with an operating surplus of \$23.9 million at the end of the year (including capital grants and contributions) which can be redirected to essential capital works.

Council manages over \$2 billion worth of public roads, bridges, halls, land, recreation and leisure facilities, drains, parks and other infrastructure assets. The long-term management of ageing infrastructure is a major challenge for local government. All councils must balance the need to maintain and renew assets against the need to build new assets and provide services to meet growing demand. Council's revised long term financial plan aims to strike this balance, and outlines how Council plans to direct its resources to best meet the changing expectations of residents and ratepayers.

Funding of capital projects, renewal of existing roads, footpaths and drains and service improvements will be an ongoing challenge for Council. We are planning to engage with the community in the year ahead on how we should best direct our resources to improving outcomes for the whole community.

We have implemented a number of improvements to our internal systems to support our staff, and increase the time they have to focus on service delivery. A new intranet is making it easier for staff to find the information they need to do their jobs, and new recruitment software and a staff rewards and recognition program will help us to attract and retain quality staff.

I thank all Council employees for their exceptional commitment and service to the Ku-ring-gai community, and the resilience and adaptability they have shown over the past year.



John McKee

GENERAL MANAGER

GUIDING PRINCIPLES

Council is guided by principles set out in the *NSW Local Government Act 1993* that assist Council in exercising its functions, undertaking decision-making, actively engaging with communities and completing strategic planning as part of its integrated planning and reporting framework.

In carrying out its functions and responsibilities Council is also guided by social justice and sustainability principles.

Social justice principles

- **Equity** - there should be fairness in decision-making, and prioritising and allocation of resources, particularly for those in need
- **Access** - all people should have fair access to services, resources and opportunities to improve their quality of life
- **Participation** - everyone should have the maximum opportunity to genuinely participate in decisions that affect their lives
- **Rights** - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

 **FURTHER INFORMATION**
Chapter 3 Clause 8A – *NSW Local Government Act 1993*

Sustainability principles

- **Social sustainability (social well-being)**
 - support cohesive, inclusive, diverse and dynamic communities
 - balance health, work and personal commitments
- **Environmental sustainability (liveability)**
 - protect the natural, social, cultural and built heritage
 - decrease the consumption of resources
- **Economic sustainability**
 - maintain a strong and stable local economy
 - ensure the delivery of services, facilities and infrastructure is financially sustainable.

Quadruple bottom-line

The quadruple bottom line (QBL) refers to social, environmental, economic and civic leadership considerations encompassed in the Community Strategic Plan, Delivery Program and Operational Plan. They ensure that Council's delivery of services, capital works and programs are balanced and reflect a holistic approach.

The Annual Report includes information on Council's progress with respect to achieving the quadruple bottom line through the Delivery Program and Operational Plan. Further information is available in the **Performance Summary**.

QBL KEY



Social



Civic leadership



Economic



Environmental

CORPORATE VALUES

Corporate values were adopted by Council 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

SNAPSHOT OF KU-RING-GAI

Residents of Ku-ring-gai

POPULATION IN 2021¹
124,659

POPULATION BY 2036⁶
138,946

Higher proportion of children and people aged 60+ than Greater Sydney²

42
YEARS
MEDIAN AGE²

LARGEST AGE GROUP²
35- TO 49-YEAR-OLDS

A growing proportion of older people

▲ **70+ YEARS AND 35-49 YEARS**
age groups had the largest increases between 2016 and 2021

CULTURAL DIVERSITY²



42.6%
residents born overseas

LANGUAGE²

33.4%
residents speak a language other than English at home



Dominant language, other than English, is Mandarin²

GROWING HOUSEHOLDS WITHOUT CHILDREN



Families
54.7%² → 47%⁶
in 2036



Couples (no kids)
24.8%² → 27.9%⁶
in 2036



Lone person
16.6%² → 20.2%⁶
in 2036

A HIGHLY EDUCATED COMMUNITY²

80.3% of people aged 15+ completed Year 12 schooling

47.5% of total households are classed as high income

SEIFA index⁷ of relative socio-economic advantage and disadvantage
1,166

Housing choice

SEPARATE DWELLINGS ARE DECREASING BUT REMAIN DOMINANT²



66.7%
detached dwellings



24.2%
high density



8.6%
medium density

HOUSING TENURE²



36.6%
HOUSEHOLDS WITH A MORTGAGE



19.6%
HOUSEHOLDS RENTING

MORTGAGE REPAYMENTS²

61.6%
of households are paying high repayments (\$2,600+ per month) compared with 42.9% in Greater Sydney

RENTAL PAYMENTS²

75.1%
of households are paying high rents (\$450+ per month) compared with 43.1% in Greater Sydney

Resident's health and wellbeing

ASSISTANCE²

3.9% residents require day-to-day assistance due to disability compared with 5.2% in Greater Sydney



UNPAID CARERS²

12.1% residents provide unpaid care for those with a disability, long term illness or old age compared with 10.6% in Greater Sydney



VOLUNTEERING³

20.4% of residents volunteer compared with 11.6% in Greater Sydney



A resilient economy



LOCAL JOBS⁴

37,708



LOCAL BUSINESSES⁵

14,549

GRP⁴

\$7.06 BILLION

LARGEST EMPLOYMENT SECTORS⁴

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

RESIDENT WORKERS²

24%
of residents live and work in the area

EMPLOYED RESIDENTS⁴

67,451

Sources:

1. Australian Bureau of Statistics, Estimated Resident Population, 2021.
2. Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id.
3. Hometrack 2014-2018, Housing Valuation System.
4. National Institute of Economic and Industry Research, 2021.
5. Australian Bureau of Statistics, 2021.
6. NSW Department of Planning and Environment, 2022.
7. Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id.

Wahroonga Food and Wine Festival 2022.
Photographer: Maggie Langdry.



PERF

PERFORMANCE SUMMARY

HOW YOUR RATES ARE SPENT

Annual rates go towards providing services, facilities and infrastructure in response to the needs and priorities of Ku-ring-gai's diverse and growing population. This includes roads, footpaths, sporting and recreation facilities, waste collection and Council's capital works program.

Services

For the purpose of showing where annual rates are spent Council's services have been grouped under the following headings:

Grouping	Services
Public place cleaning	Litter control, clearing and cleaning, street sweeping.
Customer and community relations	Strategic communication, business engagement, media, community consultation, enews, digital communication, customer service, graphic design, printing.
Environment and sustainability	Community education, community and corporate sustainability, biodiversity monitoring and protection, environmental volunteering programs, climate change adaptation and mitigation, catchment and water management, environmental assessments and approvals.
Trees, streetscape and public lighting	Trees, landscape maintenance, roadside vegetation maintenance, public lighting (lighting of streets and footpaths).
Public buildings	Council building maintenance, renewal and operation, public amenities, facility support.
Parks, ovals and sporting facilities	Parks, ovals, bushland, playgrounds, emergency management response, Rural Fire Service and State Emergency Services, recreational facilities.
Planning, building and public health	Development assessments, landscape, ecological and heritage assessments; land and environment court appeals, urban and heritage planning, open space planning.
Libraries, community and cultural programs	Art Centre, aged services, youth, disability and volunteering services, community halls, libraries, meeting rooms, visitor experience and events, citizenship.
Roads, footpaths and drainage	Maintenance and renewal of roads, footpaths, drainage, street furniture, traffic management.
Domestic waste* (fixed amount charged each year)	Provision of all domestic waste services.

* The domestic waste charge funds the provision of all domestic waste services and is a separate charge on a ratepayer's rates notice. It is therefore not included in diagram 1 showing the allocation of rates.

Calculation of rates allocated to each service grouping:

- includes all services fully or partly funded by rates
- excludes services funded by fees and charges
- includes expenditure on capital works (projects) and operational projects funded by rates
- allocates rates as a percentage of the annual budget.

Diagram 1 shows the allocation of rates to service groupings for 2021/22.

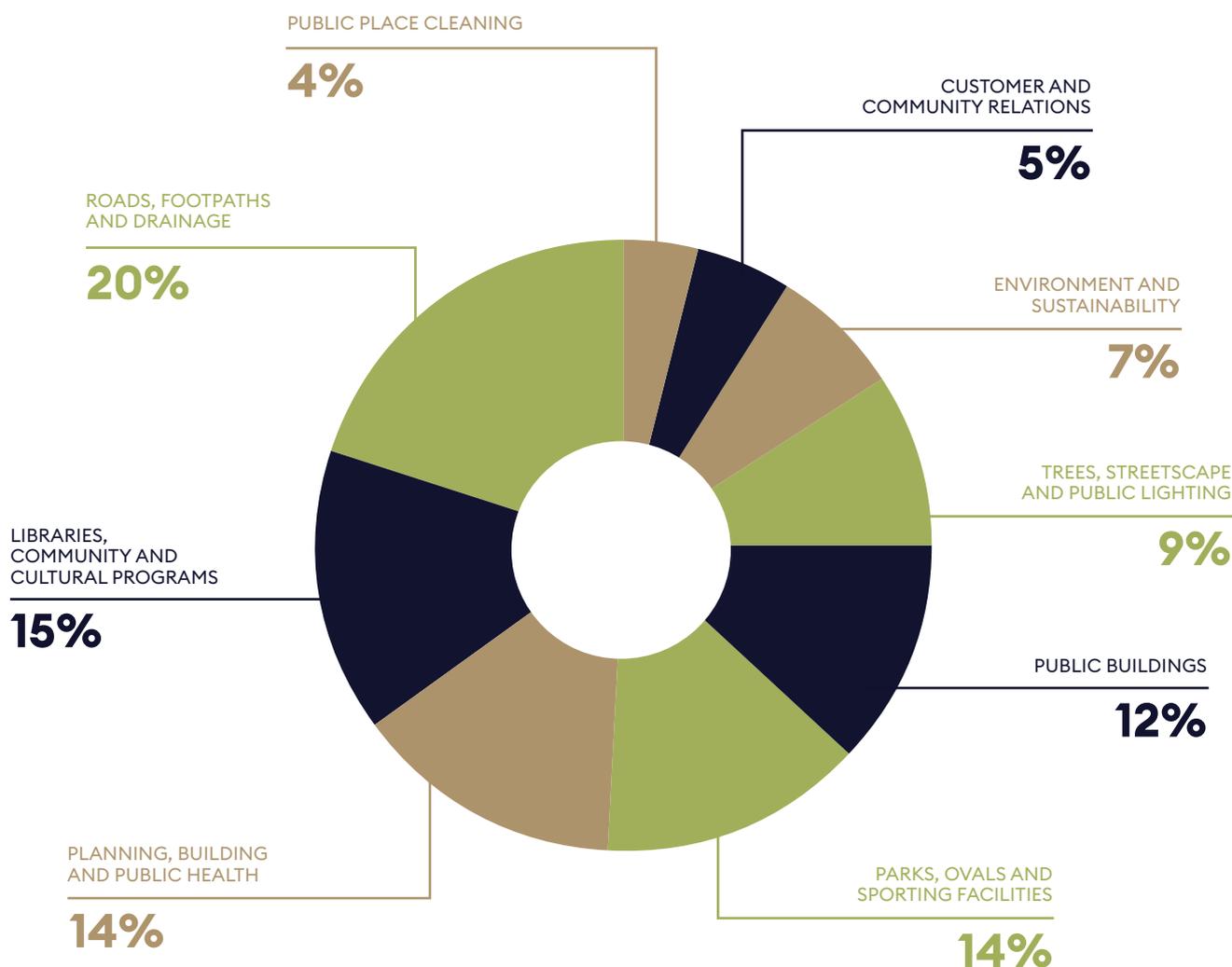


Diagram 1 Allocation of Council rates by service area for 2021/22

Capital and operational projects

During 2021/22, Council completed or progressed a range of capital and operational projects and programs to benefit the Ku-ring-gai community.

The following table represents a selection of capital and operational projects and programs, with expenditure shown by program, as part of the delivery of Council's Capital Works Program and Operational Projects in 2021/22.

ROADS \$11,810,927	Upgrade and construction of new roads at various locations across the LGA, including Council's roads renewal program.
FOOTPATHS \$1,757,920	Construction of new footpaths and reconstruction of existing footpaths across the LGA.
DRAINAGE STRUCTURES \$2,271,257	New, upgrade and renewal works to drainage networks across the LGA.
TRAFFIC/ PEDESTRIAN FACILITIES \$2,813,132	Construction of new and upgraded traffic and pedestrian facilities, and street signs at various locations across the LGA.
PARKS \$3,024,891	Design and/or construction works at various locations across the LGA, including Bedes Forest, St Ives Village Green, Robert Pymble Park, Swain Gardens, and Council's parks development program.
TOWN CENTRE STREETSCAPES \$2,444,116	Design and/or construction works undertaken at various locations across the LGA, including St Johns Avenue, Gordon and streetscape improvements in Lindfield, Pymble, Roseville, St Ives and Turramurra.
SPORTSFIELDS \$1,291,612	Design and/or construction works at various locations across the LGA, including Wellington Road, East Lindfield; Samuel King, North Turramurra; and Lindfield Soldiers Memorial Park, East Lindfield.
PLAYGROUNDS \$733,339	Design and/or construction works at various locations across the LGA, including Warrimoo Oval, St Ives; Sequoia Close, Pymble; Phillip Mall, West Pymble; Eldinhope Green, Wahroonga and Council's playground improvement and improvement program.
PUBLIC AMENITIES \$560,960	Upgrade to amenities as part of Council's refurbishment program at various locations across the LGA, including Samuel King Oval, North Turramurra.
SPORTS COURTS \$466,280	Design and/or construction works at various locations across the LGA as part of Council's sports courts development program.

LIBRARY RESOURCES \$577,336	New and replacement of library resources and collections.
FENCING & PARKING AREAS \$466,962	Improvements to fencing and car parks at parks and sportsgrounds across the LGA, including St Ives Showground and Wahroonga Park.
COMMUNITY PARTNERSHIPS \$561,134	Community programs and initiatives including the Climate Wise Communities and WildThings programs, environmental volunteering and education programs, environmental events and workshops.
CATCHMENT MANAGEMENT \$332,095	Catchment management and water sensitive urban design, stormwater reuse maintenance and flood studies (Middle Harbour and Lane Cove).
BIODIVERSITY \$654,177	Bushland monitoring, inspection program and restoration, ecological and fire management, and projects to enhance biodiversity corridors and urban forest areas across the LGA.
WASTE & RECYCLING \$508,168	Community programs and initiatives including the Better Business Partnership program, waste and recycling workshops and events and litter audit and assessment.
FIRE MANAGEMENT \$507,911	Upgrade to fire trail at Grosvenor Street/Gwydir Avenue, North Turramurra and fire equipment.
SUSTAINABLE ENERGY \$307,697	Programs and initiatives to improve sustainable energy.
INFORMATION TECHNOLOGY \$493,345	Improvements to Council's core systems, projects and system maintenance, and technology equipment replacement.
COMMUNITY CENTRES AND HALLS \$234,395	Improvement works to community facilities undertaken at various locations across the LGA.

Footnotes:

- The above figures are rounded and 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/construction works.
- The above table represents a portion of capital and operational projects from Council's Capital Works Program and Operational Projects for 2021/22 with expenditure reported consistent with Council's Financial Statements 2021/22.

FINANCIAL RESULTS

Overview

At the end of the 2021/22 financial year, Council remained in a satisfactory position with an operating surplus of \$23.93 million, including capital grants and contributions, and \$9.2 million excluding capital grants and contributions.

During 2021/22, we spent \$130 million (\$130m in 2020/21) on services and operations and \$48 million (\$54m in 2020/21) on capital projects, including infrastructure assets, to provide a diverse range of services to the community.

We currently manage \$2.06 billion worth of infrastructure assets including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

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

Key achievements

- **Operating surplus** - Council achieved an operating surplus for the 2021/22 financial year.
- **Sustainable financial position** - Council maintained a satisfactory financial position, despite impacts from the ongoing COVID-19 pandemic.
- **Strong return on investment portfolio** - Total cash and investments at the end of the financial year totalled \$219 million. Council's total return of 1.54% p.a. for the financial year is considered good given conservative interest rates for the main part of the year.
- **Infrastructure assets revaluation** - Council performs a comprehensive revaluation on its infrastructure assets on a five-year cycle. This is due to the large size and complexity of the current assets portfolio. Each year, however, Council assesses the carrying amount of assets to ensure that it does not differ materially from the fair value. During the 2021/22 financial year staff completed an assessment of fair value on all infrastructure asset classes to reflect the impact of increased inflation. As a result, there was a \$193 million fair value increase in carrying value of all infrastructure asset classes, including community, crown and operational land.

Challenges

Financial sustainability continues to be a significant challenge for Council with increasing demand for services, facilities and infrastructure from the community at odds with restricted revenue that does not keep up with rising costs. To partly address this issue Council has previously resolved to recycle existing assets, by selling underutilised property and using the proceeds for major capital projects and infrastructure renewal. The sale of these property assets have generally been subject to delays and Council has resolved not to proceed with the rezoning and reclassification of a significant asset which would have facilitated its future sale. Long term financial sustainability will require additional recurrent revenue that balances the community's capacity and willingness to pay with the demand for services, facilities and infrastructure.

The COVID-19 pandemic has had a financial impact for Council in the financial year ended 30 June 2022 due to lockdowns in the first quarter of the financial year and further restrictions. As at the end of the current reporting period Council estimated a negative impact from the COVID-19 pandemic of approximately \$1.2 million mainly from the use of halls, facilities and events and programs, income from the aquatic centre, parking and other fines. The financial losses have been funded, accounted for and reflected in the financial statements under the relevant income category.

How did we perform?

Achieved a satisfactory operating result

For the financial year ended 30 June 2022, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$9.2 million (figure 1), which was \$2.1 million higher than the 2020/21 result. This variance resulted mainly from a non cash revaluation (increase in fair value of \$1.7m) of Council's investment property in 2021/22.



Figure 1 Net operating result \$'000 (excluding capital income) - 5-year trend

The operating result including capital grants and contributions was \$23.93 million (figure 2), a decrease of \$1.65 million in comparison to the previous financial year (\$25.58m).

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. The operating result includes depreciation of assets and excludes capital expenditure (expenditure on assets). The surplus is available for capital works.

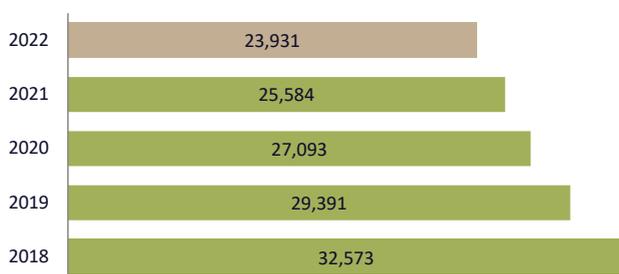


Figure 2 Net operating result \$'000 (including capital income) - 5-year trend

Performance measures and benchmarks

All financial ratios, with the exception of Infrastructure Assets Ratios (backlog ratio) and Asset Maintenance Ratios, were achieved or outperformed identified benchmarks.

See the **Financial Statements** (Special Schedules) for details of these ratios and Council's achievement of other financial indicators and benchmarks at www.krg.nsw.gov.au.

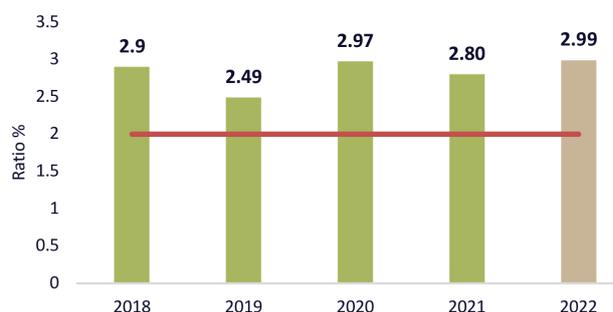


Figure 3 Infrastructure backlog ratio - 5-year trend

Benchmark: < 2%

Source for benchmark: Code of Accounting Practice and Financial Reporting

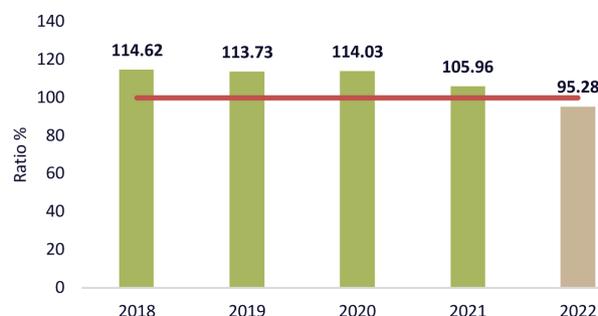


Figure 4 Asset maintenance ratio - 5-year trend

Benchmark: >100%

Source for benchmark: Code of Accounting Practice and Financial Reporting

Where did our funds come from?

Total income (2021/22): \$154.23 million (including capital income of \$14.7m)

Our main sources of income in 2021/22, other than capital income (grants and contributions) were from:

Total income by category 2021/22		
Income	2021/22	2020/21
Rates and annual charges	\$92.51 million or 60%	\$90.85 million or 59%
User charge and fees	\$18.05 million or 12%	\$20.66 million or 13%
Capital grants and contributions	\$14.76 million or 10%	\$18.50 million or 12%
Other revenues	\$4.61 million or 3%	\$5.07 million or 3%
Operating grants and contributions	\$11.48 million or 7%	\$9.45 million or 6%
Interest and Investment revenue	\$2.88 million or 2%	\$3.38 million or 2%
Other income	\$9.17 million or 6%	\$7.57 million or 5%
Net gains from the disposal of assets	\$0.77 million or 0%	-

Where were our funds spent?

Total operating expenses (2021/22): \$130.30 million

The main expenditure items for the year were:

Total expenditure by category 2021/22		
Expenditure	2021/22	2020/21
Materials and contracts	\$61.52 million or 47%	\$62.03 million or 48%
Employee costs	\$44.31 million or 34%	\$42.99 million or 33%
Depreciation	\$20.51 million or 16%	\$20.38 million or 16%
Other expenses	\$3.56 million or 3%	\$3.29 million or 3%
Borrowing costs	\$0.40 million or 0%	\$0.30 million or 0%
Net losses from disposal of assets	-	\$0.91 million or 0%



FURTHER INFORMATION

Details of Council's financial position can be found in the **Financial Reporting – Introduction**. Council's **Financial Statements** are available separately at www.krg.nsw.gov.au

DELIVERY PROGRAM RESULTS

How we performed during 2021/22

During the year, Council continued to deliver a range of modified programs, projects and services to the community across service areas in line with COVID-19 restrictions and public health orders. Whilst impacts were experienced in some areas, a pleasing result was achieved, including successful capital and operational projects under the 2021/22 capital works program.

The June 2022 biannual review marked the completion of the final year of Council's adopted Delivery Program 2018-2022. Council's overall performance during 2021/22 was measured against 56 four-year term achievements, 209 annual tasks and 71 annual performance indicators as outlined in the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

Council achieved a satisfactory result for term achievements and performance indicators in view of the significant disruptions and delays to programs, projects and service delivery. Council exceeded its target to substantially complete at least 89% of tasks identified in the 2021/22 Operational Plan. These activities contributed to the successful progress of the long term objectives contained in the *Community Strategic Plan - Our Ku-ring-gai 2038*.



Council exceeded its target and substantially completed 90% of tasks in the 2021/22 Operational Plan.

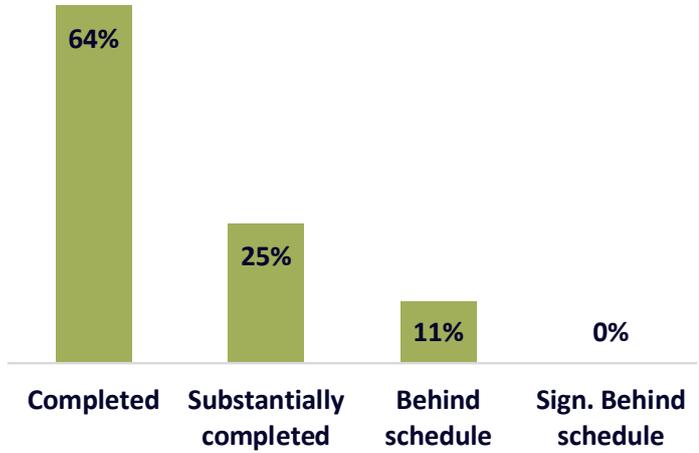


FURTHER INFORMATION

Further details on Council's performance is available in **Performance – Delivering the vision** with a summary of Council's 2021/22 result provided in Figures 5 and 6. The June 2022 bi-annual report is available at www.krg.nsw.gov.au

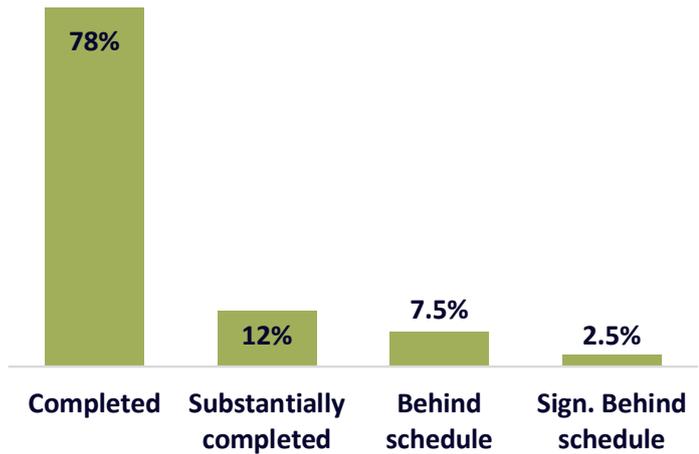
Revised Delivery Program 2018 - 2022

89%
 TERM ACHIEVEMENTS
 COMPLETED OR SUBSTANTIALLY
 COMPLETED



Operational Plan 2021 – 2022

90%
 TASKS COMPLETED
 OR SUBSTANTIALLY
 COMPLETED



Performance Indicators 2021 – 2022

75%
 INDICATORS ACHIEVED

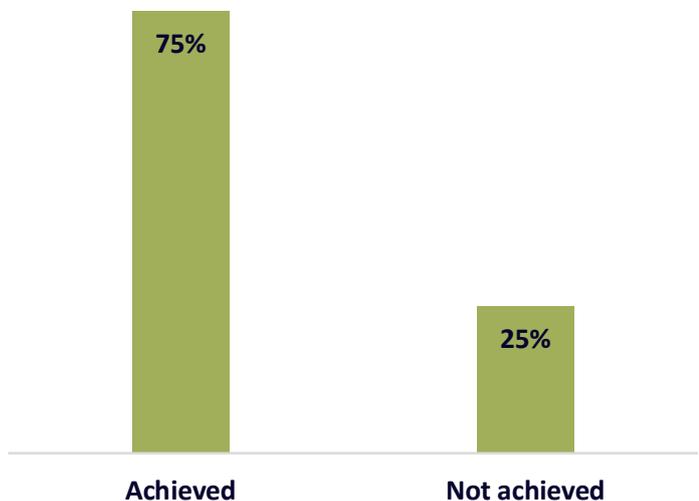


Figure 5 Revised Delivery Program and Operational Plan performance from 1 July 2021 to 30 June 2022.



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

Term achievements	87.5% completed or substantially completed
Operational plan tasks	84% completed or substantially completed
Performance indicators	43% 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

Term achievements	75% completed or substantially completed
Operational plan tasks	78% completed or substantially completed
Performance indicators	82% achieved



Theme 5: Local economy and employment

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

Term achievements	67% completed or substantially completed
Operational plan tasks	80% completed or substantially completed
Performance indicators	67% achieved



Theme 2: Natural environment

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

Term achievements	100% completed or substantially completed
Operational plan tasks	94% completed or substantially completed
Performance indicators	91% 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

Term achievements	86% completed or substantially completed
Operational plan tasks	86% completed or substantially completed
Performance indicators	80% 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

Term achievements	100% completed or substantially completed
Operational plan tasks	95% completed or substantially completed
Performance indicators	83% achieved

Figure 6 Revised Delivery Program and Operational Plan performance by theme from 1 July 2021 to 30 June 2022.

Note: Figures and results in **Performance – Delivering the vision** may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.

QUADRUPLE BOTTOM LINE

Quadruple Bottom Line (QBL) refers to social, environmental, economic and civic leadership considerations that need to be addressed in a balanced way through Council’s development and implementation of Integrated Planning and Reporting plans.

Community Strategic Plan

The Community Strategic Plan contains 30 long term objectives which reflect the Ku-ring-gai community’s needs and priorities for the future. These objectives contribute to one or more QBL parameters.

Diagram 2 indicates the primary contribution that each long term objective makes to a QBL parameter.



Diagram 2 Community Strategic Plan – Our Ku-ring-gai 2038 focus areas (for long term objectives) mapped by primary quadruple bottom line parameters.

Quadruple bottom line performance snapshot

The following table details Council's progress in addressing and achieving the quadruple bottom line in the Delivery Program through Council's Term Achievements for 2021/22.

Additionally, QBL progress is identified in Delivery Program Performance Indicators under each theme in **Performance – delivering the vision**.

QBL parameter	Delivery Program Term Achievements contributing to QBL parameters	
	Number	Progress (satisfactorily completed)
 SOCIAL	35	80%
 ECONOMIC	9	89%
 ENVIRONMENTAL	16	94%
 CIVIC LEADERSHIP	40	85%

Note: Term Achievements may be counted in multiple QBL parameters.

CONTINUOUS IMPROVEMENT

Council has a responsibility under the Local Government Act to carry out its functions, including the delivery of services and projects, to provide the best possible value for residents and ratepayers.

To achieve this Council continually assesses ways to improve how services and projects are delivered and ensure they are delivered in a cost effective, efficient and sustainable way. This is part of Council's commitment to the community as set out in the Delivery Program and Operational Plan.

Improvement initiatives are identified and implemented through the following:

- undertaking regular research into the community's priorities and satisfaction in relation to a broad selection of Council's external services and facilities
- assessing the community's overall level of satisfaction with Council's performance
- considering the priorities and expected levels of service, expressed by the community during engagement activities across Council's operations
- identifying suitable measures to determine the effectiveness of the projects, programs and actions contained in the Delivery Program and Operational Plan, and
- encouraging staff to initiate improvements in their work practices and service delivery.

To further encourage continuous improvement across Council's operations, a service review framework will be developed in 2022/23 to identify areas of service for review. This will include how Council will engage with the community and other stakeholders to assess service level expectations, determine agreed service levels within available resources and develop appropriate performance review measures.

Some of the service improvements and innovations achieved during 2021/22 included:

- continued delivery of services online during lockdown periods, and providing both online and face-to-face options for many services following the lockdown periods

- increased customer service resources across library branches
- enhanced community access to library resources and technology
- over 10,000 library items delivered to residents during lockdown by the Knock and Drop service
- developed a local volunteer online platform to help connect local residents and community organisations
- contemporary self-loan terminals upgraded at all library sites
- a new booking system for events and facilities
- a new remote access control system integrated with Council's venue hire booking system
- a new waste collection contract leading to increased waste recovery
- engagement with a Net Zero Communities Champions Network (a group of residents motivated to lead a community transition to a net zero future)
- launch of the Net Zero Communities e-newsletter
- new environmental volunteer website
- upgrade of the Envizi reporting platform and automation of Council's energy management snapshot
- launch of the Destination Connections E-newsletter to assist local tourism related businesses
- provision of visitor counters at St Ives Showground and the Wildflower Garden to assist with service planning
- new commercial opportunities including the license for the high ropes adventure course at St Ives Showground, retail licences for a restaurant at the Lindfield Village Green and a café/kiosk at St Ives Showground, and a licence for use of the Roseville Tennis Pavilion
- a new intranet for staff
- new recruitment software, and
- implementation of a staff Rewards and Recognition Program



FURTHER INFORMATION

Further information about continuous improvement activities undertaken by Council can be found under each theme in **Performance – Delivering the vision.**



AWARDS AND RECOGNITION

COMMUNITY

2021 Keep Australia Beautiful Sustainable Cities Awards

Highly commended – Young Legends

The Gers Bottle Project

A local family has been recognised for their recycling project, which has raised over \$20,000 for various charities since 2018. The Gers family of five children started collecting bottles to help raise money for the Hornsby Ku-ring-gai Hospital children's ward and since then their efforts have expanded to include fundraising for the Hornsby Ku-ring-gai Women's Shelter, the Devil Ark Conservation Program and the Cancer Council. The family use the return and earn system to recycle bottles and raise funds, as well as recycling plastic bread tags to buy wheelchairs for disadvantaged people in South Africa.

2022 Ku-ring-gai NSW Local Citizen of the Year Awards

Council's award program recognises those that generously donate their time to help others. The awards are held annually on Australia Day and aim to recognise organisations and individuals that have demonstrated excellent citizenship and contribution to the Ku-ring-gai community.

This year's awards were presented by Mayor Jeff Pettett, Deputy Mayor Barbara Ward and Cr Kim Wheatley.

The following members of the community were recognised for their outstanding contributions during 2021/22:

Citizen of the Year

Helen Jarvis

Helen has volunteered with the KYDS youth service over several years to ensure that children and young people in the local community have access to free counselling support. Helen's efforts have been particularly needed due to a significant increase in stress levels that the COVID-19 pandemic has caused.



Young Environmental Citizen of the Year

Oliver Conolly

Oliver is a keen budding ornithologist with a passion for protecting vulnerable bird species. He has used his artistic talents to create cards to raise awareness of Ku-ring-gai's endangered bird populations.



Environmental Citizen of the Year

Jen Stokes

Jen set up the local initiative Boomerang Bags. The Boomerang Bags idea aims to reduce the number of plastic bags circulating in Ku-ring-gai by creating centralised containers of shopping bags that residents can use and then return for others to use.



Mayor's Award for Outstanding Service by a Community Organisation

Easy Care Gardening

Easy Care Gardening is a team of volunteer gardeners who work across Ku-ring-gai helping housebound, elderly, and vulnerable residents maintain their gardens.



Mayor's Award for Outstanding Service by an Individual

Yoel Hyman

Yoel is an active volunteer in the Ku-ring-gai community. His volunteer activities include firefighting with the Killara Rural Fire Service, representing the community on the St Ives Traffic Forum and St Ives High P&C and acting as a volunteer administrator for the St Ives Community Facebook page.



2021 Local Business Awards

The business awards, of which Council was a major sponsor, recognise businesses for their products, services, and innovation. Finalists in each category were selected based on the number of nominations they received from the public. Of the 38 nominated finalists, ten businesses from Ku-ring-gai received awards. These were:

Overall Local Business of the Year - Kiplings Garage Bar, Turramurra

Category winners:

- Chargrill Charlies, Wahroonga – Fast food/ takeaway
- Kelvin Hall Floral Design, Pymble – Florist
- Hair Traits, Pymble – Hairdresser
- Fetts Boutique, Wahroonga – Most Inclusive Employer
- Turramurra Veterinary Hospital – Pet Care
- McDonalds Pharmacy, St Ives – Pharmacy
- Tapas Tapas Bodega, Turramurra – Restaurant
- Independent Living Specialists, St Ives – Specialised Retail Business
- Kiplings Garage Bar, Turramurra - Hotel/Bottleshop/Bar.

2021 Ku-ring-gai Bushcare Association Environmental Volunteer Awards

The awards celebrate the commitment and extraordinary work of Ku-ring-gai's environmental volunteers. The following volunteers were recognised:

- Geoff Smith - Most Challenging Site
- Phil Densem - Habitat Awareness Award
- Minns Road Streetcare - Most Improved Site
- Bronwyn Monk - Best Morning Tea
- Charley Li - Young Environmental Volunteer of the Year
- Bron Hannah - Environmental Volunteer of the Year
- Elaine Einspinner and Elizabeth Gerrard of Longford/Abingdon Bushcare - 30+ years of service
- Special mentions to - Pat Chadwick, Margaret and Garth Coulter, Kate Clarke, Bruce Donnelley, Walley Knowles and the Propagation Shed Volunteer Group.

2021 Keep Australia Beautiful Sustainable Cities Awards

Finalist – Overall Sustainable Cities

Ku-ring-gai Council was nominated as a finalist in the Sustainable Cities category for efforts in educating the community on sustainable living and reducing greenhouse gas emissions.

Highly commended – Environmental Communication Award

Ku-ring-gai Wildflower Garden Nature Play Strategy

The Wildflower Garden received the commendation for nature play sessions, held weekly for children aged 0-6, and led by the Wildflower Garden's environmental education rangers. Nature play is based on children playing with elements of the natural landscape and research shows that it can help develop qualities such as resilience, teamwork and improved physical coordination skills.

Highly commended – Heritage & Culture

Ku-ring-gai Heritage Festival

The Festival included photo exhibitions, open homes, historical talks, a fashion exhibition and guided walks. Tours of iconic historical properties such as Rose Seidler House in Wahroonga and the iconic Tulkiyan House in Gordon also featured, as well as a guided tour of Ku-ring-gai's smallest suburb Warrawee. The Festival also launched Council's 2021 heritage home grants scheme.

2022 Australasian Reporting Awards

Gold Award - Annual Report 2020/21

Council's 2020/21 Annual Report received a Gold Award for overall excellence in

annual reporting from the Australasian Reporting Awards in the category of Public Administration – Local Government.



2022 National Trust Heritage Awards

Winner – Tulkiyan Interiors Conservation

The National Trust Heritage Awards recognise outstanding practice in the field of heritage; awarding excellence in conservation, protection, and interpretation of Aboriginal, built, natural and cultural heritage.

Years of specialist and volunteer restoration of interior building fabric, finishes, furnishings and contents have successfully revived the 'complete picture' that makes Tulkiyan special with its fine intact building exterior, interior and contents.

2022 Australasian Management Challenge

NSW Winner – Ku-ring-gai Council

The Australasian Management Challenge is an annual event aimed at young and emerging leaders in councils across Australia. Teams consist of individuals drawn from various business units, who are given a series of tasks and problems to solve within pre-set deadlines.

Ku-ring-gai's final presentation focused on Council's values and their implementation at work. Ku-ring-gai were competing against 18 teams this year and their victory in the NSW regional final means they will now go forward to the national final.

White Cherry Blossom, Swain Gardens, Killara. Photographer: Matthew Drago.



DE

LOCAL DEMOCRACY

LOCAL DEMOCRACY

Ku-ring-gai Council is a public statutory body constituted 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* sets out several 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, 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, and
- providing a consultative and supportive working environment for staff.

Council's roles

Council is the custodian of the shared vision and aspirations of the Ku-ring-gai community reflected in the Community Strategic Plan. Council has several different roles to progress the long term objectives of the Community Strategic Plan through the Delivery Program and Operational Plan. The roles are outlined below.

LEAD

Council draws together diverse local community interests, strives towards achieving common goals and acts as a role model through actions and strategic responses to issues and challenges.

EDUCATE

Council explains and raises awareness of important issues and strategic objectives such as sustainability and environmental management, quality urban design and transport.

ENGAGE

Council engages with the community in preparing policies and plans, as well as communicating decisions and matters of community interest through advisory/committee and community groups, workshops/forums, social media and on-line channels.

ADVOCATE

Council proactively seeks to improve services, facilities and opportunities by lobbying agencies and other levels of government for the benefit of the Ku-ring-gai community.

COLLABORATE

Council collaborates with stakeholders to progress the community's long term objectives through partnerships, joint agreements for service delivery and less formal arrangements with community groups and organisations.

REGULATE

Council has statutory responsibilities to implement and respond to legislative provisions and changes for the benefit of the community.

FACILITATE

Council liaises and proactively works with community groups, sporting organisations, government and agencies to optimise benefits to the community.

DELIVER

Council has an important role in delivering services, facilities and infrastructure to the community and ensuring community and Council resources are responsibly managed to assist in building the long-term sustainability of Ku-ring-gai.

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.

Council elections

NSW local government elections were postponed to December 2021 due to COVID-19 health regulations.

Elections were held on Saturday 4 December 2021 with all candidates declared elected on Tuesday 21 December 2021. Council supported and delivered all contractual arrangements with the NSW Electoral Commission as required.



*Map 1 Ku-ring-gai
Council ward map*

COMENARRA WARD



Mayor Jeff Pettett

0478 489 430

jpettett@krg.nsw.gov.au

Committee representation

Marian Street Theatre Community Reference Committee

Chair: January-June 2022

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)

Mayor: January-June 2022

Councillor terms

2012-2017, 2017-2021, 2021+

Deputy Mayor 2018-2019

Mayor January 2022+

Read more about Cr Pettett



Cr Greg Taylor

0459 934 960

gtaylor@krg.nsw.gov.au

Committee representation

Flood Risk Management Committee

Deputy Chair: January-June 2022

Marian Street Theatre Reference Committee

Deputy Chair: January-June 2022

Sustainable Recreation Advisory Group

Chair: January-June 2022

External representative/member

Hornsby/Ku-ring-gai Rural Fire Service District Liaison Committee

Delegate: January-June 2022

Hornsby/Ku-ring-gai Bushfire Management Committee (BFMC)

Delegate: January-June 2022

Councillor terms

2021+

Read more about Cr Taylor

GORDON WARD



Deputy Mayor Barbara Ward

0447 081 824

bward@krg.nsw.gov.au

Committee representation

Audit, Risk and Improvement Committee
Member: January-June 2022

Flood Risk Management Committee
Chair: January-June 2022

Status of Women's Advisory Committee**
Deputy Chair: January-June 2022

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)
*Alternate: February-June 2022****

Councillor terms

2021+
Deputy Mayor January 2022+

Read more about Cr Ward



Cr Simon Lennon

0480 352 637

slennon@krg.nsw.gov.au

Committee representation

Heritage Reference Committee
*Deputy Chair: February-June 2022****

External representative/member

Ku-ring-gai Youth Development Service Inc. Management Committee
Alternate: January-June 2022

Hornsby/Ku-ring-gai PCYC Advisory Committee
Delegate: January-June 2022

Eryldene Trust
Delegate: January-June 2022

Councillor terms

2021+

Read more about Cr Lennon

** At the Ordinary Meeting of 11 January 2022, Council elected Councillor Kay as Chairperson and Councillor Ward as Deputy Chairperson for the Status of Women's Advisory Committee, however this committee did not meet during 2021/22 and was dissolved by resolution of Council on 16 August 2022.

*** Council resolved to make several minor changes to appointments to committees on 15 February 2022.

ROSEVILLE WARD



Cr Sam Ngai

0436 655 543

sngai@krg.nsw.gov.au

Committee representation

Audit, Risk and Improvement Committee*
Member: July 2021-June 2022

Flood Risk Management Committee

Deputy Chair: September-4 December 2021

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)

Delegate: January-June 2022

Ku-ring-gai Youth Development Service Inc. Management Committee (KYDS)*

Delegate: July 2021-June 2022

Councillor terms

2017-2021, 2021+

Deputy Mayor (21 September – 4 December 2021)

Read more about Cr Ngai



Cr Alec Taylor

0459 907 375

ataylor@krg.nsw.gov.au

Committee representation

Sustainable Recreation Advisory Group
Deputy Chair: January-June 2022

External representative/member

Ku-ring-gai Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to North Sydney

*Delegate: February-June 2022****

Councillor terms

2021+

Read more about Cr Taylor

* See details of Council resolutions on page 59 regarding appointments of Chairpersons and Deputy Chairpersons during the reporting period.

*** Council resolved to make several minor changes to appointments to committees on 15 February 2022.

ST IVES WARD



Cr Christine Kay

0436 635 454

ckay@krg.nsw.gov.au

Committee representation

Status of Women's Advisory Committee**

Chair: January-June 2022

External representative/member

NSW Public Libraries Association (NSWPLA)

Delegate: January-June 2022

Ku-ring-gai Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to North Sydney & Lindfield to Brooklyn

Delegate: July-4 December 2021

Hornsby/Ku-ring-gai Bush Fire Management Committee

Alternate: July-4 December 2021

Northern Sydney Regional Organisation of Councils (NSROC)

Alternate: July-4 December 2021

Ku-ring-gai Youth Development Service Inc. Management Committee

Alternate: July-4 December 2021

Councillor terms

2018-2021, 2021+

Read more about Cr Kay



Cr Martin Smith

0436 663 376

martinsmith@krg.nsw.gov.au

Committee representation

Ku-ring-gai Traffic Committee

Deputy Chair/Alternate: January-June 2022

Heritage Reference Committee

Deputy Chair: July-September 2021

Audit, Risk and Improvement Committee

Member: July-4 December 2021

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)

Alternate: January-June 2022

Hornsby/Ku-ring-gai Rural Fire Service District Liaison Committee

Alternate: January-June 2022

Hornsby/Ku-ring-gai Bushfire Management Committee (BFMC)

Alternate: January-June 2022

Sydney North Planning Panel

Member: 15 February 2022 (reappointed)

Councillor terms

2017-2021, 2021+

Read more about Cr Smith

*** At the Ordinary Meeting of 11 January 2022, Council elected Councillor Kay as Chairperson and Councillor Ward as Deputy Chairperson for the Status of Women's Advisory Committee, however this committee did not meet during 2021/22 and was dissolved by resolution of Council on 16 August 2022.*

WAHROONGA WARD



Cr Cedric Spencer

0436 661 911

cspencer@krg.nsw.gov.au

Committee representation

Ku-ring-gai Traffic Committee*

Chair: July 2021-June 2022

Marian Street Theatre Community Reference
Committee *Chair: September-4 December 2021*

Heritage Reference Committee
Deputy Chair: September-4 December 2021

External representative/member

Hornsby/Ku-ring-gai PCYC Advisory Committee
Alternate: January-June 2022

Councillor terms

2017-2021, 2021+
Mayor (21 September – 4 December 2021)
Deputy Mayor 2020-2021
Deputy Mayor 2021-2022 (1 July – 21 September 2021)

Read more about Cr Spencer



Cr Kim Wheatley

0459 933 639

kwheatley@krg.nsw.gov.au

Committee representation

Heritage Reference Committee

*Chair: February-June 2022****

External representative/member

North Shore Local Area Command [LAC] Community
Safety Precinct Committee – Lindfield to Brooklyn
*Delegate: February-June 2022****

Sydney North Planning Panel
Member: 15 February-June 2022

Councillor terms

2021+

Read more about Cr Wheatley

* See details of Council resolutions on page 59 regarding appointments of Chairpersons and Deputy Chairpersons during the reporting period.

*** Council resolved to make several minor changes to appointments to committees on 15 February 2022.

Acknowledging outgoing councillor contributions

Ku-ring-gai Council would like to acknowledge the contributions to Ku-ring-gai of the following councillors during the reporting period July-December 2021.

ROSEVILLE WARD



Cr Jennifer Anderson

Committee representation

Heritage Reference Committee
Chair: July-September 2021

Marian Street Theatre Community Reference
Committee Chair: July-September 2021

External representative/member

Northern Sydney Regional Organisation of Councils
(NSROC)
Mayor: July-4 December 2021

Councillor terms

2006-2008, 2008-2012, 2012-2017, 2017-2021
Mayor 2011-2012, 2013-2014, 2014-2015, 2016-2017, 2017-
21 September 2021
Deputy Mayor 2008-2009, 2009-2010, 2010-2011

COMENARRA WARD



Cr Callum Clarke

Committee representation

Flood Risk Management Reference Committee
Chair: July-September 2021

External representative/member

Northern Sydney Regional Organisation of Councils
(NSROC)
Delegate: July-4 December 2021

Hornsby/Ku-ring-gai PCYC Advisory Committee
Delegate: July-4 December 2021

Councillor terms

2017-2021
Deputy Mayor 2017-2018, 2019-2020

GORDON WARD



Cr Peter Kelly

Committee representation

Ku-ring-gai Traffic Committee
Deputy Chair/Alternate: July-4 December 2021

Marian Street Theatre Community Reference Committee
Deputy Chair: September-4 December 2021

Flood Risk Management Committee
Chair: September-4 December 2021

Heritage Reference Committee
Chair: September-4 December 2021

External representative/member

Metropolitan Public Libraries Association
Delegate: July-4 December 2021

Councillor terms

2017-2021



Cr Cheryl Szatow

Committee representation

Marian Street Theatre Reference Committee
Deputy Chair: July-September 2021

External representative/member

Eryldene Trust
Delegate: July-4 December 2021

Sydney North Planning Panel
Member: July-4 December 2021

Councillor terms

2008-2012, 2012-2017, 2017-2021
Mayor 2015-2016
Deputy Mayor 2012-2013

WAHROONGA WARD



Cr Donna Greenfield

Committee representation

Flood Risk Management Reference Committee
Deputy Chair: July-September 2021

External representative/member

Hornsby/Ku-ring-gai Bushfire Management Committee
Delegate: July-4 December 2021

Rural Fire Service District Liaison Committee
Delegate: July-4 December 2021

Northern Sydney Regional Organisation of Councils (NSROC)
Alternate: July-4 December 2021

Hornsby/Ku-ring-gai PCYC Advisory Committee
Alternate: July-4 December 2021

Councillor terms

2017-2021

DECISION MAKING AND PARTICIPATION

Ku-ring-gai's residents, community groups and other stakeholders are encouraged to actively participate in and inform local policy formulation and decision-making to achieve the best outcomes for service delivery and assets for the community. There are several ways in which Ku-ring-gai Council involves the local community and stakeholders in policy formulation and decision-making.

Public forums

A public forum is generally held in the week prior to each Ordinary Meeting of Council. Residents are invited to speak to Councillors about agenda items or other matters of public interest. Applications to speak in-person are accepted up until 5pm the business day prior to the forum in accordance with Council's Code of Meeting Practice. Forum dates are available on Council's website.

In June 2022, Council resolved to make several changes to support more accessible, flexible and interactive public forums. Councillors can now ask questions of speakers. Members of the public can participate in public forums remotely via Zoom and can lodge a written submission in support of their speech.

Council meetings

Ordinary Council Meetings are generally held once a month with residents invited to attend. Meeting dates are available on Council's website and published monthly in the North Shore Times. Extraordinary Council Meetings may be called from time to time to deal with specific or urgent 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 a range of issues, including strategic policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, tenders for works 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 and notices of motion. A decision is made when a majority of councillors vote in favour of a motion.

Council agendas are publicly available a week before the Public Forum, including on Council's website, at the Customer Service Centre and all libraries, and in the Council Chamber on meeting nights.

Council meetings are webcast live and available for viewing. Meeting minutes and Council's adopted Code of Meeting Practice are available on Council's website.

Council continues to ensure all meetings and forums are held in accordance with COVID-safe practices.



FURTHER INFORMATION
regarding Council meetings and public forums are available at
www.krg.nsw.gov.au

Councillor meeting attendance 2021/22

Figure 7 provides a summary of attendance for each councillor for Council Meetings held during 2021/22.

Councillor	Council meetings attended ¹	
	Number	%
January – June 2022		
Cr Jeff Pettett (Mayor 11 January – 30 June 2022)	6/6	100%
Cr Barbara Ward (Deputy Mayor 11 January – 30 June 2022)	6/6	100%
Cr Christine Kay	6/6	100%
Cr Simon Lennon	6/6	100%
Cr Sam Ngai	6/6	100%
Cr Martin Smith	6/6	100%
Cr Cedric Spencer	5/6	83%
Cr Alec Taylor	5/6	83%
Cr Greg Taylor	6/6	100%
Cr Kim Wheatley	6/6	100%
July – December 2021		
Cr Jennifer Anderson (Mayor 1 July - 21 September 2021)	4/4	100%
Cr Cedric Spencer (Mayor 21 September - 4 December 2021) (Deputy Mayor 1 July - 21 September 2021)	4/4	100%
Cr Sam Ngai (Deputy Mayor 21 September - 4 December 2021)	4/4	100%
Cr Callum Clarke	4/4	100%
Cr Donna Greenfield	4/4	100%
Cr Christine Kay	4/4	100%
Cr Peter Kelly	4/4	100%
Cr Jeff Pettett	4/4	100%
Cr Martin Smith	4/4	100%
Cr Cheryl Szatow	4/4	100%

Figure 7 Councillor attendance at Council Meetings July 2021 – June 2022

Explanatory notes:

1. Calculations are based on the 10 Council Meetings held in 2021/22. Council Meetings originally scheduled for 9 October, 15 October and 19 October were cancelled due to an absence of quorum, and therefore are not included in the above attendance statistics. Council meeting minutes are available at www.krg.nsw.gov.au

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 to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as 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. Council's Advisory and Reference Committees are listed below.

Active Transport Committee

Council resolved to establish a Bicycle Advisory Committee in May 2022, however, in June 2022 Council resolved to expand the committee to include walking and other forms of active transport. The committee is expected to provide advice to the community regarding planning and design of active transport infrastructure and support facilities, active transport initiatives, content of Council's plans/policies and the development of education, promotion and enforcement strategies. Draft Terms of Reference for the committee will be presented to Council early 2022/23.

Audit, Risk and Improvement Committee

The objective of the Audit Risk & Improvement Committee (ARIC) is to provide independent assurance and assistance to Ku-ring-gai Council on risk management, control, governance, and external accountability responsibilities. In addition, the purpose and function of this Committee is to provide relevant advice to ensure that there is 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. More information on ARIC is available in the **Governance** section.

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 Department of Planning and Environment, NSW National Parks and Wildlife Service, NSW State Emergency Services, Sydney Water, 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 forum for discussing technical, social, economic and environmental matters relating to flood risk management.

Heritage Reference Committee

The Heritage Reference Committee includes councillors, community representatives and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee provides support to 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.

Ku-ring-gai Traffic Committee

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

Major Projects Advisory Committee

The Major Projects Advisory Committee aims 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.

Marian Street Theatre Community Reference Committee

The Marian Street Theatre Community Reference Committee enables 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.

Multicultural Advisory Committee

Council resolved to establish a Multicultural Advisory Committee in June 2022. The committee will provide an advocacy role and assist in providing input for Council's plans, strategies and services to multicultural communities, contribute and provide feedback on multicultural events, and assist in developing partnerships and improving equity across multicultural communities. Draft Terms of Reference for the committee will be presented to Council early 2022/23.

Status of Women's Advisory Committee

Council resolved to establish a Status of Women's Advisory Committee in November 2021. In June 2022 Council adopted terms of reference for the committee.

Note: In August 2022, Council then resolved to facilitate two women's forums to be held in the 2022/23 financial year and to dissolve the Women's Advisory Committee.

Sustainable Recreation Advisory Group

The Sustainable Recreation Advisory Group acts as an advisory body to Council, provides advice on environmental issues and opportunities in relation to recreation in natural areas and assists in promoting responsible and sustainable recreation in the region. The group includes members from the local community.



FURTHER INFORMATION
regarding Council's advisory and reference committees
is available at www.krg.nsw.gov.au



Eucalyptus.

Figure 8 provides a summary of attendance¹ for councillors for Advisory/Reference Committees held during 2021/22.

Councillor	Advisory/Reference Committee Meetings attendance ¹		
	Committee	Number	%
January – June 2022			
Cr Jeff Pettett (Mayor 11 January-30 June 2022)	Marian Street Theatre Community Reference Committee ²	-	-
Cr Barbara Ward (Deputy Mayor 11 January-30 June 2022)	Flood Risk Management Committee	1/1	67%
	Audit, Risk & Improvement Committee (apology minuted)	1/2	
Cr Christine Kay	Status of Women's Advisory Committee ³	-	-
Cr Simon Lennon	Heritage Reference Committee	2/2	100%
Cr Sam Ngai	Audit, Risk & Improvement Committee	2/2	100%
Cr Martin Smith ⁴	Ku-ring-gai Traffic Committee	-	-
Cr Cedric Spencer	Ku-ring-gai Traffic Committee	1/1	100%
Cr Alec Taylor	Sustainable Recreation Advisory Group	1/1	100%
Cr Greg Taylor	Sustainable Recreation Advisory Group	1/1	100%
Cr Kim Wheatley	Heritage Reference Committee	2/2	100%
July – December 2021			
Cr Jennifer Anderson (Mayor 1 July-21 September 2021)	Marian Street Theatre Community Reference Committee	1/1	100%
	Heritage Reference Committee	2/2	
Cr Cedric Spencer (Mayor 21 September-4 December 2021) (Deputy Mayor 1 July-21 September 2021)	Ku-ring-gai Traffic Committee	1/1	100%
Cr Sam Ngai (Deputy Mayor 21 September-4 December 2021)	Audit, Risk & Improvement Committee	1/1	100%
Cr Callum Clarke	-	-	-
Cr Donna Greenfield	-	-	-
Cr Christine Kay	Status of Women's Advisory Committee ³	-	-
Cr Peter Kelly ⁵	Ku-ring-gai Traffic Committee	-	-
Cr Jeff Pettett	-	-	-
Cr Martin Smith	Audit, Risk & Improvement Committee	1/1	100%
	Heritage Reference Committee	2/2	
Cr Cheryl Szatow	Marian Street Theatre Community Reference Committee	1/1	100%

Figure 8 Councillor attendance at Advisory/Reference¹ committee meetings July 2021 – June 2022

Appointment of Chairpersons and Deputy Chairpersons

On 22 September 2020, Council resolved to continue with its 2019/20 chairpersons and deputy chairpersons for Reference and Advisory Committees for the 2020/21 Mayoral Term. On 21 September 2021 Council resolved to appoint chairpersons and deputy chairpersons for Council's Reference and Advisory Committees for the period of September 2021 to 4 December 2021.

Following the local government elections in December 2021, Council resolved to appoint chairpersons and deputy chairpersons for Council's Reference and Advisory Committees for the 2022/23 Mayoral Term at the Council Meeting of 11 January 2022. At the Meeting of 15 February 2022, Council resolved to make minor changes to these appointments.

1. Figures for Council's advisory/reference committees are calculated based on attendance for Councillors appointed by council resolution to a committee for the 2021/22 period. Other Councillors may attend these committee meetings as observers however this is not calculated in the attendance statistics. Council's advisory and reference committees that met during 2021/22 are listed below:
 - a. Audit, Risk and Improvement Committee
 - b. Flood Risk Management Committee
 - c. Heritage Reference Committee
 - d. Ku-ring-gai Traffic Committee
 - e. Marian Street Theatre Community Reference Committee
 - f. Sustainable Recreation Advisory Group.
2. The Marian Street Theatre Community Reference Committee did not meet from January-June 2022.
3. The Status of Women's Advisory Committee did not meet during 2021/22.
4. Councillor Martin Smith was nominated as the alternate chairperson of the Ku-ring-gai Traffic Committee, and is only expected to attend if the chairperson is not available.
5. Councillor Peter Kelly was nominated as the alternate chairperson of the Ku-ring-gai Traffic Committee, and is only expected to attend if the chairperson is not available.



Planning panels

The NSW Government introduced changes to planning panels in August 2020, as part of the Planning Acceleration Program, to support the state's immediate and long-term economic recovery from the COVID-19 pandemic.

The changes¹ aimed to speed up panel determinations by:

- reducing the need to conduct public panel meetings for non-contentious matters by applying a '10-or more' objection trigger for public meetings
- reducing the number of modifications going to panels
- obliging panel chairs to more actively manage development applications (DAs) coming to the panels to reduce deferrals and assessment timeframes
- allowing chairs to bring forward determination on DAs that are experiencing unreasonable delays of over 180 days from lodgement, and
- introducing panel performance measures.

Ku-ring-gai Local Planning Panel (KLPP) meetings

Local planning panels (LPPs) are panels of independent experts that determine development applications on behalf of Council and provide advice on other planning matters, including planning proposals.

The KLPP makes decisions on sensitive, complex or high-value development applications (DAs). The purpose of the panel is to ensure that the process of assessment and determination of development applications with a high corruption risk, sensitivity or strategic importance is transparent and accountable.

Council officers continue to undertake the assessment process for more straightforward DAs and make recommendations regarding development proposals to the panel. Council also provides administrative support to the panel to assist its determination of DAs, organisation of meetings, including preparation of agendas and business papers, as well as remuneration for panel members.

Sydney North Planning Panel (SNPP) meetings

Sydney and regional planning panels strengthen decision making on regionally significant development applications and other planning matters.

There are five Sydney Planning Panels and four Regional Planning Panels across NSW. Each panel is an independent body that is not subject to the direction of the Minister of Planning and Public Spaces.

Ku-ring-gai Council is part of the Sydney North Planning Panel which makes decisions on significant development applications affecting the local region.



FURTHER INFORMATION

regarding the planning panels is available at www.krg.nsw.gov.au

¹ NSW Government Planning Portal <https://pp.planningportal.nsw.gov.au/planning-panels/changes-planning-panels>

ENGAGEMENT AND COLLABORATION

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 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.

Snapshot – Council engagement and communication 2021/22

YOUR SAY ONLINE HUB



30
public exhibitions
conducted

'Your Say' webpage visited
27,900 times

NEWSLETTERS



59,331 subscribers
across **13** e-newsletters

Ku-ring-gai Update
mailed to rate payers once per year

SOCIAL MEDIA



FOLLOWERS

f
33,124
Across 8
Facebook pages

i
3,650
Instagram

in
3,171
LinkedIn

t
3,458
Twitter

Council posts
were seen
1.1 million
times

WEBSITE



3,145,978
site visits

Most popular pages

- ▶ Home
- ▶ Waste/clean ups
- ▶ Library
- ▶ Sportsfields, parks (wet weather)
- ▶ DA tracking
- ▶ Tennis courts

COMMUNITY ENGAGEMENT IN 2021/22

Community Strategic Plan – Ku-ring-gai 2032

Extensive community and stakeholder engagement activities were undertaken as part of the review and development of Ku-ring-gai's new *Community Strategic Plan – Ku-ring-gai 2032*.

The Community Strategic Plan is the highest-level plan that Council prepares. The purpose of the Plan is to identify the main priorities and long-term aspirations for the future of Ku-ring-gai, and plan how they can be achieved.

An important part of the review process is seeking the views of the community and other stakeholders on challenges and opportunities for Ku-ring-gai, as well as priorities and aspirations for the future. Our engagement was guided by Council's Community Engagement Policy as well as an engagement strategy that outlined specific communication and engagement activities that would be undertaken.

Communication and engagement included online surveys, web information, media releases, newspaper articles, social media, e-news as well as face to face workshops.

This approach was in response to COVID-19 health directives in late 2021 and the significantly shortened timeframe available for engagement due to the deferral of local government elections to December 2021.

Community engagement was undertaken in two phases. The first phase attracted over 1,000 participants and respondents and included the following:

Engagement	Activities
Community research April 2021	• representative recruited and telephone survey
Online resident survey December 2021 – March 2022	• project webpages • media releases • online survey • social media and e-news
Online business survey December 2021 – February 2022	• online survey • social media and e-news
Youth group January 2022	• in person workshop
Cultural and linguistically diverse groups March 2022	• two in person discussions/workshops
Community forums March 2022	• two in person workshops
Community information night March 2022	• online webinar briefing and Q and A session

The second phase of community engagement invited community and stakeholder comments on the draft Community Strategic Plan that had been prepared following the initial consultation and engagement.

Separate to exhibition of the draft Community Strategic Plan, Council also exhibited a draft Long Term Financial Plan (part of Council's Resourcing Strategy), a draft 4-year Delivery Program and a 1-year Operational Plan for 2022–2023.

Other examples of engagement in 2021/22

Other community consultation and engagement undertaken during the 2021/22 year included the following:

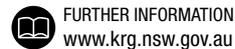
Engagement	Activities
Councillor Expenses and Facilities Policy (July 2021)	• e-news and website advertising • social media • online engagement platform
Heritage Strategy (July 2021)	• e-news and website advertising • social media • online engagement platform
Lindfield Village Hub (August 2021)	• statistically 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
Community Engagement Policy (August 2021)	• surveys • interviews • media release • e-news • online advertising • direct mail • Council's online engagement platform
Bedes Forest, St Ives (August 2021)	• survey • online engagement platform • e-news and website advertising • social media
St Ives Showground and Precinct Lands Draft Plan of Management (August 2021)	• e-news and website advertising • social media • online engagement platform
Landscape Masterplan for Hassall Park – Stage 2 (August 2021)	• e-news and website advertising • social media • online engagement platform
Fauna Management Policy (September 2021)	• e-news and website advertising • social media • online engagement platform
Biodiversity Policy (October 2021)	• e-news and website advertising • social media • online engagement platform
Sequoia Close Playspace Upgrade – Phase 1 (October 2021)	• e-news and website advertising • social media • online engagement platform
North Gordon streetscape upgrades (October 2021 and May 2022)	• e-news and website advertising • social media • online engagement platform
Eldinhope Green playspace upgrade (October 2021 and June 2022)	• survey • online engagement platform • e-news and website advertising • social media
Water Sensitive City Policy and Water Sensitive City Strategy (November 2021)	• e-news and website advertising • social media • online engagement platform
Nature play in Ku-ring-gai (February 2022)	• survey • online engagement platform • e-news and website advertising • social media
Public Domain Plans (March 2022)	• e-news and website advertising • social media • online engagement platform
Landscape masterplan for The Glade at Wahroonga – Stage 1 (April 2022)	• e-news and website advertising • social media • online engagement platform
Middle Harbour - Southern Catchments Flood Study (May 2022)	• community information sessions • online engagement platform • e-news and website advertising • social media
Code of Meeting Practice (May 2022)	• e-news and website advertising • social media • online engagement platform
Urban Forest Strategy – Phase 2 (July 2022)	• survey • online engagement platform • e-news and website advertising • social media

Collaboration

While Council has several roles in progressing the Ku-ring-gai community's long term objectives, 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 throughout this Annual Report. Specific stakeholders are also listed for each long term objective in the *Community Strategic Plan – Our Ku-ring-gai 2038*.

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



FURTHER INFORMATION
www.krg.nsw.gov.au

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"> • coordinate volunteer Bushcare/Parkcare/ Streetcare/Trailcare groups and community gardeners • work with groups to deliver annual events • offer community small grants programs • promote and support volunteering • host regular issues/needs forums • host special events and regional forums • environmental research partnerships with tertiary institutions
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

Stakeholder	How we collaborate with stakeholders
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
Universities, tertiary institutions, research groups	<ul style="list-style-type: none"> • joint research partnerships • participation in research projects
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



Spring Flowers Celebration
2022, Phillip Mall, West Pymble,
Photographer: Matthew Drago.

ORG



OUR ANISATION



Ku-ring-gai staff preparing cuttings.

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 as shown in diagram 3.

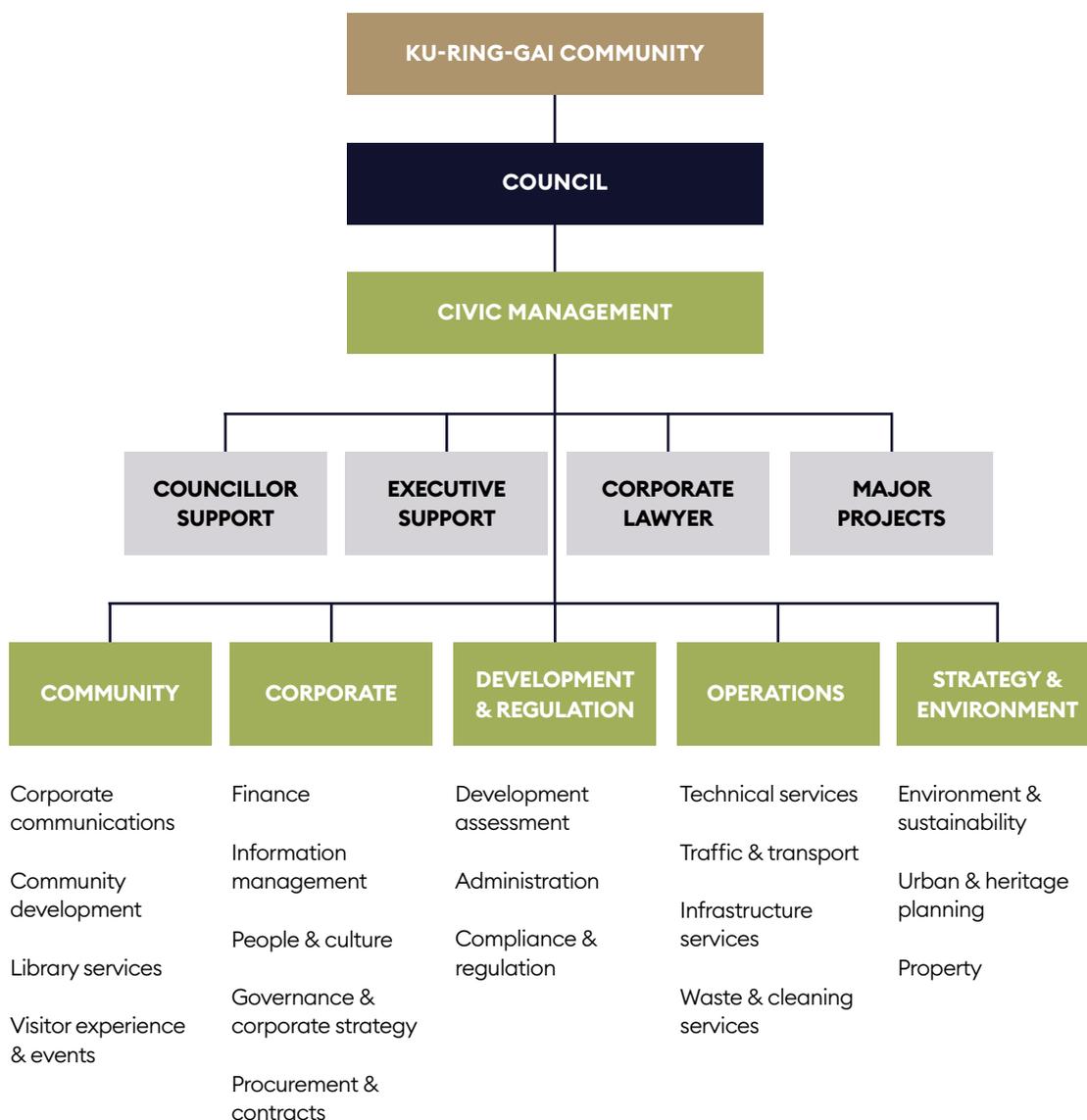


Diagram 3 Ku-ring-gai Council organisational structure

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.



FURTHER INFORMATION
www.krg.nsw.gov.au

MICHAEL MIOCIC

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 Council. 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, heritage 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 and has since utilised an innovative approach to lead and inspire a diverse workforce to deliver high level customer service to the local community. He has a passion for developing leadership capabilities within the organisation to empower his team to deliver effective and efficient services for the community. Over the course of George's local government career, he has managed more than \$3.5 billion in infrastructure assets and delivered more than \$1 billion in capital works projects which include the development of the Lindfield Village Green, St Ives Recreational Precinct and the upgrade of the St Ives Showground. He has also led the development and implementation of Ku-ring-gai's new Waste Strategy which provides additional services, improved recycling capabilities and greater flexibility for the residents of Ku-ring-gai.



JOHN MCKEE

General Manager, Civic Management

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 30 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.

DAVID MARSHALL

Director, Corporate

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

David joined Ku-ring-gai in 2013 and has extensive experience in leading local government corporate, community and recreation services. David has a special interest in the sustainable management of organisations, integrating corporate and financial planning, asset management, governance and technology, and supporting our people to secure a strong and viable council.

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



Workforce snapshot



Figure 9 Staff snapshot as of 30 June 2022

WORKING AT KU-RING-GAI COUNCIL

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

Council's adopted 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 to progress the long-term Community Strategic Plan.

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

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 continued to manage staff in accordance with the *Local Government Act 1993*, *Industrial Relations Act 1996 (NSW)*, the *Local Government (State) Award 2020* and other relevant legislation as reflected in Council's policies.

To support staff during the COVID-19 pandemic, Council continued to opt into the temporary *Local Government (COVID-19) Splinter Award* which provided special arrangements for leave and work flexibility during this time.

In July 2021, Council provided a 2% salary increase to all eligible staff under the provisions of the *Local Government State Award 2020*. In addition to this, the Superannuation Guarantee Contribution was increased to 10.5% for all staff.

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 and in Council's Equal Employment Opportunity Management Plan 2020-2024. See **Local Government Reporting** for further information on Council's activities to implement the plan.

Key achievements in 2021/22

- implemented new e-recruitment software
- implemented an e-learning module to train relevant staff in the skills to conduct fair, unbiased and merit-based recruitment
- continued to implement the Working from Home Policy enabling a flexible hybrid working arrangement
- continued to respond to the COVID-19 pandemic in a positive, proactive, and confident manner under the leadership of the Crisis Management Team
- introduced the 10 Child Safety Standards to ensure the safety of children through a new child safety policy and procedure
- continued to build awareness and promote diversity and inclusiveness through a commitment to celebrating significant events
- prepared to implement the Reward & Recognition Program as part of the central strategy to attract, develop, engage and retain staff
- continued to improve the talent management system through a review of staff performance ratings
- completed the annual health and wellbeing program which aims to create positive staff morale, reduce absenteeism and sick leave, reduce staff turnover and increase staff productivity
- continued a diverse learning and development program with support for over 960 training or conference attendances, induction, code of conduct and compliance training
- increased Council's capacity to the online e-learning system with a total of 74 e-learning courses, and
- scheduled delivery of Council's leadership development program, 7 Habits of Highly Effective People workshops to 96 staff supporting leadership development at all levels of Council's workforce.

Staff profile

Figure 10 provides a snapshot of Council's staff profile with comparisons across five years.

The most significant change over the five-year period was a steady trend of increases in females in the workforce from 45% to 47.7% with a corresponding decrease in males; and the increase of females in leadership positions from 10.8% to 11.6%.

	5 year trend	2021/22	2020/21	2019/20	2018/19	2017/18
Number of staff (full and part-time)	▲	440	431	432	412	426
Median age range (years)	◀▶	45 – 54	45 – 54	45 – 54	45 – 54	45 – 54
Retention rate	◀▶	84.3%	89%	88%	86%	83%
Percentage of females	▲	47.7%	45%	46%	48%	45%
Percentage of males	▼	52.3%	55%	54%	52%	55%
Females in Band 6 and above	▲	11.6%	11.1%	10.8%	10.7%	10.8%
Males in Band 6 and above	◀▶	17.0%	17.1%	17.6%	16.7%	16.9%

◀▶ stable ▲ increasing trend ▼ decreasing trend

Figure 10 Staff profile from 30 June 2018 to 30 June 2022

Workforce headcount

As of 30 June 2022, Ku-ring-gai Council employed 440 full and part-time staff and 119 casual staff in a diverse range of service areas.

Year	Employment type			
	Full-time	Part-time	Total full and part-time	Plus casuals
2021/22	384	56	440	119
2020/21	380	51	431	125
2019/20	381	51	432	231
2018/19	353	59	412	276
2017/18	361	65	426	179

◀▶ stable ▲▼ fluctuating ▲ increasing trend ▼ decreasing trend

Figure 11 Workforce total headcount by employment type from 30 June 2018 to 30 June 2022

The total number of persons who performed paid work on Wednesday 25 May 2022

Under section 217 of the *Local Government (General) Regulation 2021*, Council must publish a statement of the total number of persons who performed paid work for them on Wednesday 25 May 2022.

Employment type	Total number of people
Permanent full-time	371
Permanent part-time	52
Casuals (week of 25/05/2022)	33
Fixed-term contract	19
Senior staff (as per the <i>Local Government Act 1993</i>)	6
Contract labour	36
Contract apprentice or trainee	0

Figure 12 The total number of persons who performed paid work at Council on Wednesday 25 May 2022

Workforce age and gender

The median age of our workforce was 48 years with 58.6% of our staff aged 45 years and over. This represents a slight ageing of the workforce from the previous period 2020/21 as shown in Figure 13.

Workforce by age and gender	Male	Female	Total	2021/22 %	2020/21 %
15 - 24	2	5	7	1.6	1.85
25 - 34	34	35	69	15.7	14.61
35 - 44	51	55	106	24.1	25.52
45 - 54	57	61	118	26.8	26.21
55 - 64	64	41	105	23.9	25.75
65 +	22	13	35	7.9	6.03
Total	230	210	440	100%	100%

Figure 13 Workforce percentage by age and gender as of 30 June 2022 (rounding applied)

Workforce in senior positions

There was a slight increase in the percentage of females in senior roles (Band 6 and above) with women comprising of 40.95% (up from 39.4% in 2020/21) and a corresponding decrease in males at 59.05% (down from 60.6% in 2020/21) as shown in Figure 14.

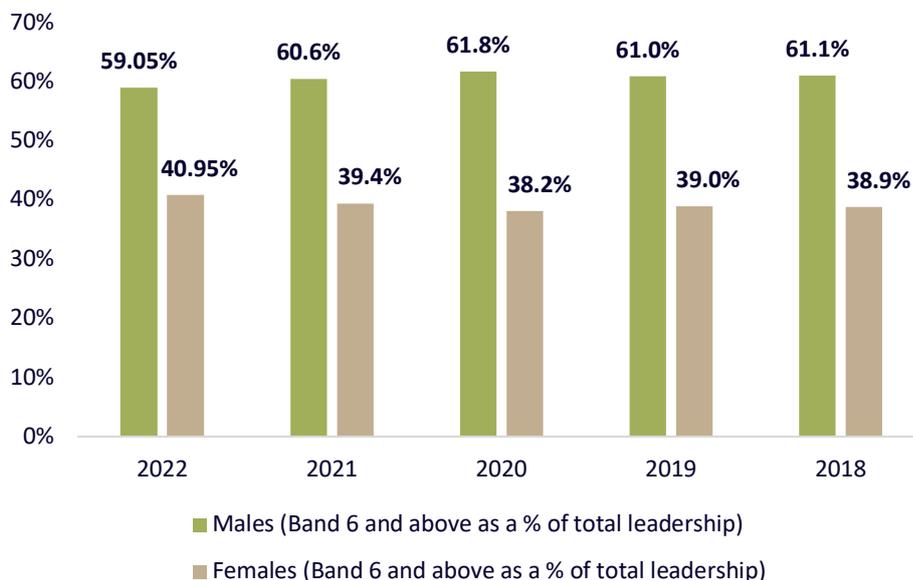


Figure 14 Percentage of males and females in senior positions (Band 6 and above) from 30 June 2018 to 30 June 2022 (rounding applied)

Note: Minor corrections were made to the 2022 results for males and females in senior positions in Figure 14 following initial publication of the Annual Report on 30 November 2022. The corrected results reflect the most accurate data available.

Diversity and inclusion

Council is committed to leading strategies to strengthen our diverse and inclusive environment. Our Workforce Management Strategy sets the foundation for retaining and attracting a diverse and talented workforce.

To build awareness and educate staff on the importance of diversity and inclusion, all staff are required to complete a 'Diversity in the Workplace' e-module biennially. The course is designed to increase staff understanding of diversity, explain the benefits and challenges of diversity across society and within workplaces and provide ways in which they can be more inclusive.

Council has been preparing a diversity plan and strategy which incorporate initiatives and actions to improve employment opportunities for women, people from culturally and linguistically diverse (CALD) or indigenous backgrounds or people that speak other languages.

Additionally, the Equal Employment Opportunity Committee identified events that Council would commit to, educate staff and encourage celebration. These events include Zero Discrimination Day, Harmony Day, World Health Day, NAIDOC Week, Wear it Purple Day, R U OK Day, National Child Protection Week, World Mental Health Day, Remembrance Day, White Ribbon Day, and International Day of People with a Disability.

Council continues to implement the Ageing Workforce Strategy which has been designed to not only address the global challenges faced with an ageing population, but to also build strategies for retaining older staff, while providing them more opportunities to balance work and life leading up to retirement.



Our Workforce Management Strategy sets the foundation for retaining and attracting a diverse and talented workforce.



FURTHER INFORMATION

Refer to **Equal Employment Opportunity** in **Local Government Reporting**.

Recruitment and retention

Council continued 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 2020-2024.

During 2021/22, recruitment procedures and processes were updated and streamlined including updates to the e-recruitment system, a review of recruitment and selection templates and policies, and improved utilisation of LinkedIn to attract active and passive candidates.

Council's new e-recruitment system, Scout Talent was fully implemented. Scout Talent was designed to allow Council to publish advertisements across multiple platforms, shortlist candidates quickly, centralise candidate interview scheduling and improve branded communications to candidates.



Council's retention rate decreased to 85% (turnover rate of 15%) from 89% in the previous year. Lower turnover in 2020/21 reflected the impact of the pandemic and the uncertainty in the marketplace resulting in resignations significantly declining in the final quarter of the year. In 2021/22, the number of resignations increased and began to return to levels within expected parameters.

Council manages staff retention through a variety of methods including systematic identification and review of areas of high turnover, staff feedback, performance and reward systems and implementation of targeted staff retention programs to address significant workforce issues (where required). In addition, Council is currently developing an Employee Engagement Strategy and a Market and Retention Allowance Policy.

The succession planning program and system was adopted, and Council has been preparing for implementation with the return of staff into the workplace and the easing of COVID-19 related restrictions. This program is critical in ensuring Council is continually ready to have the right person in the right role at the right time.

Future workforce planning

Council continued to plan and implement strategies through the Workforce Management Strategy to meet future workforce needs.

Achievements to support these initiatives in 2021/22 included:

- implementation of the succession planning framework
- development of the Employee Opinion Survey ready for implementation in late 2022
- continuous improvement of the talent management system
- development of the e-learning library
- review of the exit interview reporting process
- implementation of the Ageing Workforce Strategy, and
- implementation of the Leadership Development Program.



FURTHER INFORMATION

Workforce Management Strategy (as part of the Resourcing Strategy)
www.krg.nsw.gov.au

Learning and development

Council's workforce is highly skilled, technically competent and supported by effective recruitment processes that identify and employ for the knowledge, skills and experience required to deliver Council's Delivery Program and Operational Plan. As such, Council's Learning and Development Program focused on four main areas in 2021/22:

- **Maintenance and development of individual skills and knowledge for current positions or future career paths** – achieved through training objectives set by staff each year, financial assistance and support for external study and attendance at industry seminars and conferences.
- **Work, health and safety compliance training** – ensures Council's compliance with a range of legal requirements, covering a variety of disciplines and is delivered in-house whenever possible to ensure cost effective training and minimum disruption to teams and work delivery.
- **Safestart Human Error Reduction Program** – SafeStart's safety and human error reduction training is used to reduce common states and errors that lead to injuries and fatalities. It is additional to the systems and processes already established in the Work, Health and Safety Management System and deals with understanding and skilling staff in reducing unintended mistakes and improving habitual behaviour.
- **Leadership development** – programs are based on Franklin Covey's 7 Habits of Highly Effective People. Council recognises that leadership does not reside only with the managerial positions but that all staff contribute to achieving Council's objectives.

Learning and development spending

Council continues to maximise the value of training spend and minimise financial costs through reducing the cost per head of training where possible and utilising trained, accredited internal facilitators to deliver programs.

The delivery of online learning content tailored to Council's internal policy frameworks increasingly allows learning and development opportunities at lower costs per participant.

Council's learning and development expenditure is shown in Figure 15.

Learning and development expenditure	2021/22	2020/21	2019/20	2018/19	2017/18
Total	\$238,447.97	\$208,584.13	\$262,050.01	\$230,499.96	\$284,949.21

Figure 15 Workforce learning and development expenditure from 30 June 2018 to 30 June 2022

Training attendance

The COVID-19 pandemic and public health restrictions in 2021/22, continued to impact training attendances and average training hours as shown in figure 16. Although the focus has remained on compliance training, Council has continued to maintain as many opportunities as possible for learning and development with appropriate e-learning, online strategies and social distancing incorporated into the physical learning environment.



Figure 16 Training breakdown as of 30 June 2022

* Financial year 2019/20

Organisation

Ongoing structure reviews

For Council, the review of existing structures is about balancing current services, resources and productivity with stakeholder demands and expected deliverables.

As the COVID-19 pandemic continued to impact the way we worked in 2021/22, workplace restructures were kept to a minimum to reduce disruptions and maintain operational effectiveness.

Corporate culture

Our organisational culture has long been cultivated by a resilient, dynamic and diverse workforce. Central to our workforce are our Corporate Values and Code of Conduct.

We continue to leverage the initiatives contained in the Workforce Management Strategy (WMS) to pave way for shaping and improving our culture.

Within the WMS are a number of key themes that encourage a strategic approach to meeting current and emerging challenges. These also play an important role in developing and shaping our corporate culture, and ensuring our practices continue to meet industry standards.

Staff productivity

Council continues to improve the talent management process to encourage strong performance.

Achievements during 2021/22 include:

- a review of performance ratings to reflect a more meaningful and relevant result for staff, and
- finalising preparations for the implementation of the Rewards & Recognition Policy and program.

Celebrating staff achievements

The introduction of Council's new Rewards & Recognition (R&R) program lays the foundation for staff achievements and success to be recognised and celebrated.

The program provides staff an opportunity to recognise effort and contributions of their peers, promote their achievements, and celebrate success. Staff will be able to nominate their peers for the Employee of the Year Award, and for excellence awards in behaviour, performance, innovation and service.

Staff continue to be appraised informally through regular discussions and meetings with their supervisor, and more formally through the mid-year and year-end performance management process.

To recognise commitment and service, staff received service recognition awards for 30+ and 40+ service years. This was extended in 2021/22 to include staff with 10+ and 20+ years of service.

Promoting a healthy work/life balance

Council has an ongoing commitment to staff wellbeing at work, which is supported by the Wellbeing Program Benefit Policy. 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 promoted several key initiatives throughout the year:

- **Wellness program** – including financial reimbursement towards wellbeing activities, influenza vaccinations, skin cancer screening, education and skin protection equipment and audiometric testing, education and action plans for staff in operational positions.
- **Employee assistance program** – ensuring staff can seek independent, confidential support and advice regarding issues in their work, personal and family lives. Service offerings were extended during the pandemic to online webinars to proactively empower staff to build resilience and self-caring skills.
- **Flexible workplace** – supporting staff in balancing the demands of their work with their family and/or personal responsibilities whilst continuing to meet Council's strategic and operational business requirements including the working from home framework and policy, purchased leave, flexible working hours policy, study allowance and examination leave and transition to retirement planning.
- **Pre-employment health assessments** – ensuring Council's workforce is fit, healthy and well matched to the physical tasks required of them.

Transitioning back to the workplace

With the easing of COVID-19 restrictions across NSW in early 2022, staff were required to return to the workplace from Monday 28 February 2022. Staff with approved working from home agreements under the Working from Home Policy reverted to the provisions of their agreement.

Council developed a detailed transition to workplace plan for business managers to support staff returning to work. The transition plan included a safe working environment checklist developed in line with SafeWork Australia, a COVID-19 Safety Plan and a Working from Home Hazard Checklist.

As the pandemic and its impacts continue, it is acknowledged that changed working arrangements may lead to mental health concerns for staff including anxiety and feelings of isolation. Council has utilised internal communication (intranet, newsletters, COVID-19 risk alerts and email updates), consultation tools, mental health initiatives and the Employee Assistance Program to mitigate these challenges.



Council developed a transition to workplace plan to support staff returning to work

WORK, HEALTH AND SAFETY

Ku-ring-gai Council is dedicated to continued improvement of our health and safety performance.

Council's current work, health and safety management system has been reviewed in line with the *Work Health and Safety Act 2011* and *Work Health and Safety Regulations 2017*, Australian Standards, codes of practice and best practice initiatives.

Council implements a risk-based approach to hazards and risks so that risks are identified and controlled in accordance with the Hierarchy of Controls from the *Work Health and Safety Regulations 2017*.

Key achievements in 2021/22

Council has continued working on a broad range of initiatives including:

- providing access to the Employee Assistance Program to all staff
- responding to the COVID-19 pandemic under the leadership of the Crisis Management Team
- ongoing monitoring of the health and wellbeing of staff under the wellness program
- maintaining and improving on tailored work, health and safety (WHS) reporting indicators and dashboards for the ongoing assessment of Council's WHS performance
- delivery of planned activities in the WHS Strategic Plan such as training, and review of policies and procedures
- implementation of a new First Aid and First Aid Response Procedure
- implementation of the Automated External Defibrillator Program in 22 public facilities to assist the public and staff to manage sudden cardiac emergencies
- reviewing of findings and recommendations from the inspection conducted by SafeWork Australia under its Musculoskeletal Disorder Program to develop an integrated approach for loss prevention strategies and improve workplace injuries
- review of Council's WHS Strategic and Departmental Committee structure and consultation arrangements to enable continuous improvement

- conducted health and safety representative training and fire extinguisher training
- review of the Emergency Control Organisation and update of the site-based Emergency Management Plans
- development of the Business Continuity Management Policy and framework, and
- completion of Business Continuity Plans for Council Chambers and Bridge Street/Suakin Depot.

Insurance

During 2021/22, Council continued to monitor and recalibrate its loss mitigation performance and efficacy of strategies to support Council's insurance program. This included:

- increased engagement between Council and external stakeholders to improve Council's claims and injury management practice and experience
- utilisation of claims data to tailor training for internal operational staff, and
- widened Council's network of medical providers located in the Central Coast area.

Health and safety committees

In late 2021, Council reviewed the work, health and safety (WHS) committee structures in consultation with StateCover to ensure Council's compliance to WHS legislations and obligations.

The following actions were recommended:

- streamline the WHS committee structure into a single integrated strategic committee with departmental support workgroups
- the strategic committee to consist of at least one representative from each departmental support workgroup
- department representatives to be responsible for maintaining and liaising with the departmental WHS workgroups including:
 - hosting regular formal/informal meetings

- escalating WHS concerns and suggestions identified or discussed
- implementing key WHS initiatives established or endorsed by the WHS Strategic and Departmental Committee
- active monitoring and reporting of member changes from the departmental WHS workgroups and assisting to recruit replacement members.

Crisis management team

Council's Crisis Management Team comprising the General Manager, directors and senior managers meets as required to review and respond to advice from the Federal and State Government and address the ongoing challenges emerging from the pandemic.

Emergency management

During 2021/22, members of the Emergency Control Organisation and first aid officers were in regular consultation with chief wardens to ensure adequate and effective work arrangements were in place to protect staff safety whilst performing their required duties during the pandemic.

Arrangements included ensuring cover for key roles, availability and distribution of additional personal protective equipment, and clear understanding of roles and responsibilities by relevant staff.

A gap identified in the maintenance of automated external defibrillators during first aid risk assessments conducted was reviewed in consultation with the Health and Safety Committee and Emergency Control Organisation. This resulted in the establishment of the AED Program and documentation in the First Aid and First Aid Response Procedures.

First aid

In 2021/22, Council implemented the First Aid and First Aid Response Procedure. The procedure sets out the processes for assessing the workplace's first aid requirements (including equipment and training), first aid facilities and the first aid response within Council. It is developed based on the requirements of the ISO 45001 standard, First Aid in the Workplace Code of Practice, WHS legislation and regulations.

Council is currently:

- identifying first aid requirements and designated First Aid Officers for work sites utilising the risk assessment process, and
- reviewing the current first aid arrangements, including designated First Aid Officers and allowances to align with the new procedure.

Response to the COVID-19 pandemic

Council has continued to actively monitor the COVID-19 pandemic to align its advice with public health orders, NSW Health, State and Federal Government and regulatory requirements to appropriately respond and proactively develop strategies for the future.

In 2021/22, the key focus was to ensure the following objectives:

- organisational compliance at all levels with legislative requirements and prevailing practices
- a well informed and appropriately resourced workforce
- processes and guidelines to enable Council to be responsive to changes at short notice
- collaboration with all business units to ensure WHS and staff wellbeing remains a priority
- provision of adequate communications and resources to effectively communicate the changes resulting from public health orders:
 - **COVID Matters e-newsletter** - includes the latest health advice from Federal and State government, useful links, helplines and other relevant information.
 - **COVID-19 Safety Plans** - sets out what each business unit needs to do to fulfil their obligations under the public health orders and to minimise the risk of transmission of COVID-19 in Council buildings and facilities.
 - **COVID-19 WHS Standards and Protocols** - provides an overview of the current workplace requirements that must be adhered to.

Reducing workplace injury

The current key performance indicators used to measure Council's injury and claims management programs performance include claims notification delay, average/median costs of claims, claims finalisation rate, wage loss by business units and average wage loss by body parts.

Council's insurance program focused on aligning its claims and injury management to industry best practice and triangulating findings with external parties (StateWide Mutual/JLT and StateCover) to deliver a better claims and injury management experience to its internal and external stakeholders.

In 2021/22, Council conducted a review of the work, health and safety management system to ensure:

- action items from Council's WHS Strategy are implemented within set timeframes, and
- there is sufficient interaction and transparency in communication between staff and various WHS committees.

Additionally, Council sought to identify and manage hazards that pose a risk to staff health and safety before they led to injury or illness. A WHS Strategic Plan was developed to ensure Council's WHS management system:

- maintains compliance with legal requirements, and
- addresses areas for improvement identified in the StateCover WHS Audit Report.

Council met reporting requirements identified by the Audit, Risk and Improvement Committee (ARIC) in relation to incident and injury statistics.

Workforce WHS training

During 2021/22, Council continued to ensure that all staff were trained appropriately in skills related to their work.

WHS training programs were delivered to associated staff and volunteers including training on bomb threats and fire extinguishers, and walkthrough evacuations at Ku-ring-gai Wildflower Garden and Thomas Carlyle Childcare Centre were conducted.

Incident reporting

Council is currently developing an electronic incident reporting system to allow more timely and efficient tracking of WHS controls, preventative action and contributing factors. This system will also allow Council to develop and implement more effective and forward-looking strategies.

Council and StateCover have worked in close partnership during 2021/22 to refine and calibrate Council's injury management practice to improve the claims experience and greatly enhance return to work (RTW) performance including:

- a stronger and more robust relationship between Council's RTW team and StateCover to allow for authentic discussions on strategy and approach to each matter
- improved communication between all stakeholders including treatment and rehabilitation providers, and
- development and implementation of an effective strategy and plan to achieve RTW on each claim.

Number of incidents

Reported incidents have decreased in 2021/22 with overall figures remaining high over the five-year period due to a change in classification methodology (Figure 17). There continues to be a strong focus on ensuring all incidents are reported across Council. With the adoption of the electronic incident reporting system, Council should continue to see an increase in minor incident recording. These numbers also reflect the inclusion of property damage now being captured.

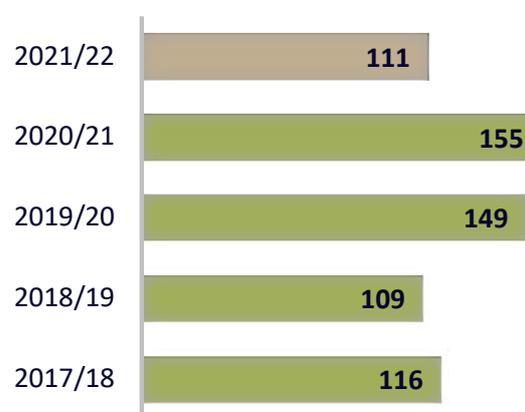


Figure 17 Total incident reports from 30 June 2018 to 30 June 2022

Types of incidents

Council 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 benchmark against industry.

In 2021/22, there was a decrease in the number of incidents lodged compared to 2020/21. There was a slight decrease in the number of “body stressing” incidents compared to the previous financial year. The majority of these incidents were related to “other and unspecified mechanisms of incident” (see Figure 18).

Type of incident	2021/22	2020/21	2019/20	2018/19	2017/18
Falls, trips and slips of a person	21	23	21	19	14
Hitting objects with a part of the body	18	16	21	13	2
Being hit by moving objects	14	14	19	8	14
Sound and pressure	0	3	3	0	0
Body stressing	16	20	16	15	17
Heat, electricity and other environmental factors	2	2	0	1	1
Chemicals and other substances	1	24	10	6	14
Biological factors	3	0	0	1	0
Mental stress	4	11	7	7	2
Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage)	32	42	52	39	52
Total	111	155	149	109	116

Figure 18 Types of incidents recorded from 30 June 2018 to 30 June 2022

Workplace injury

StateCover claims by year

The number of claims per year has remained unchanged (Figure 19). In response, the work, health and safety team commenced an intensive review of safety risks to prevent injuries to improve claims performance.

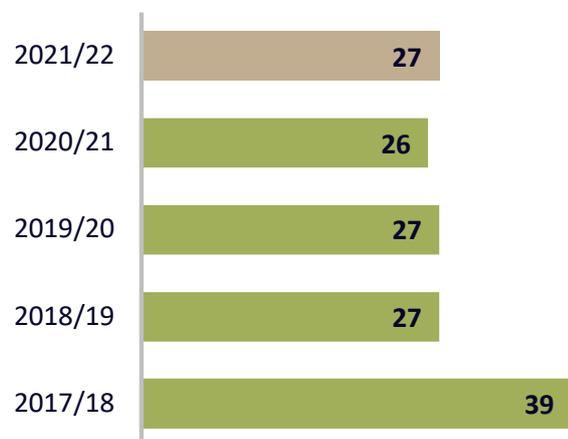


Figure 19 Number of StateCover claims by year from 30 June 2018 to 30 June 2022

Lost time

There has been a 102.5% increase in the total number of average hours lost per claim between 2020/21 and 2021/22 from 39 hours per claim to 79 hours per claim (Figure 20). Overall, the total number of average hours lost per claim has been increasing since 2019/20.

The increase in average hours lost per claim is due to several factors:

- one claim in the current year where a worker was hit by a car which accounted for 49 hours per claim out of the total of 79, and
- the evolving working environment conditions due to changes in workplace arrangements affected by the adaptations related to COVID-19 and NSW Government Public Health Orders.

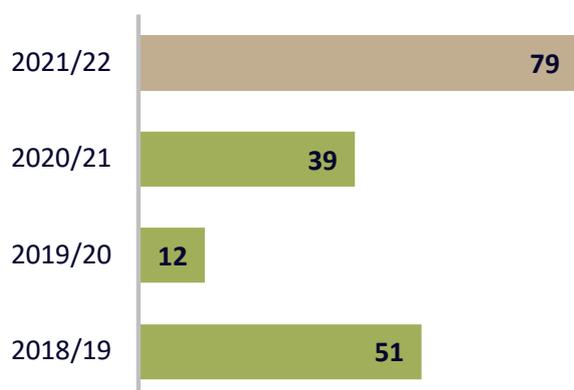


Figure 20 Average lost time (hours) per claim due to workplace injury from 30 June 2019 to 30 June 2022

StateCover premium and performance rating comparison

Council's worker's compensation performance is performing better than the OLG average, StateCover average and industry average in 2021/22 (see Figure 21). However, the risk of workers compensation injuries that adversely impacts Council's claims experience remains. Council continues to work collaboratively with StateCover to manage existing and emerging risks.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC* rate/ industry rate	StateCover average	OLG average
2021/22	\$1,000,026.23	1.93%	2.370%	2.77%	2.91%
2020/21	\$962,332.33	1.93%	2.370%	2.78%	2.53%
2019/20	\$1,385,960.54	2.84%	2.594%	2.79%	2.62%
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%

* Worker's Compensation Industry Classification

Figure 21 StateCover premium and performance rating comparison from 30 June 2018 to 30 June 2022

Lunar New Year 2022
celebrations in Ku-ring-gai.
Photographer: Alexander Mayes.



GOV



VERNANCE

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 Ku-ring-gai Community Strategic Plan's long-term objectives and Council's term achievements contained in the Delivery Program.

Council's achievements in 2021/22 included:

- responding to government legislative amendments and requirements affecting Council services and the community including ongoing directives relating to the COVID-19 pandemic
- effectively communicating required changes and information to Councillors, staff and the Audit, Risk and Improvement Committee (ARIC)
- supporting attendance at Council and Committee Meetings by audio-visual link or face to face in accordance with legislation, codes and guidelines issued by the Office of Local Government (OLG)
- adopting a modified Code of Meeting Practice allowing Councillors to ask questions of speakers during public forums and including new provisions for the oath/affirmation of office in business papers and public forums to be held by audio-visual link and/or physically in Council Chambers
- implementing Council's governance framework through the Code of Conduct for staff and Councillors and amended Code of Meeting Practice
- completing induction training for Councillors on governance responsibilities under relevant Acts and Council policies
- providing ongoing training for staff on governance responsibilities under relevant Acts and Council policies
- continuing to host a shared internal audit service with other northern Sydney councils and actioning recommendations from the service
- continuing the review of key Council policies to ensure they address current legislation and reflect best practice, and
- completing other governance reporting and compliance requirements.

AUDIT, RISK AND IMPROVEMENT COMMITTEE

Ku-ring-gai Council's Audit, Risk and Improvement Committee (ARIC) is an advisory committee of Council that has been in place since 2009. The ARIC operates in accordance with the Office of Local Government Internal Audit Guidelines of September 2010 and the ARIC Charter, adopted in June 2019.

The main objective of the ARIC is to provide independent assurance and assistance to Ku-ring-gai Council on internal audit, external audit, risk management, an appropriate control framework, legislative compliance and external accountability.

A program of reviews is prepared annually and implemented for each of these categories. The Committee also provides advice to Council to ensure an adequate and effective system of internal control and to assist in the operation and implementation of the internal and external audit plans.

The Committee's program and reporting follows a calendar year, rather than the financial year that applies to Council's financial and integrated planning and reporting statutory responsibilities. As a result of the differences in reporting timelines for ARIC and the Annual Report there is a reporting time lag for some areas of responsibility of ARIC.

The committee meets at least on a quarterly basis with voting members as follows:

- two independent external members:
 - Stephen Coates (Chairperson) appointed for a term of two years until March 2021. This term was extended for a period of 2 years until 2023.
 - Brian Hrnjak was re-appointed in 2020 for a further term of two years until 2022. This term was extended for a further 6 months.
- two councillors:
 - Councillor Sam Ngai (July 2021 – June 2022)
 - Councillor Martin Smith (July 2021 – December 2021); Deputy Mayor Barbara Ward (January 2022 – June 2022)

In addition to the voting members, other non-voting attendees include the General Manager, Head of Internal Audit and other staff as requested by the General Manager. These staff include Director Corporate, Manager Finance, Manager Governance and Corporate Strategy, Group Lead Major Projects, Manager People and Culture and Team Leader Corporate Risk and Assurance.

Invitations are also extended to:

- the External Auditor from the NSW Audit Office and their agent, Crowe Australasia, and
- the Mayor and Councillors, who are invited to attend as observers.

Reports are provided by the organisation to the Committee each meeting 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 regular agenda items:

- investment and financial status of Council
- reporting on internal audit recommendations/ implementation and risk management
- internal audit reporting in the period including reports regarding complaints and investigations
- complaints and compliments
- status reports on major projects to review their ongoing governance
- legislative updates from the Office of Local Government
- matters relating to workers compensation, injury management, accident and insurance claims
- processes as well as lost time injury frequency, incidence and severity rates, and
- compliance and reporting requirements (a summary of relevant circulars, legislative updates and matters arising, and 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 prepared to ensure all key fiduciary activities are performed and key reports are received throughout the year.

During 2021/22, the ARIC also worked to align its program with the upcoming Guidelines for Risk Management and Internal Audit in NSW.

INTERNAL AUDIT

Ku-ring-gai Council's internal audit function is provided under a shared service arrangement. 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 Council now hosts the shared service on behalf of North Sydney, Mosman, Lane Cove, Strathfield and Hunters Hill Councils. Despite ongoing disruptions due to the COVID-19 pandemic, Council continued to deliver the North Shore Internal Audit service during 2021/22.

Overall advantages of a shared service include efficiencies from cost sharing, shared learnings and better practices gained from internal audits conducted at all six councils which are reported on regularly.

A consolidated internal audit plan is developed so that Council can take advantage of not only efficiencies in operations but also be included in the shared learnings arising from work completed at each of the six councils.

The internal audit plan is also shared with Council's external auditors to avoid potential duplication of coverage and for them to be aware of work being completed during the year. Internal audit reports are also shared with the external auditors.

Resourcing

Both the upsurge in the Omicron variant of COVID-19 in the second half of 2021 and significantly reduced staff resourcing affected the internal audit program during the year. To address the resourcing limitations two internal audits (cyber security and food inspections) were outsourced to accounting firms with knowledge and skills in the local government sector.

Audits completed and reported during the year included:

- low value, high volume purchasing – limited audit completed
- food inspections – full audit completed
- cyber security review – full audit completed
- privacy and information awareness – limited audit completed
- fraud and corruption risk assessment – completed.

Audit coverage referred to above included:

- full scope - refers to complete coverage of a process/processes or business unit (average time 12-15 days), and
- limited - refers to a narrower scope limited to 2-3 business processes or concentrates on the highest risks (average time 10 days).

The internal audit for contract management (revised framework implementation) was deferred to 2023.

The ARIC reviews all internal audit reports and findings. Management are invited to discuss identified improvement opportunities. The implementation of management actions arising from the internal audit reports is a critical element of an effective internal control framework and is tracked and reported on at every meeting.

FINANCIAL MANAGEMENT AND EXTERNAL AUDIT

The ARIC receives an annual report from the external auditor (Audit Office of New South Wales) on the status of our financial statements.

Representatives from the Audit Office and Crowe Australasia (the Auditor's nominated agent) attended Committee meetings to discuss the engagement plan, prior to commencing work for the 2021/22 financial statements. The interim Audit Management Letter for the year ended 30 June 2022 was presented to the ARIC with two low and one moderate current matters identified for the 2022 year.

The committee also received and endorsed actions on control matters identified during the annual financial audit. Council's Finance Manager also provided the ARIC with an overview of Council's financial performance for the financial year 2021/22.

Compliance

Regular reports are presented to the ARIC to monitor compliance and assist the ARIC in reviewing Council's performance in relation to external accountability and legislative compliance obligations. These included:

- compliance and reporting requirements - a summary of actions taken against compliance and reporting requirements listed in the calendar of reporting and compliance obligations provided by the Office Local Government
- summary of relevant circulars, legislative updates and matters arising with actions taken by responsible managers regarding relevant circulars, legislation and other matters arising that impact the local government sector
- actions in response to applications received under the *Privacy and Personal Information Protection Act 1998* (PPIP Act), *Government Information (Public Access) Act 2009* (GIPA Act) and *Health Records and Information Privacy Act 2002* (HRIP Act), and
- activities relating to complaints and compliments received by Council.

An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Senior management receives regular reports outlining policies that are due to be reviewed. Sixteen policies were updated and published during the year.

The 2020 local government election was postponed to 4 September 2021 due to the COVID-19 pandemic. Due to the escalating COVID-19 crisis in June and July 2021 the NSW government further postponed the election to 4 December 2021.

All contractual arrangements with the NSW Electoral Commission were delivered for the Ku-ring-gai Council Election. Following the local government elections held on 4 December 2021, candidates were declared elected on 21 December 2021.

Code of conduct

Ku-ring-gai Council's Code of Conduct is based on the Model Code of Conduct for NSW Councils, issued by the Office of Local Government, and is made under section 440 of the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*.

This Code of Conduct sets the minimum standards of conduct for council officials which includes councillors, members of staff of a council, administrators, council committee members, members of wholly advisory committees, delegates of council, and other identified persons.

It assists council officials to understand and comply with the standards of conduct that are expected of them, enables them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence and to act in a way that enhances public confidence in local government.

To ensure that council officials are aware of their responsibilities under the Code, councillors are provided with induction training following elections and an ongoing compulsory e-learning module on the Code of Conduct is required to be completed by staff.

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.

In 2020, Council's Risk Advisory function established the IDDDS (Identify-Diagnose-Design-Deliver-Sustain) service model to help track developmental milestones for key projects/activities under enterprise risk management, worker's compensation, public liability, and work, health and safety.

Enterprise risk management (ERM)

Council continued its development of a Risk Management Policy, Enterprise Risk Management (ERM) Strategy and Risk Appetite Statement which will set the overarching direction for Council's risk management approach and risk-taking boundaries. An Enterprise Risk Management Policy was adopted by Council in June 2021.

Activities undertaken during the year included:

- development of a revised risk methodology following a further review of risk factors
- workshops conducted by the Risk Advisory Team with directors and business unit managers to communicate key methodology changes and facilitate a risk review to ensure risks identified for each business unit are in line with the revised methodology
- development of department risk registers which were reviewed and approved by each department
- simplifying risk information and modifying risk wordings to ensure appropriateness and consistency
- reviewing risk responsibilities to determine if certain risks require cross-sectional management from various business units
- reviewing risk ratings to ensure consistency within same risk categories, and
- determining where action plans are necessary especially for threshold risks (where action plans become optional) for more effective and proactive risk management.

Council is in the process of finalising its ERM Strategy and Risk Appetite Statement on completion of the above risk review process. Council will then implement the overarching ERM Framework (ERM Strategy, Risk Appetite Statement, Risk Matrix, Risk Registers) across the organisation.



PERFECT



PERFORMANCE
DELIVERING
THE VISION

INTEGRATED PLANNING AND REPORTING

The NSW Government requires local councils to deliver their community vision and objectives through long, medium and short-term plans, known as the Integrated Planning and Reporting (IP&R) framework. This promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. Diagram 4 illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

The legislation requires councils to prepare the following planning documents in consultation with the community and stakeholders:

- **Community Strategic Plan** (minimum 10 years)
- **Resourcing Strategy** comprising of:
 - Long Term Financial Plan (minimum 10 years)
 - Asset Management Strategy (minimum 10 years)
 - Workforce Management Strategy (4 years)
- **Delivery Program** (4 years)
- **Operational Plan** (1 year)
- **Annual Operational Plan** (including budget, State of Revenue Policy and fees and charges).

Councils are also required to continuously monitor and review planning documents and undertake statutory reporting in line with the framework and Office of Local Government Guidelines (September 2021).

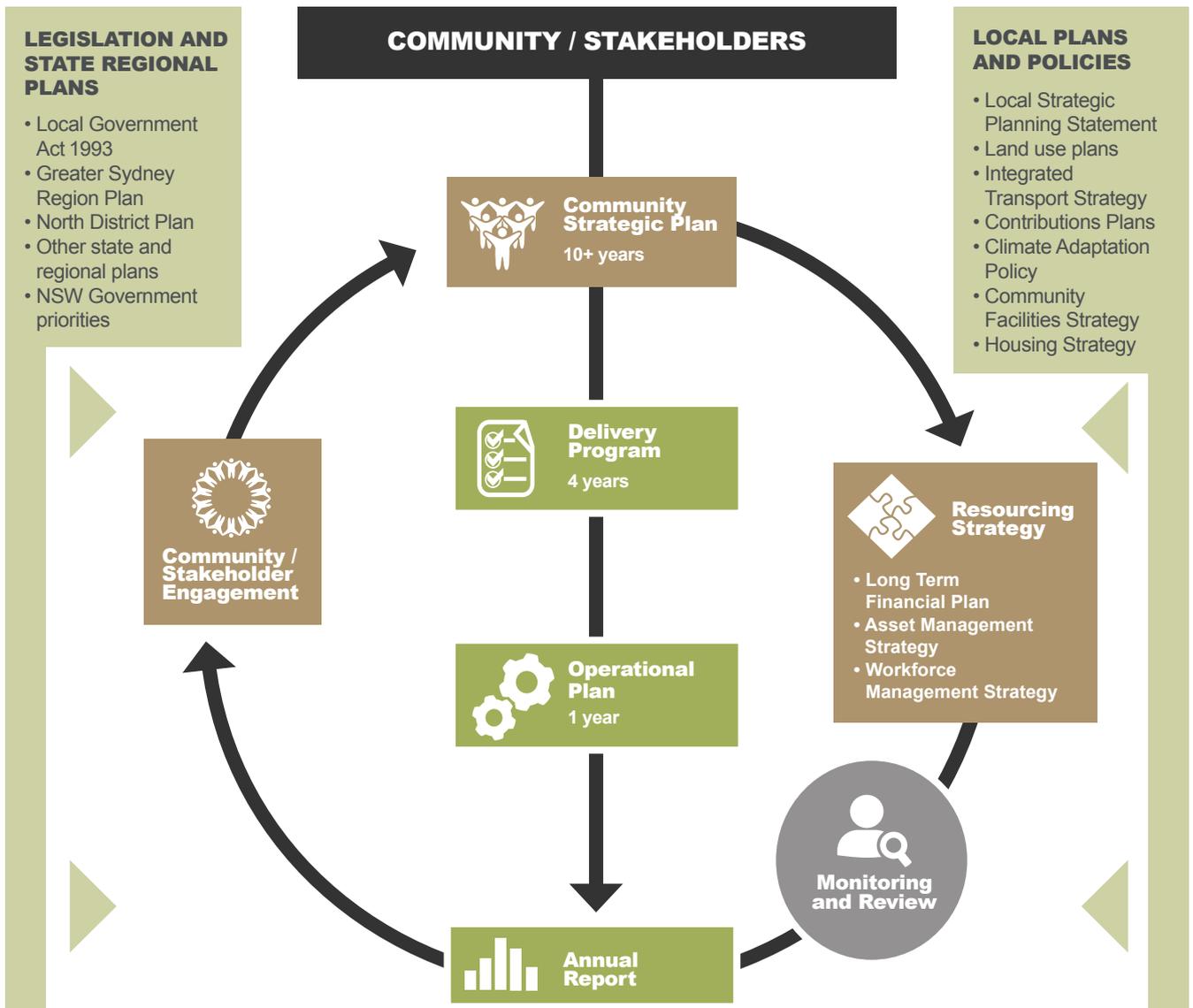


Diagram 4 Integrated planning and reporting framework

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

MEASURING OUR PERFORMANCE

Themes

Council's adopted plans address the community's long-term social, environmental and economic aspirations for Ku-ring-gai as well as supporting leadership and governance, under six themes or principal activity areas. The themes are drawn from the Community Strategic Plan - Our Ku-ring-gai 2038, which was adopted in June 2018.

Council's Operational Plan 2021-2022 and Revised Delivery Program 2018-2022

The annual Operational Plan contains Council's planned actions, projects and activities for the year including required financial resources. Successful outcomes contribute to the achievement of Council's four-year Delivery Program, which aligns with Long Term Objectives identified in the adopted Community Strategic Plan.

Council continued to deliver services, programs and projects to the Ku-ring-gai community in line with the ongoing COVID-19 pandemic Public Health Orders. During 2021/22, Council successfully delivered a substantial program of capital and operational projects, and achieved satisfactory completion/substantial completion rates of term achievements and annual operational plan tasks. Results for annual performance indicators were also satisfactory for 2021/22.

Diagram 5 outlines Council's performance measurement framework and a summary of monitoring undertaken and reports prepared during 2021/22. Council's overall performance during 2021/22 is presented by theme throughout **Performance – Delivering the vision.**

Performance measurement in 2021/22

<p>QUADRUPLE BOTTOM LINE</p>	<p>Quadruple Bottom Line (QBL)</p> <ul style="list-style-type: none"> • Measures performance for key economic, environmental, governance and social parameters • Presented by overall performance and theme for 2021/22 in the Annual Report
<p>TERM ACHIEVEMENTS</p>	<p>Term achievement completion</p> <ul style="list-style-type: none"> • Measures completion/substantial completion of four-year term achievements as outlined in Council's Revised Delivery Program 2018-2022 • Presented by theme for 2021/22 in the Annual Report
<p>OPERATIONAL PLAN TASKS</p>	<p>Operational plan task completion</p> <ul style="list-style-type: none"> • Measures completion/substantial completion of tasks and shows how effective Council was in achieving planned activities during the financial year • Presented by theme for 2021/22 in the Annual Report
<p>PERFORMANCE INDICATORS</p>	<p>Achievement of annual performance indicators</p> <ul style="list-style-type: none"> • Measures effectiveness in the delivery of particular Council services, programs and activities during the financial year • Presented by theme for 2021/22 in the Annual Report (includes change from 2020/21 result)

Diagram 5 Council's performance measurement, monitoring and reporting during 2021/22

Performance monitoring and reporting in 2021/22

<p>QUARTERLY REPORT</p>	<ul style="list-style-type: none"> • Reports presented to Council quarterly: <ul style="list-style-type: none"> ✓ Annual budget - including progress and expenditure on capital and operating projects and all Council services • Reports presented to General Manager/Directors September 2021 and March 2022: <ul style="list-style-type: none"> ✓ Operational Plan – progress and/or completion of annual tasks
<p>BI-ANNUAL REPORT</p>	<ul style="list-style-type: none"> • Reports presented to Council every six months: <ul style="list-style-type: none"> ✓ December 2021 - progress of term achievements and annual tasks ✓ June 2022 - completion/substantial completion of term achievements and annual tasks, and achievement of annual performance indicators ✓ Bi-annual reports are available at www.krg.nsw.gov.au
<p>ANNUAL REPORT</p>	<ul style="list-style-type: none"> • Presented to Council, Ku-ring-gai community and Office of Local Government: <ul style="list-style-type: none"> ✓ Organisational performance and service delivery reporting through key achievements, challenges and performance indicators outlined in IP&R plans ✓ Statutory reporting in line with local government legislation ✓ Audited financial statements (see separate document at www.krg.nsw.gov.au)
<p>SERVICE PERFORMANCE</p>	<ul style="list-style-type: none"> • Continued to implement recommended actions from Council's review of services and results of 2021 community satisfaction survey, in line with community needs and strategic outcomes • Community research reports are available at www.krg.nsw.gov.au

Diagram 5 Council's performance measurement, monitoring and reporting during 2021/22 continued.



*Spring Twilight Concert in the Park 2022,
Wahroonga. Photographer: Wolter Peeters.*



Ku-ring-gai Wildflower Garden School Holiday Program. Photographer: Alexander Mayes.



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

The following provides an overview of challenges and key achievements during 2021/22 for the theme *Community, people and culture* within the Revised Delivery Program 2018–2022.

CHALLENGES

A major challenge during the 2021/22 year was the recovery of services after the resurgence of COVID-19 resulted in a further lockdown in the second half of 2021. This resulted in cancellations of Council events and disruptions to services such as community use of halls, children’s services and other facilities and the temporary closure of libraries.

Ku-ring-gai was also affected by adverse weather conditions resulting in damage to infrastructure such as roads. This has necessitated numerous staff working outside normal hours to repair the damage. The weather has also led to unavoidable delays to some capital works projects.

Online programs continued where required, targeting vulnerable groups including young people and families, people with disabilities and their carers and seniors to reduce social isolation, loneliness and to keep people connected.

Actions included:

- a greater emphasis on encouraging older and more vulnerable residents to reconnect with their community and participate again in group activities and events
- continued challenges in children’s services as staff and children contracted COVID-19, resulting in some family day-care services having to close for the isolation period, and
- impacts on participation in and the delivery of Council’s face-to-face training programs due to COVID-19 public health orders and absenteeism.

During the lockdown period further assistance was provided to older residents similar to that provided in the previous year’s lockdown. This included:

- Hornsby Ku-ring-gai Community Transport provided a door-to-door service for older residents for shopping and medical appointments
- Ku-ring-gai Neighbourhood Centre also offered older residents assistance with shopping, and
- Ku-ring-gai Connect, a food bank service partially funded by a Council grant providing food parcels for vulnerable residents.

KEY ACHIEVEMENTS

Facilities for young people

Ku-ring-gai local government area has a higher proportion of young people under the age of 18 years, compared to Greater Sydney. Council is providing new and improved social and recreational facilities in response to this increasing age group.

Achievements during 2021/22 included:

- opening of a new skate park at St Ives in February 2022. The new skate park has been designed to integrate into the general community use of the St Ives Village Green.
- progress on the new St Ives youth precinct which includes a performance space for community events, terraced areas overlooking the skate park, pathways linking the skate park with other areas of the Village Green and new seating and picnicking areas.
- completion of the redesign and rebuild of Jubes mountain bike park at Wahroonga which has made it a more exciting experience for riders of all skill levels. Mountain bikers have volunteered to join Council's Trailcare program, making a commitment to care for the natural environment in the area.
- progress on the redesign of the bike track at Soldiers Memorial Park in Tryon Road Lindfield following consultation with riders.
- facilitating the installation of a new high ropes course St Ives Showground, and
- a development application for the two indoor basketball courts at St Ives plus ancillary rooms and car park was lodged in mid 2021. The \$19.6m project will include borrowings of \$13.5m approved by the Independent Pricing and Regulatory Tribunal, to be repaid from future asset sales.

Improving playgrounds

Children up to 9 years old make up a large proportion of young people in the Ku-ring-gai population. During 2021/22 Council continued to deliver new and improved local parks and play spaces within close proximity to high density residential areas in Ku-ring-gai, consistent with Council's adopted Play Space Strategy.

Achievements during 2021/22 included:

- substantial completion of Warrimoo Oval playground, St Ives Village Green recreation precinct playground, and progress on Orange Green North Turramurra
- construction contracts awarded for Kendall Village, West Pymble and Dukes Green, East Lindfield
- \$380,000 funding awarded to Council under the Everyone Can Play grant scheme from the Department of Planning and Environment for playground upgrades. This funding will contribute to the provision of accessible and inclusive recreation spaces for the community, and
- consultation commenced on converting sections of some of Ku-ring-gai's 104 playgrounds into areas devoted to nature play, in line with the adopted Ku-ring-gai Play Space Strategy.

Support for seniors

Ku-ring-gai's population is also characterised by a higher proportion of persons aged 60 or older. Initiatives to support this group during 2021/22 included:

- nearly 60 events held for seniors with close to 4,000 attendees. Highlights included visits to historical places, museums and galleries, a Wildflower Garden virtual walk and talk and online tools workshops, and
- the Senior's Festival was held between March and April 2022. The festival highlight was the Seniors & Volunteer Expo which provided a showcase and participation opportunity to 35 local community organisations and groups which attracted 715 visits to their stalls to give older residents and their families an overview of local activities and services.

New community and cultural facilities

Lindfield Village Green

The Lindfield Village Green, which was opened in February 2022, provides a vibrant new civic space for the Lindfield community and surrounding suburbs. The Green includes a pavilion building with café and outdoor dining facilities and is designed to host outdoor community celebrations and events.

Marian Street Theatre, Killara

Refurbishment of the Marian Street Theatre includes multipurpose performing spaces, indoor and outdoor community areas, new lighting systems, studio spaces and a reception area. A development application for renewal of the theatre was determined and approved by the Sydney North Planning Panel in August 2021. Detailed tender documentation for the theatre was also substantially completed.

Cultural Education Environment Centre, St Ives

The proposed Cultural Education Environment Centre is located within the St Ives Showground Precinct. During 2021/22 the review of environmental factors for the centre was approved and design work and construction cost estimates were significantly progressed.

Community connections

Throughout 2021/22 Council delivered and supported a range of programs and initiatives to promote community inclusiveness and connections. These included:

Community events

Some major events were cancelled due to COVID-19, including the St Ives Medieval Faire and the annual Australia Day celebrations in Bicentennial Park at West Pymble.

Despite this, the Australia Day event was replaced with live entertainment plus a drive-in movie on 26 January 2022 at St Ives Showground, attended by around 500 people and supported by a \$30,000 grant from the Australia Day Council.

Other events included:

- a COVID-safe festival of food and entertainment took place in February 2022 to celebrate the Lunar New Year. This included market stalls, food trucks, lion dancers and live music supported by a Multicultural NSW Stronger Together grant of \$15,000.
- the second annual heritage festival was held between 18 April and 19 May by the National Trust.
- Ku-ring-gai's celebration of indigenous culture from May to July 2022. An expanded Gai-mariagal Festival was held to raise awareness of First Nations people living in the Northern Sydney region. The Warakirri Dining Experience at the Wildflower Garden's Caley's Pavilion was a festival highlight, immersing guests in traditional food and cultural rituals.
- partnering with Indigiearth for the second annual Warrakirri Indigenous Dining Experience in metropolitan Sydney at Ku-ring-gai Wildflower Garden.
- return of the successful/well attended Sunset Drive-in Cinema to the St Ives Showground in October offering the enjoyment of a social experience from the comfort and safety of vehicles, and
- the new Ku-ring-gai Arts & Cultural Festival took place between June and July 2022 featuring exhibitions, children's theatre performances, art and photography workshops and film screenings.

A \$15,000 grant received from the NSW Department of Planning and Environment assisted with placemaking events.



Ku-ring-gai Library, Gordon.

Australia Day 2022 celebration with Ku-ring-gai's Mayor, Jeff Pettett and the Australian Girl's Choir. Photographer: Trey Pentecost.



Volunteering

Council is privileged to have a community that regularly gives time to others and provides volunteering opportunities for residents through the coordination of an extensive community volunteering program including environmental, aged care and youth leadership. Volunteers are supported and valued for their contributions with participant numbers continuing to grow.

20.4% of Ku-ring-gai residents over 15 years reported doing some form of voluntary work through an organisation or group in the past 12 months in 2021. This is a significantly greater proportion (almost double) than Greater Sydney (11.6%).

The extent of volunteering in Ku-ring-gai is considered to be a conservative estimate as many residents do not regard their assistance as volunteering and many residents provide support to multiple organisations.

During 2021/22 there were 1,700 volunteers involved in council initiatives and programs. This included 725 environmental volunteers.

Library services

Library services to the community were again impacted by the lockdown in 2021. Once services were reopened, in-person events were gradually reintroduced including book clubs, pre-school storytimes, JP services and the Libraribus as well as new events Library up Late and Winter Warmers.

Customer service improvements introduced during the year included the upgrade of self-loan terminals at all library sites, additional customer service staff available across branches and initiatives to improve community access to resources and technology. Library staff also carried out a major system upgrade to streamline library processing times.

Inclusiveness

Council continued to promote access and inclusiveness through its Disability & Inclusion Action Plan, which seeks to include people with a disability in local activities and events.

The third Explorations exhibition was hosted by the Ku-ring-gai Art Centre, Council's customer service centre and St Ives Shopping Village during December and January. Exploration was officially launched on Friday 3 December to mark the International Day of People with a Disability.

Support for community organisations

Council awarded \$232,392 in small grants to community organisations for a diverse range of initiatives that support resident involvement in community-based activities.

Housing provision

Council's housing strategy for Ku-ring-gai was approved by the Department of Planning, Industry and Environment (DPIE) in July 2021, subject to a number of requirements including the preparation of an implementation plan and planning proposals for the delivery of additional housing.

Both Council and private proponent planning proposals continue to be assessed and reported.

SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council's progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following table represents our performance in completing what we said we would do under this theme during 2021/22.

Community, people and culture

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



Delivery Program Term Achievements 2018-2022

37.5% completed
50% substantially completed
12.5% on hold (see below)

- 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.

Operational Plan Tasks 2021-2022

77% completed
7% substantially completed
3% behind schedule
3% significantly behind schedule
10% on hold

Performance Indicators 2021-2022

43% achieved
57% not achieved

LEGEND ◀ behind schedule ◻ significantly behind schedule ○ on hold

Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Description	Target	Achieved	Change from 2020/21	Performance
 SOCIAL – QUADRUPLE BOTTOM LINE				
Utilisation percentage rate for Council's children's services.	87%	76.1%	▼	
Comment: This service was impacted by COVID-19 public health restrictions and changes to government policy. The greatest impacts were in family day care and vacation care. Thomas Carlyle Children's Centre is maintaining 80% utilisation and is steadily increasing.				
Number of participants in youth service programs.	6,240 participants	5,742 participants	▲	
Comment: COVID-19 impacted the service delivery of youth centres, local events, and in-school programs. The refurbishment of St Ives Community Centre had limited service to one youth centre, with less program delivery and direct engagement with local young people.				
Number of participants in aged and disability programs.	3,097 participants	2,845 participants	▲	
Comment: All outings and exercise classes were cancelled during COVID-19 lockdowns between July and October 2021. Activities were moved online, which some seniors found difficult. From November 2021 to June 2022, participant numbers in face-to-face activities were still low due to nervousness about new variants and increasing numbers of COVID-19 cases in the community. Numbers gradually increased towards the end of the financial year.				
User satisfaction with Council's community services and programs.	85%	96%	◀▶	
Number of participants in Council's major local events.	45,000 participants	46,740 participants	▲	
Comment: Participant numbers were significantly impacted by COVID-19 health restrictions and weather. Higher growth is expected in 2022/23.				
Number of enrolments for art centre courses.	2,000 enrolments	1,600 enrolments	▼	
Comment: Enrolment was impacted by COVID-19 due to centre closures, reduced class numbers when open and cancellations due to illness.				
Number of visits to Council libraries.	500,000 visits	210,502 visits	▼	
Comment: The COVID-19 pandemic and public health restrictions resulted in library closures for three and a half months, and a reduction of in-house programs and events. Visitation was also impacted by community concerns about being in shared spaces.				
Number of visits to the library website.	176,000 visits	212,433 visits	▲	
Number of physical loans per resident.	7 loans	3.33 loans	▼	
Comment: Closures and lower visitations due to the COVID-19 pandemic resulted in lower physical loans.				

Description	Target	Achieved	Change from 2020/21	Performance
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of registrations in active recreation programs supported by Council.	738 registrations	193 registrations	▼	●
Comment: Term 2 and 3, 2021 programs were cancelled due to COVID-19 restrictions. Term 1 and 2, 2022 outdoor programs were significantly impacted by weather.				
Percentage of swimming pool barrier inspection program completed.	100%	100%	◄►	●
Percentage registration of companion animals within Ku-ring-gai.	95%	93%	▼	●
Comment: Council has 94% of dogs and 91% of cats registered. The growth in new dog and cat owners during the pandemic has attributed to the slight decrease in achieving target registration rates. Action is being taken by Council to increase registration rates.				
Percentage completion of fire trail improvement program.	100%	100%	◄►	●
Comment: In 2021/22, 16km of the fire trail network was improved.				
Percentage completion of hazard reduction program.	45%	35.5%	▲	●
Comment: In 2021/22, 27.2 ha of the program was achieved. Unsuitable weather conditions were experienced during the season which limited further burning activities.				
LEGEND ● achieved ● not achieved ◄► stable ▲ increased ▼ decreased				

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.



FURTHER INFORMATION

The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au



Jubes

Mountain Bike Park

This park is built by riders, for riders

Go with the flow
This track was constructed and is maintained by Ku-ring-gai Council and the Jubes TrailCare Club. Please ride responsibly by observing the rules. Check conditions before riding to avoid track damage.

- Enjoying the track**
- Respect yourself. Use a helmet and safety gear. Use your front and rear brakes and avoid sudden stops, loose braking.
 - Respect others. Practice good trail etiquette. The track is used by people of different skill levels.
 - Respect the track. Do not use it in wet conditions - let the track heal.
 - Do not build or alter features.

Warning
Mountain biking can be a dangerous activity - wear protection and other safe - take action your risks.

Maintaining the track
To become a TrailCare volunteer call 8474 2880, scan the QR code or visit <http://www.ku-ring-gai.nsw.gov.au/trailcare>

In an emergency call 000
Address: Durrum Road, 75A B, Rock Haven, NSW 1585
Latitude: 33.8222 S Longitude: 151.1814 E



Features and gradients

- Pump Track**
Easy, suitable for most of all abilities.
- Spiney Roll**
Intermediate, where you practice with your own rollers.
- Drift**
For experienced riders with high, challenging terrain.
- Gravel Drop**
For high speed, where you practice at various angles.
- Catchup**
Where you practice with your rollers, at various angles.

Please refrain from using the tracks in wet weather conditions.
Being wherever it rains is not enough to protect surfaces.

Ku-ring-gai Council's new verge garden initiative.



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

The following provides an overview of challenges and key achievements during 2021/22 for the theme *Natural environment* within the Revised Delivery Program 2018–2022.

CHALLENGES

Adjustments were required to environmental programs and resources to meet COVID-19 restrictions and to manage the impacts of wet weather, particularly on volunteer programs. This included continuing the successful flexible hybrid model of face-to-face and/or online service delivery.

Disruptions were minimised to waste services during the Sydney flood event in 2022 which caused the closure of the Veolia waste transfer station.

KEY ACHIEVEMENTS

Climate change initiatives

Energy

One of the goals of Council's Climate Change Policy and Action Plan is for Ku-ring-gai to become a Net Zero Community and reduce community greenhouse gas emissions to zero by the year 2040.

The action plan introduced community-wide targets and for the Council, increased efforts to reduce emissions through fleet vehicles, streetlights and buildings with the following targets:

- net zero emissions by 2040, or earlier and a 50% reduction by 2030
- achieve 100% renewable energy by 2030 or earlier, and
- a 100% reduction in fleet vehicle emissions by 2040.

As part of its net zero commitment, Ku-ring-gai signed an agreement with Zen Energy in February 2022 to have its electricity needs met by 100% renewable energy starting in July.

Participating councils in the agreement are Bayside, Burwood, Campbelltown, Canada Bay, Canterbury-Bankstown, Fairfield, Georges River, Hornsby, Hunters Hill, Inner West, Ku-ring-gai, Lane Cove, Liverpool, Mosman, North Sydney, Parramatta, Port Stephens, Randwick, Ryde, Singleton, Sutherland, Tamworth, Waverley, Willoughby and Woollahra.

Electricity for the participating councils will include generation by the Moree, Hillston and Nevertire solar farms in regional NSW.

Council's initiatives for its own operations has resulted in 42% lower emissions in 2021/22 than the 2000 baseline. Some of the water and energy highlights are demonstrated in the adjacent graphic.

Around 100 local residents have signed up to become 'Net Zero Champions', spreading the word in the community about ways to cut greenhouse gas emissions at home. Two webinars were held during the year to further engage residents on the local net zero campaign.

Council awarded **116** Energy Smart community rebates totalling **\$62,773**

100% Council's electricity sourced from wind and sun



Rooftop solar (Council)
10 SITES

Solar hot water (community facilities)
10 SITES

Greenhouse gas emissions from Council operations
▼ 48%*



Water Smart community rebates awarded
\$6,666

Potable water consumption Council facilities
▼ 42%*

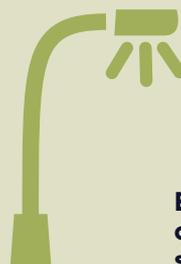


Sewer mining and leachate harvesting
4 SITES

Storm and roof water harvesting
18 SITES

WATER AND ENERGY CONSUMPTION

Electricity consumption Council's fixed assets
▼ 15%*



3 Electric Council vehicles

Energy consumption streetlights
▼ 87%*



11 Public electric vehicle charging sites identified

**Compared to 2017/18 measures*

Ku-ring-gai Council's environment team checking nesting boxes as part of the Eastern Pygmy Possum monitoring program.





Sustainable water use

Between October and November 2021, the community were asked for their views on the Council's draft Water Sensitive City Policy and Strategy. The policy and strategy were adopted by Council at its February 2022 meeting.

The policy and strategy were developed to respond to the likely impacts on local waterways from increasing urban density, stormwater pollution, flooding and changes in climate.

A water sensitive city is one that is resilient, liveable, productive and sustainable. It is a place that:

- provides the water security essential for economic prosperity through efficient use of diverse available resources
- enhances and protects the health of waterways and wetlands, the river basins that surround them, and the coast and bays
- mitigates flood risk and damage, and
- creates public spaces that collect, clean and recycle water.

The goal is for Ku-ring-gai to become a water sensitive city, with 31 actions in the strategy linked to nine targets covering community engagement, waste reduction, a substantial reduction in potable water use and increasing alternative water use.

During 2021/22 Council's Environmental Levy continued to provide funds for residents to claim up to \$1,000 for new rainwater tanks, rain gardens and green roofs. The rebates also apply to permeable surfaces (for driveways, patios and pool decks) and plumbing connections for rainwater tanks.

Waste

An improved Ku-ring-gai waste service came into effect on 6 September 2021. This is to assist residents better manage green waste and recycle some items in the general clean-up collection. The main changes are:

- weekly kerbside collection of green waste bin (previously fortnightly)
- pre-booked clean-up collections of electronic waste, mattresses, metals and whitegoods for recycling. Collections increased to five days a week to reduce wait times, and
- a new booked bulk green waste collection for larger items such as tree branches. This replaced the mobile chipping service and green waste vouchers for properties on bushfire prone land.

Additional waste recovery has resulted from changes made to domestic waste collection services under the new collection contract. Council's increased green waste collection service resulted in a 15% increase in recyclable green waste material over the 2020/21 financial year.

Other recycling achievements included:

- more local schools joined Worn-Up to reduce clothing waste by recycling unwanted school uniforms into usable products. Council joined the Worn-Up project in response to the results of a waste audit carried out in Ku-ring-gai last year. Worn-Up works by installing a 'pod' at each participating school for unwanted uniform items. When the pod becomes full, uniforms are collected and either recycled for further wear or turned into products including dog beds and school desks. 390kg of unwearable school uniforms were collected from the 13 schools participating in the Worn-Up Program in Term 1, 2022.
- trials of the compost cooperative program and textile recovery program commenced in a selection of unit blocks. During the trial composting bins or worm farms will be installed in up to 20 unit buildings. Outcomes from the three-month trial will be assessed to see whether the trial can be expanded.
- a free drop off collection service for unwanted clothing and linen was held in May at the St Ives Showground on behalf of the Northern Sydney Regional Organisation of Councils (NSROC). Nearly 30 tonnes of unwanted clothing and linen was collected for recycling and around 750 residents from across Northern Sydney took part.
- St Vincent De Paul received around 15 tonnes of unwanted clothing, most of which will be sold through its chain of op shops. The remainder will be converted into cleaning products sold by the charity. The textile recovery business BlockTexx collected around 14 tonnes of clothing and linen to recycle in packaging and building materials. The clothing and linen drop off was funded by the Environmental Protection Authority's Waste Less Recycle More program. It was coordinated by Ku-ring-gai Council on behalf of the Northern Sydney Regional Organisation of Councils (NSROC).
- approximately 500 tonnes of e-waste, metals and mattresses were recovered for recycling from the clean-up service in 2021/22.



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.

During 2021/22, 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.

Figure 22 shows the expenditure across the key program areas for the 2021/22 year. The Community Engagement and Environmental Education program includes expenditure attributed to the Cultural and Environmental Education Centre, which is currently in the design phase.

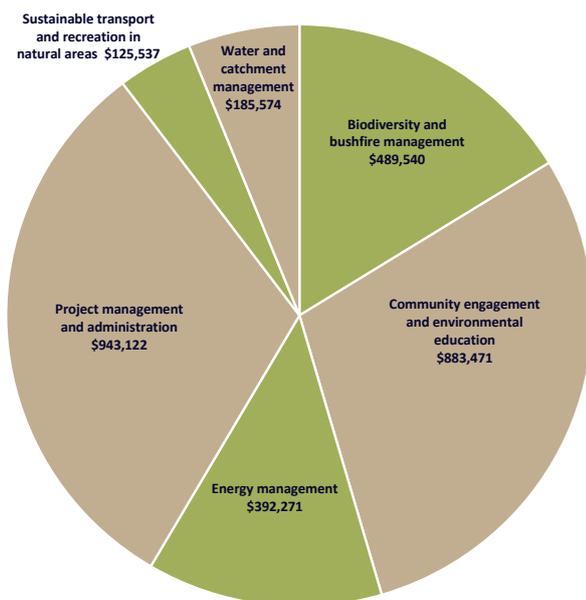


Figure 22 Environmental Levy expenditure 2021/22

Despite some initiatives and programs continuing to be modified and delivered online, to comply with COVID-19 restrictions on face-to-face workshops, the majority of the levy program was completed for the year.

Environmental grants

In August 2021, Ku-ring-gai's Environmental Levy provided \$50,000 in funding for 16 community-based projects ranging from native bee hives to edible gardens. The Environmental Levy grants are distributed each year as a way of delivering community-based projects in local neighbourhoods.

Grants of up to \$5,000 are offered for eligible projects that strengthen community engagement with the natural environment, improve the condition of bushland, conserve native wildlife and plants or target waste reuse and recycling.

Projects may be ongoing or be new initiatives that require funding to get off the ground.

Community education

Solar My School

Solar My School is a Council-run initiative helping local schools reduce energy bills and cut emissions with solar power. The Solar My School program was founded in 2016 by Waverley, Woollahra and Randwick Councils and is now licensed to other councils and organisations to support solar in schools.

Four local schools – Holy Family Catholic, West Pymble Public, Lindfield East Public and Sir Eric Woodward School installed new solar power systems through the Solar My School program during this period.

Cultural and environmental education centre

A detailed design was prepared for a new cultural and environmental education centre near St Ives Showground. The centre will provide a space for workshops, seminars and other events and aims to educate the community on the value of the natural environment and biodiversity.

It will also provide a focus for research and the protection of Ku-ring-gai's indigenous heritage of rock art, middens and rock shelters.

Biodiversity

Achievements during the year included:

Revised Biodiversity Policy

Council adopted a revised Policy in February 2022 following community consultation and exhibition. The updated Policy provides a framework for the protection and conservation of Ku-ring-gai's biodiversity assets and values.

Ku-ring-gai Flying Fox Reserve Plan of Management

The Plan of Management was adopted by Council following community consultation. The Grey-Headed Flying-Fox, the species predominantly found in Ku-ring-gai, is listed as 'vulnerable' under state and national legislation.

The Plan of Management was updated in accordance with state legislation. Council received a grant from the Department of Planning and Environment to update the plan.

Planting of verges

Guidelines were produced for local residents on how to create verge gardens on public land such as nature strips. The guidelines recommend a mix of native trees, shrubs, grasses and groundcovers well suited to local conditions and reaching a height of below 1 metre.

The guidelines encourage residents to turn nature strips into verge gardens to attract bees and native animals and are consistent with Council's Urban Forest Policy, adopted last year, which provides an action plan to protect the tree canopy and promote biodiversity in the local area.

Trees

A community-wide education campaign was continued during 2021/22 focusing on the value of Ku-ring-gai's trees. This is in response to an increase in private trees being cut down without Council consent, illegal operators in the local area and the need to educate the community on encroachment of private trees onto public land such as footpaths and roads.

The campaign has been progressively rolled out and has included:

- translations in the August 2021 rates newsletter and on Council's website emphasising the value of trees and how to get permission for pruning or removing trees
- publicity for illegal tree lopping operators in Ku-ring-gai through media releases
- a leaflet letter boxed delivered to elderly residents warning of the dangers of using unlicensed tree loppers
- an animation explainer on encroachment, and
- a video by the Mayor on Council's social media sites and a second video on the Envirotube site discussing the value of trees.

Exhibition of the Urban Forest Strategy

Between October and November 2021, residents were invited to contribute ideas for a long-term plan to manage Ku-ring-gai's tree canopy and its associated ecosystems. Following the consultation a draft Urban Forest Strategy was prepared and exhibited in June/July 2022.

The term urban forest is used to describe the ecosystem containing trees and plants in an urban environment. Urban forest also includes the soil, water and native animals that sustain this ecosystem, as well as vegetation in public and private ownership.

Council was also awarded a \$50,000 grant to improve its knowledge and management of local trees, as part of a \$1.65 million package of funding given to 28 NSW councils under the Greener Neighbourhoods grant program. The program aims to create cooler and shadier neighbourhoods to combat the effects of high temperatures caused by climate change.

Council will use the grant to help create a comprehensive inventory of local trees on public land in priority areas. Aerial photography and field assessments will provide data for location mapping of existing trees. The grant is the first step towards the creation of a tree inventory on Council managed land across Ku-ring-gai, excluding bushland.

Other achievements

Other achievements during 2021/22 included:

- completion of the Middle Harbour Southern Catchments Flood Study modelling and analysis
- adoption of the Fauna Management Policy by Council
- launch of the Net Zero Communities e-newsletter with an initial 526 subscribers
- development of an electric vehicle charging infrastructure policy and completion of assessments for public electric vehicle chargers at 11 Council sites
- continued growing popularity and users of Council's Loving Living Ku-ring-gai Facebook page, the Loving Living Ku-ring-gai Twitter, Envirotube, e-newsletters and the newly created sustainability webinar library and environment and sustainability pages on Council's website
- upgrade of the Envizi reporting platform with a tool set to automate Council's energy management snapshot
- successful partnership with the Department of Planning and Environment to focus on the ex-situ conservation of the critically endangered *Haloragodendron lucasii* and investment in improvements of the propagation shed located at the old nursery
- the Ku-ring-gai Biodiversity Offset Code of Practice has been integrated within Council's updated Environmental Impact Assessment guidelines for Council activities, which will act as an internal Council policy
- creation of an updated Environmental Assessment Procedure and associated templates to align with new legislative planning requirements, improve assessment content and cross departmental workflows, and
- 80% reduction in litter in parks and sports grounds compared with results in 2019.





SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council's progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following table represents our performance in completing what we said we would do under this theme during 2021/22.

Natural environment <i>Working together as a community to protect and enhance our natural environment and resources.</i>	
Delivery Program Term Achievements 2018-2022	50% completed 50% substantially completed
Operational Plan Tasks 2021-2022	77% completed 17% substantially completed 6% behind schedule
Performance Indicators 2021-2022	91% achieved 9% not achieved



Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Indicator	Target	Achieved	Change from 2020/21	Performance
 ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				
Number of residents involved in community environmental programs.	5,348 residents	5,842 residents	▲	●
Number of residents at a household or individual level who carried out actions to benefit the environment.	2,843 residents	2,593 residents	▼	●
Comment: The number of actions was impacted by COVID-19 restrictions resulting in a decrease in Greenstyle home visits and other programs.				
Number of hectares of bushland/habitat regenerated.	60 hectares	298 hectares	▲	●
Comment: Updates to mapping and measurement methodologies have resulted in improved reporting and a significant increase from previous reporting periods.				
Percentage of creeks tested that maintain or improve their stream health score.	100%	100%	◀▶	●
Tonnes of rubbish diverted from our waterways.	2,295 tonnes	2,455 tonnes	▼	●
Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	86%	90%	▼	●
Number of residents involved in climate change adaptation activities.	294 participants	401 participants	▼	●
Kilograms of waste generated per resident.	208.19 kg/capita	194.87 kg/capita	▲	●
Percentage household waste diverted from landfill.	60%	61.13%	▼	●
Household potable water consumption per capita.	79.38 kL/capita	79.05 kL/capita	▲	●
Comment: Based on population of 127,153.				
Household electricity consumption per capita.	2,980 kWh/capita	2,814 kWh/capita	▲	●
Comment: Based on Ausgrid household consumption data and a population of 127,153.				

LEGEND ● achieved ● not achieved ▶▶ stable ▲ increased ▼ decreased

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.

 **FURTHER INFORMATION**
The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au



*Lindfield Village Green.
Photographer: Kane.*

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

The following provides an overview of challenges and key achievements during 2021/22 for the theme *Places, spaces and infrastructure* within the Revised Delivery Program 2018–2022.

CHALLENGES

Challenges during 2021/22 included managing the impacts of COVID-19 and wet weather related impacts on the planning and construction of Council's capital works programs.

KEY ACHIEVEMENTS

Lindfield Village Green

The Lindfield Village Green opened to the public on 14 February 2022. The development includes three levels of underground parking, pavilion building with café and outdoor dining facilities.

The underground carpark at the Village Green has a total of 241 parking spaces located on three levels under the Green. 105 spaces are dedicated to commuter parking and 136 spaces are for the general public.

There are electric vehicle charging stations on Level 2 and Level 3 of the carpark. Level 3 charging stations are reserved for commuters.

Funding for the commuter car parking was supplied by Transport for NSW under an agreement reached between the Council and the NSW Government.

The café and outdoor dining facilities opened in May 2022. Two Enliven Ku-ring-gai events due to be held at the Green were cancelled due to adverse weather conditions.

Lindfield Village Hub

In March 2022 the NSW Government approved the planning proposal for the Hub project, confirming the provision of community facilities as part of the development. The planning proposal was approved as an amendment to the Ku-ring-gai Local Environmental Plan (LEP).

A Request for Detailed Proposals (RFDP), which seeks firm commercial offers and building designs from the market, was issued for the Hub during the year. Shortlisted bidders from the previous round of bids were invited to submit proposals, which were due in July 2022.

Once proposals have been submitted and evaluated, Council expects to be able to either enter into a contract or identify a party with which to undertake exclusive negotiations before entering into a contract.

St Ives Village Green

The Village Green is being redesigned as a recreation precinct for young residents. The design includes a new children's play space and a skate area, with a central promenade linking facilities with the surrounding park. New paths, seating, shelters, lighting, picnic facilities, shade tree planting and landscaping are also planned, together with improvements to the existing public toilets.

The upgraded skate park was redesigned with input from local skateboarders and opened to the public on 21 February 2022. The redesign includes a contemporary skate plaza, bowl areas and obstacles for skaters of all skill levels and abilities.

St Ives Showground

Achievements at the showground during 2021/22 included:

- opening of the new high ropes course
- opening of a farmer's market at the Showground every Saturday between 8am and 2pm. The Organic Food Markets organisation is aiming to create an open-air marketplace supplying certified organic food and artisan gourmet produce. The markets will also offer a choice of fashion, homewares, plants and sustainable and healthy products, and
- adoption of the St Ives Showground & Precinct Lands Plan of Management in November 2021.

Streetscape improvements

Council adopted a Public Domain Technical Manual which will assist all designers within Council as well as the assessment team when specifying materials for use in the public domain areas of Ku-ring-gai. It will maintain a consistent standard and continuity of materials.

Progress was made on the following streetscape improvement projects:

Lindfield local centre

Council consulted the local community about planned upgrades to Lindfield Avenue and Tryon Road to complement the Village Green.

The aim is to make Lindfield Avenue and Tryon Road more attractive and friendly to pedestrians. This could be achieved through a series of pedestrian crossings and wider paved footpaths. New seating and

streetlights are planned, as well as undergrounding powerlines and creating parking bays along both streets, including one near St Albans Church.

A new intersection with traffic lights could be installed at Tryon Road and Lindfield Avenue, to slow down vehicles and make travel safer in the area for motorists and pedestrians. Bus stops will be relocated to accommodate the new intersection.

Gordon local centre

Work began in May on converting St Johns Avenue and the Henry Street area in Gordon into a pedestrianised area with a focus on outdoor dining. Features include wider footpaths, outdoor dining, new pavements, street furniture and tree planting. Heritage Square is being made more accessible and better integrated into the St Johns Avenue area.

Consultation took place on streetscaping improvements to the Pacific Highway/Fitzsimons Lane/Merriwa Street/Ridge Street area of Gordon. Residents and business owners were asked their opinion of a concept plan for the area.

Turrumurra local centre

Council was successful in gaining a \$500,000 grant through the NSW Government's Shares Spaces program. The funding is proposed to be allocated to Turrumurra, which has been identified instead as a potential location for streetscape improvements. Ideas for activating central Turrumurra have been submitted to the NSW Department of Planning and Environment and are awaiting approval.

Fox Valley neighbourhood shops

Fox Valley Road shopping strip in Wahroonga is being upgraded to make the shopping centre more pedestrian friendly. During this period, tenders were called for the upgrade to the shopping centre, which will be achieved through widened footpaths, new street furniture and landscaping.

Other work proposed includes new paving and bike parking, while car parking will be reconfigured to allow for outdoor dining outside the front of cafes and shops.

Council has engaged a contractor to undertake the upgrade of the Fox Valley Road neighbourhood centre.

Playgrounds

Council was awarded funding under the Everyone Can Play grant scheme from the Department of Planning and Environment for playground upgrades at Dukes Green, East Lindfield (\$180,000) and Hassall Park, St Ives (\$200,000). This funding will contribute to the provision of accessible and inclusive recreation spaces for the community.

New playgrounds were planned during the year and community consultation conducted on proposed designs. They included:

Lorraine Taylor Reserve, St Ives

Lorraine Taylor Reserve in St Ives is set to get a new playground after consultation on the design between June and July. Earlier this year the former Athena Avenue Reserve gained a new name in honour of a much-loved local volunteer. Lorraine Taylor Reserve is classed as a local playground and will be designed to attract residents who live within walking distance.

Eldinhope Green playground, Wahroonga

A concept design for the Eldinhope Green playground, located in Morris Avenue Wahroonga, was on public exhibition for feedback between May and June.

Nature play elements and accessibility have been incorporated into the design and play equipment will be for all abilities and ages. Features include a balance beam, tower with slide and a spinning net; picnic settings, accessible seating, and a bike rack; new drainage; an accessible path from Morris Avenue and an extra-large parking space.

Nar-rang Reserve playground, Gordon

Work began on upgrades to the Nar-rang Reserve playground in Gordon. Improvements include a new picnic shelter and seating; a cubby house and a nature play area which will be completed later this year.









Parks

Turrumurra Memorial Park

Council received funding through the NSW Government's Greater Sydney Sports Facility Fund to upgrade the existing amenities building at Turrumurra Memorial Park. Work was completed in March 2022 and the pavilion officially opened by Mayor Jeff Pettett on 26 March. The new building has accessible male/female change-rooms, showers and toilets, a covered outdoor space, storage areas and a kitchen/BBQ space.

The Glade, Wahroonga

In April 2022 the community were asked their views on the future use of The Glade in Wahroonga. Located close to Abbotsleigh Senior Campus, The Glade contains a sportsfield with a turf cricket wicket, practice nets, tennis courts and a half basketball court. It also has a play area bordered by bushland.

The first step for the upgrade is to develop a landscape masterplan using community feedback. Landscape masterplans guide improvements and use of parks, and are prepared with community consultation from the initial design through to the completed plan.

The plan will be adopted by Council to implement when funding becomes available. Masterplans usually prioritise improvements over a 10-to-15-year period.

The public were invited to complete a survey asking about the positive and negative aspects of the park and ideas for improvements. A draft masterplan will be prepared for further public comment later in 2022.

New Stanley Street Park, St Ives

Concept plans for a new park in Stanley Street St Ives were made public in March, including two potential designs for the new park. The current Bedes Forest will increase in size from 5,000m² to 8,000m². It follows a period of consultation last year, when the community gave their ideas on what they would like to see in the new park.

The Stanley Street area to the east of St Ives centre has been identified as a high priority area, due to the growth in young families living there. Due to its heavily wooded nature, Bedes Forest's use as a park for recreation by families is limited. The Council has found the solution by combining Bedes Forest with a new park area created through the acquisition of three private properties in Stanley Street.

Sportsfields

During this period work continued on an upgrade to Warrimoo Oval at St Ives. New features include repurposing the existing court for netball and basketball; a new picnic shelter and sandstone seating; outdoor fitness equipment; improvements to the existing toilet block to make them accessible; a new climbing frame and other play equipment. Work is expected to finish by September 2022, weather permitting.

Heritage

Between April and May, applications for Council grants of between \$1,000 and \$5,000 were open to owners of heritage properties in Ku-ring-gai.

The grants are allocated each year for heritage property projects to be carried out in the following financial year. Grants are allocated on a dollar-for-dollar basis with a minimum of \$1,000 and up to a maximum of \$5,000. This means that if the maximum funding was granted, Council would contribute \$5,000 and the applicant \$5,000. Council issued approximately \$80,000 in heritage grants for the 2021/22 year.

Examples of projects that could qualify for funding include:

- repair or replacement of original roof slates or tiles
- repointing of brickwork or masonry
- repairing decorative ceilings or pressed metal work
- conservation of original fireplaces, and
- conserving or repairing original timber detailing.





Development assessment

Development application median processing times

The median processing time for Development Applications has slightly increased for the 2021/22 year as shown in Figure 23. The determination time is generally consistent for the previous two reporting periods. The assessment timeframe can be partly attributed to the time required to assess more complex applications, with many simpler development works now being approved through private certification (CDCs).

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's new focus of determining applications in response to the Minister's 'Statement of Expectations' is likely to reduce the median assessment times moving forward.

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.

Development application median processing time (days)

2021/22	2020/21	2019/20	2018/19	2017/18
87	83	88	76	78

Figure 23 Development application median processing time

The median processing time result for 2021/22 is based on development application approvals only and does not include modifications and reviews or applications that were cancelled, rejected or withdrawn.

Value of determination applications

2021/22	2020/21	2019/20	2018/19	2017/18
\$485.5 million	\$576 million	\$565 million	\$608 million	\$622 million

Figure 24 Total value of determined development applications

During 2021/22, applications determined had a total estimated value of approximately \$485.5 million, which is a 15.6% (\$90.5 million) reduction from the 2020/21 value of \$576 million. This figure is based on approved development applications (including modifications and reviews) and does not include applications that were withdrawn, refused or rejected.

Figure 25 below shows the breakdown of the number of determinations by land use type for 2021/22 in comparison to the previous four years.

Development application by land use type

	2021/22	2020/21	2019/20	2018/19	2017/18
Single residential	82%	83%	85%	84%	82%
Commercial and community	6%	6%	7%	7%	7%
High density residential	7%	7%	4%	5%	7%
Other	5%	4%	4%	4%	4%
Total	100%	100%	100%	100%	100%

Figure 25 Total development applications by land use type

Results for 2021/22 are based on approved development applications (including modifications and reviews) by land use type as a percentage of the total (excluding withdrawn, refused or rejected applications).

Development remained steady in Ku-ring-gai, when compared to the previous year:

- the number of development applications in the high-density residential category are a mix of residential flat buildings and multi-unit (townhouse) dwelling developments including development lodged under the provisions of the *State Environmental Planning Policy (Housing) 2021*, and
- there were 508 development applications determined during the financial year either by Council, the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel. The majority of CDCs are determined by private certifiers. Apart from development applications, Council also processed modification applications (S4.55 and S4.56) and requests for review of determinations (S8.2) as shown below.

Application by type

	2021/22	2020/21	2019/20	2018/19	2017/18
CDC (complying development certificates)	884	779	691	596	607
DA (development applications)	508	505	563	600	691
S4.55 and S4.56 (modifications to development applications)	210	223	216	235	313
S8.2 (reviews of determinations)	11	3	5	4	12

Figure 26 Total number of development applications by type

Results for 2021/22 are the total number of approved applications (including modifications and reviews) by type (excluding withdrawn, refused or rejected applications).

SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council's progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

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 2021/22.

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.



Delivery Program Term Achievements 2018-2022

62.5% completed
12.5% substantially completed
25% behind schedule (see below)

- ◀ 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.
- ◀ Secure a development partner for Lindfield Village Hub.
- ◀ Secure a development partner for Turramurra Community Hub.
- ◀ A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

Operational Plan Tasks 2021-2022

60% completed
18% substantially completed
10% behind schedule
5% significantly behind schedule
7% on hold

Performance Indicators 2021-2022

82% achieved
18% not achieved

LEGEND ◀ behind schedule ◻ significantly behind schedule ○ on hold

Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Indicator	Target	Achieved	Change from 2020/21	Performance
CIVIC LEADERSHIP– QUADRUPLE BOTTOM LINE				
Percentage of tree management requests actioned within agreed service delivery standards.	70%	90%	▼	●
Percentage of Land and Environment Court matters that result in improved environmental outcomes.	95%	100%	▲	●
Median processing time for development application determination times.	90 days	81 days	▼	●
Percentage of completed playground safety audit programs.	100%	100%	◀▶	●
Percentage completion of capital works programs for roads, footpaths and drains.	95%	95%	▼	●
ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				
Number of trees planted across Ku-ring-gai to support the establishment of green corridors.	373 trees	140 trees	▼	●
Comment: The price per tree has increased resulting in a reduced number of trees available for planting. However, this has led to an improved size and survival rate for each tree.				
Potable water consumption (kL) from Council operations.	183,573 kL	82,643 kL	▼	●
Comment: This is a significant reduction from the baseline contributed to by public health restrictions.				
Water reuse/recycling (kL) used by Council operations.	134,562 kL	70,102 kL	▼	●
Comment: Less water was used overall due to the onset of La Nina resulting in a wet summer and autumn period.				
Electricity consumption (MWh) of Council's fixed assets.	5,124 MWh	4,092 MWh	▲	●
Comment: This is a significant reduction from the baseline contributed to by public health restrictions.				
Greenhouse gas emissions (tonnes CO ₂ -e) from Council operations.	10,589 tonnes	5,298 tonnes	▼	●
SOCIAL – QUADRUPLE BOTTOM LINE				
Utilisation percentage of community halls and meeting rooms.	81%	49.94%	▲	●
Comment: Halls and meeting rooms were closed because of the COVID-19 public health restrictions from July to December 2021. Additionally, St Ives Community Centre was closed for renovation during 2021. Bookings were slow at the beginning of 2022 due to large numbers of COVID-19 cases with bookings gradually increasing as community groups recommenced operations.				

LEGEND ● achieved ● not achieved ◀▶ stable ▲ increased ▼ decreased

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.

FURTHER INFORMATION
The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au



Lindfield Village Green car park. Photographer: Kane.

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

The following provides an overview of challenges and key achievements during 2021/22 for the theme Access, traffic and transport within the Revised Delivery Program 2018–2022.

CHALLENGES

Challenges during 2021/22 included managing the impacts of COVID and wet weather impacts on road, footpath and traffic capital works. Other challenges included:

- seeking funding opportunities for improvements to regional roads and blackspot locations within the Ku-ring-gai local government area
- no funding in the 2021/22 Active Transport Program (walking and cycling) due to delays in the State budget
- traffic issues to be addressed before streetscape works are implemented for the Turramurra local centre, and
- the postponement of events including Ride2Work Day and the promotion of e-bikes as an alternative form of transport due to COVID-19 restrictions.

KEY ACHIEVEMENTS

Improvements to roads

Council has maintained a consistent level of expenditure on the upgrade of roads over the previous five years with \$8.96 million expenditure in 2021/22.

Highlights during the year included:

- upgrade of Bobbin Head Road completed at Turramurra between Hartley Close and Curagul Road. This has improved safety for both cyclists and pedestrians using Bobbin Head Road at North Turramurra. Project works included the following:
 - road widening for a separated parking lane along the western side, a separated bicycle lane in both directions, parking bays along the eastern side, formalised bus bays and improved line marking and signage
 - installation of kerb and gutter along both sides of this section of road
 - new drainage as required
 - a pedestrian refuge and footpath connecting to the North Turramurra Recreation Area
 - reconstruction of the road surface.
- \$207,600 (100% funding) received from Transport for NSW (TfNSW) under its Black Spot Program for construction of a roundabout at the intersection of Collins Road and Toolang Road, St Ives
- 100% funding received from TfNSW under its Black Spot Program to design and construct a protected right turn bay and upgrade the road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra
- completion of several road resurfacing projects in Turramurra, Wahroonga and St Ives, and
- completion of upgrade works on the Comenarra Parkway to Fox Valley Road.

Council staff also continued to receive briefings from the Roads and Maritime Services on the pinch point program along the Pacific Highway between Wahroonga and Turramurra.

New parking facilities

The new underground carpark at the Lindfield Village Green opened in February 2022 with a total of 241 parking spaces located on three levels under the Green. 105 spaces are dedicated to commuter parking and 136 spaces are for the general public.

Two-hour car parking in the general parking area is available free of charge with charges applying after two hours. Commuter parking is charged to customer's Opal Cards.

There are electric vehicle charging stations on Level 2 and Level 3 of the carpark, with Level 3 charging stations reserved for commuters.

Funding for the commuter car parking was provided by Transport for NSW under an agreement reached between Council and the NSW Government.

A formalised car parking area was also completed at Comenarra Reserve, Turramurra. The car park now accommodates about 30 vehicles through the inclusion of line marking and spacers and relieves pressure for on street parking in surrounding streets.

Traffic safety

During the year temporary speed display units were installed in selected streets to alert motorists of the speed that they are travelling. These speed awareness devices have proven to be highly effective at slowing motorists down and increasing pedestrian safety, particularly in school zones and neighbourhood streets.

A total of eight speed display units have been installed in different locations across Ku-ring-gai. The units may remain in the nominated street for approximately 4-6 months to allow enough time to have a positive impact on motorist behaviour.

Council is also investigating the introduction of car-sharing in the local area and is currently asking for feedback from residents on potential locations.



Active transport

Pedestrian facilities

Council received funding of over \$2 million from Transport for NSW for the upgrade of pedestrian facilities in school zones areas during 2021/22.

Improvement works progressed along Wade Lane up to Park Avenue and over to Werona Avenue in Gordon. This will make the Gordon station precinct more pedestrian-friendly, safer and attractive. Improvements include widened footpaths for terraced outdoor dining with landscaping in the terraced areas.

Landings, handrails and seating will also assist those with reduced mobility. The work includes raised pedestrian crossings at Clipsham Lane, Henry Street and Wade Lane and improvements to the park, lighting and kiss and ride areas.

Council adopted a recommendation that all future annual budgets for new footpaths be increased to \$1.25 million, with the long-term objective to provide at least one footpath on every street in Ku-ring-gai. Funding for the new footpaths will come from Council's overall footpath budget each year.

New footpaths are planned for Killara, St Ives, Wahroonga, Turramurra and Lindfield in the capital works program for the 2022/23 program.

Cycling

Council was awarded \$398,000 from the NSW Government's Streets as Shared Spaces grant program for a separated cycleway to be installed in Gilroy Road, Turramurra.

The \$15 million Streets as Shared Spaces grant program was created as a result of the pandemic and aims to transform streets across NSW into creative, vibrant and healthy public spaces.

The cycleway in Gilroy Road connects Karuah Park with the Turramurra local centre. Safer crossings have also been installed at Brentwood Avenue and Gilroy Road for both pedestrians and cyclists to improve links with Karuah Park. Council is assessing community feedback on the trial cycleway before deciding whether to make it a permanent fixture.

The annual Ride2Work event to be held in October at Gordon was cancelled due to the COVID-19 lockdown. A detailed map for cycling in Ku-ring-gai was updated for printing and distributed to the community free of charge.

Public transport

Transport for NSW (TfNSW) continued its program of improvements to railway stations in Ku-ring-gai with the overall objective to increase accessibility.

All rail stations in Ku-ring-gai either have had access upgrades completed, or in the process of being upgraded.

Some stations have been closed on weekends to allow work to take place, as well as at night. Council staff continued to liaise with TfNSW to ensure the public are kept informed on the progress of upgrades and any closures affecting stations.

SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council’s progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

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 2021/22.

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.



Delivery Program Term Achievements 2018-2022

86% completed
14% behind schedule (see below)

◀ Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.

Operational Plan Tasks 2021-2022

86% completed
14% behind schedule

Performance Indicators 2021-2022

80% achieved
20% not achieved

LEGEND ◀ behind schedule ◻ significantly behind schedule ○ on hold

Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Description	Target	Achieved	Change from 2020/21	Performance
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.	8 Facilities	11 Facilities	▼	
Number of new and upgraded bicycle facilities installed.	2 Facilities	6 Facilities	▲	
Comment: 6 bike racks were installed in the public domain as part of the Lindfield Village Green project which formally opened in February 2022. Additionally, Council collaborated with Transport for NSW in the provision of 3 new bike racks at the Pacific Highway entry plaza to Roseville Station as part of the Roseville Station upgrade, and 5 new bike racks were installed as part of the Wahroonga Station upgrade along Railway Avenue adjacent to the new accessible ramp.				
Kilometres of additional footpath network constructed.	0.9 km	4.05 km	▼	
Kilometres of additional cycleway network established.	0.06 km	0 km	▼	
Comment: Transport for NSW (TfNSW) advised that with the COVID-19 pandemic delaying the State budget in 2020, delivery of projects in 2021/22 was not practically feasible, and therefore there was no funding in the 2021/22 Active Transport Program (Walking and Cycling). Without funding assistance, it is not possible to deliver meaningful facilities only with Council's modest budget for cycling infrastructure, therefore no cycling projects were completed in 2021/2022. In late 2021, TfNSW opened submissions to the 2022/23 Active Transport Program, and staff submitted 4 funding applications for planning/design of cycleway projects.				
The number of recorded collisions involving vehicles or pedestrians.	284 collisions	215 collisions	▼	
Comment: Based on the latest data (2020) sourced from the Roads and Maritime Service.				

LEGEND  achieved  not achieved  stable  increased  decreased

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.



FURTHER INFORMATION

The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au

Wahroonga Food and Wine Festival 2022. Photographer: Maggie Langtry.



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

The following provides an overview of challenges and key achievements during 2021/22 for the theme *Local economy and employment* within the Revised Delivery Program 2018–2022.

CHALLENGES

The major challenges during 2021/22 were adjustments to programs and events required to meet COVID-19 restrictions. Where possible programs and events were delivered online.

KEY ACHIEVEMENTS

Business engagement

During 2021/22, Council's business engagement program focused on providing support to businesses during COVID-19 and particularly in the lockdown between July and October 2021.

Several free seminars on digital marketing were offered for small business in 2021 and 2022. With businesses needing to rapidly pivot online during the COVID-19 pandemic, the 2021 sessions gave small business people a new set of strategies to make their business stand out online.

A four-hour workshop on digital marketing was held in March 2022 through a partnership between Ku-ring-gai and Hornsby Councils and the Hornsby Chamber of Commerce. The workshop, which was part of a coordinated plan to help small business recover from the COVID-19 pandemic, was aimed at small to medium business owners who are time poor but need to grow their business through digital marketing. Around 300 business owners attended.

Less events were held overall as business indicated a desire to move away from virtual events (screen fatigue) but due to lockdown uncertainty, organising face-to-face events was limited due to concern of new lockdowns. Ten business events with 335 participants were held during 2021/22.

Supporting local business

Ku-ring-gai Council was the first council in Sydney to participate in the 2021/22 national campaign to support local business during COVID-19 called Go Local First.

The partnership with the Council for Small Business Organisations Australia (COSBOA) extends until June 2022. The Go Local First campaign gives free promotional assistance to small businesses and encourages residents to preference local businesses when purchasing goods and services. Council was the first to work with the national Go Local First campaign and signed up the highest number of businesses out of all participating local government areas.

Council appointed two food retailers to run the new café at the Lindfield Village Green and the new café/kiosk at St Ives Showground. The new café with

outdoor dining at the Village Green opened in March 2022. The new café/kiosk at the entrance of the St Ives Showground will open late in 2022.

In the period July 2021 to January 2022, Council finalised 19 agreements with commercial and not-for-profit community and sporting groups for the lease of Council owned facilities.

A drop-in advice service for local small businesses is being offered every month at the Council Chambers, starting in July 2022. The free advisory service is being hosted by Ku-ring-gai Council in partnership with Service NSW.

On the second Tuesday of every month a Service NSW representative attended Council Chambers between 10am and 2pm to meet with local business owners.

Business awards

Ku-ring-gai Council sponsored the 2021 Hornsby Ku-ring-gai Local Business Awards, with ten Ku-ring-gai businesses receiving awards and one taking out the overall title of Local Business of the Year.

The awards cover the areas of Hornsby and Ku-ring-gai and this year attracted a total of 319 entries. The Local Business of the Year award was presented to Kiplings Garage Bar at Turramurra, which also took out the Hotel/Bottle Shop/Bar category award.

The Better Business Partnership (BBP) continued to engage with the local business community during this period despite being unable to meet face-to-face. This was achieved with fortnightly BBP Business Meet-Up sessions over Zoom which featured discussions of topics of interest, guest speakers and general networking. Twelve new businesses from Ku-ring-gai joined the program and 17 renewed their membership, despite the lockdown.

Tourism

The Destination Connections E-newsletter was launched during 2021/22 to assist local tourism related businesses.

While some of Council's major destination events program was impacted in 2021/22 due to COVID-19 health and safety restrictions with some cancellations, 849 events and activities were still delivered across Council with 59,811 participants/attendances. Over 26,000 people also attended online concerts during lockdowns.

Despite the challenges in 2021/22 there has been increasing events usage at Council venues with St Ives Showground becoming the key venue for major community and commercial events.

Council's events and festival program is supported by Destination NSW with ongoing growth in events delivery, partnerships and community engagement.

Since January 2022, Council logs vehicles and visitors to key destinations in the local government area with the following results for 2021/22:

- Showground 118,200
- Wildflower Garden 13,904
- Solander Track 18,964
- Mueller Track 1,402
- Senses Track 18,826
- Visitor Centre 31,514 (partial closure during 2021/22).



Lunar New Year 2022.
Photographer: Alexander Mayes.



SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council’s progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

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 2021/22.

Local economy and employment

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



Delivery Program Term Achievements 2018-2022	67% completed 33% behind schedule (see below)
Ku-ring-gai’s opportunities and assets are promoted and strengthened to attract business and employment to the area.	
Operational Plan Tasks 2021-2022	80% completed 10% significantly behind schedule 10% on hold
Performance Indicators 2021-2022	67% achieved 33% not achieved

LEGEND ◀ behind schedule □ significantly behind schedule ○ on hold

Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Description	Target	Achieved	Change from 2020/21	Performance
 ECONOMIC – QUADRUPLE BOTTOM LINE				
Number of businesses in the Ku-ring-gai Local Government Area.	14,004 businesses	14,549 businesses	▼	●
Number of small business discussion sessions delivered and/or facilitated by Council.	7 sessions	10 sessions	▼	●
Number of local jobs in Ku-ring-gai Local Government Area.	37,542 local jobs	37,708 local jobs	▲	●
Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council.	500 participants	415 participants	▼	●
Comment: COVID-19 public health restrictions had an impact on attendance.				
Percentage participant satisfaction with business forums facilitated by Council.	80%	78%	▼	●
Comment: The COVID-19 public health restrictions and the necessary change in format of events resulted in an amended methodology to measure event satisfaction. The results in 2020/21 are sourced from Council's annual business survey rather than from individual events.				
Number of visitors to the Ku-ring-gai Wildflower Garden.	54,880 visitors	72,293 visitors	▲	●
Comment: There was strong growth in program attendance during the period increasing overall visitation..				

LEGEND ● achieved ● not achieved ◀ stable ▲ increased ▼ decreased

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.



FURTHER INFORMATION

The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au

*Ku-ring-gai Wildflower Garden
School Holiday Program.
Photographer: Wolter Peeters.*



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

The following provides an overview of challenges and key achievements during 2021/22 for the theme *Leadership and governance* within the Revised Delivery Program 2018–2022.

CHALLENGES

Challenges during 2021/22 included:

- the recovery of services after the COVID-19 lockdown of 2021 and related impacts
- impacts on participation in and the delivery of many of Council's face-to-face programs due to COVID-19 public health orders and absenteeism, and
- as a result of the COVID-19 pandemic, the NSW Government postponed all NSW local government elections until December 2021. This altered some reporting and delivery timeframes across the organisation.

KEY ACHIEVEMENTS

Elections

Following local government elections in December 2021, candidates for each Ku-ring-gai ward were elected.

The first meeting of Council was held on 15 January 2022, where Cr Jeff Pettett was elected as Mayor and Cr Barbara Ward as Deputy Mayor.

This Council will serve until September 2024, when the next NSW council elections are due to be held.

New Community Strategic Plan

Following extensive community engagement Council adopted a revised 10-year Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan.

The Community Strategic Plan is the long-term strategic plan for the future of the Ku-ring-gai local government area. It reflects the vision and aspirations of the Ku-ring-gai community through long-term objectives that address environmental, social, economic and civic leadership issues.

The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Program. It details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets.

The Delivery Program is a four-year program that defines the outcomes that will be achieved during Council's term to progress the long-term objectives of the Community Strategic Plan. This includes statements of term achievements. The Operational Plan details the services, programs and projects that council will deliver in a year with annual budget and capital works program.

Community engagement

Significant consultation undertaken during the year included:

- development of the Community Strategic Plan, Delivery Program and Operational Plan included two phases of community engagement which included CALD and youth workshops, community workshops, an online information session, surveys and public exhibition of documents between February and June
- development of The Glade Landscape Masterplan which included two phases of community engagement consisting of collecting community feedback about use and opinions on the site (March/April) and placing the draft masterplan on public exhibition in July
- the North Gordon Streetscape upgrades including the exhibition of the concept plan during May
- the Lindfield Avenue and Tryon Road Streetscape upgrades including the exhibition of the concept plans, online feedback survey, submission forms, business meetings and a community information event on the site during May
- the Urban Forest Strategy including the public exhibition of the draft Strategy in June
- concept designs for playground upgrades at Eldinhope Green in May and Lorraine Taylor Reserve in June, and
- the Bedes Forest community engagement which included the second of three phases taking place between April and May seeking community feedback on concept options.

Emergency management

Adverse weather events

Ku-ring-gai experienced two significant adverse weather events in late March and early April and again in July, leading to widespread damage and flooding.

During the weather events Council's Operations staff worked along with SES volunteers to manage fallen trees on public and private property, repair potholes and manage minor landslips. As a result, some capital works projects scheduled to finish earlier in 2022 were delayed until later in the year.

The public golf courses at Gordon and Turrumurra were particularly hard hit by these weather events and were forced to close for extended periods of time.

COVID-19

Council's Crisis Management Team continued to meet regularly to oversee emergency management matters and manage the ongoing risks posed by COVID-19. Free flu and COVID-19 booster shots were administered to Council staff during this period to minimise the risks of absenteeism through illness.

Council meetings were held via Zoom until December 2021, with the livestream allowing members of the public to observe meetings. Council meetings resumed in the Council Chambers in December.

Monthly Public Forums were reinstated in the Council Chambers in March 2022 following the lifting of COVID-19 restrictions by the NSW Government.

NSW Health continued its COVID-19 testing clinic at St Ives Showground during this period. Council has assisted in the promotion of this service through electronic signage and regular e-news.

Libraries, the Council Chambers and the Council's customer service centre at 818 Pacific Highway, Gordon were all closed at the end of June during the lockdown and reopened to the public in October 2021. Council facilities also reopened for bookings in October last year with strict COVID-safe protocols in place.

Technology

Significant upgrades to Council's systems were planned and implemented during 2021/22. They included:

- the corporate reporting, purchasing, rating and financial system for Council, Technology One, was moved to a cloud hosted platform. In addition, Council's Remote Desktop Services platform was upgraded. This upgrade eliminated the need to log in to separate servers and will improve connectivity and load balancing for remote working.
- software upgrades for Office 365 and the Microsoft Teams online meeting platform were initiated. Adobe Sign was introduced as a new platform for contract management, allowing the use of electronic signatures and providing a method of tracking any changes or variations to agreements and contracts.
- to improve the security of Council systems the firewall was upgraded and multi-factor authentication was introduced for all staff when logging into Council systems from devices such as phones and laptops.
- a new online booking system called Bookable was implemented to improve the customer experience when booking events and facilities such as tennis courts and community halls.
- a new intranet was designed and launched using the same content management platform as Council's website. This has streamlined editing processes and made both sites more accessible to staff.
- the new Council website has continued to receive positive feedback from the public and internal users. Council staff are continuing to refine the content of web pages and each page allows public feedback. The new booking system for events, hiring Council facilities and waste collections was successfully integrated with the website during this period, and
- several business systems were also upgraded during the year with a passcode system introduced for staff working remotely to improve security.

Service delivery

Over the last two years, many Council services have successfully introduced a flexible hybrid model of face-to-face and/or online service delivery.

Online programs continued where required, have supported vulnerable groups including young people and families, people with disabilities and their carers and seniors to reduce social isolation, loneliness and to keep people connected.

Other achievements included:

New online services

- increased frequency of the Ku-ring-gai e-news from monthly to fortnightly and issuing 53 media releases. Over 15,000 residents now subscribe to the Ku-ring-gai e-news, a 6.4% increase in the last 12 months.
- a new booking system for events and venues/facilities is integrated within the Council's OpenCities website which provides a seamless booking experience for the end user.
- installation of a new remote access control system integrated with Council's venue hire booking system at community buildings at East Lindfield, West Pymble, Turramurra and St Ives Showground.
- expansion of the Operations Department mobile device program continued, which enables staff to receive and complete work orders in the field, and
- implementation of new recruitment software to streamline the recruitment of new staff.

Leadership and Governance

- induction training and information workshops were delivered to all Councillors in January and February 2022, and
- changes to the Code of Meeting Practice were made to support more accessible, flexible and interactive public forums, and allows each Councillor to ask questions of a speaker at a forum.



SUMMARY OF PERFORMANCE 2021/22

The following pages provide a summary of Council's progress during 2021/22 for the Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

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 2021/22.

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.



Delivery Program Term Achievements 2018-2022	75% completed 25% substantially completed
Operational Plan Tasks 2021-2022	86% completed 9% substantially completed 5% behind schedule
Performance Indicators 2021-2022	83% achieved 17% not achieved

Annual performance indicators 2021/22

The table below details Council's achievement of key performance indicators and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2018–2022 for 2021/22.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Description	Target	Achieved	Change from 2020/21	Performance
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage of Operational Plan tasks completed.	89%	90%	▼	
Percentage of policies reviewed within 12 months of their due date.	70%	64%	▲	
Comment: There were delays in updating policies due to the delayed Council elections. Governance and Corporate Strategy are leading a policy review program to bring all policies up to date.				
Number of active partnerships/collaborations Council has with external stakeholders.	40 partnerships/collaborations	40 partnerships/collaborations	▼	
Council's Business Papers are accessible via Council's website in a timely manner.	100%	100%	◄►	
Percentage of requests for information applications completed within statutory timeframes.	100%	100%	◄►	
Percentage of Council's (public) policies accessible via Council's website.	98%	100%	◄►	
Percentage of staff participation in learning and development activities.	50%	85%	▲	
Comment: A new organisation wide program in Cyber security awareness was delivered via Zoom.				
Computer network availability.	98%	98%	◄►	
Customer service enquiries responded to within agreed service delivery standard.	85%	87.4%	▲	
Customer requests actioned within agreed service delivery standard.	85%	86%	◄►	
Number of participants in community engagement activities facilitated by Council.	5,500 participants	6,500 participants	▲	
Number of people following the Ku-ring-gai Council Facebook page and Twitter account.	7,292 people	18,002 people	▲	
Number of people subscribed to Council newsletters.	47,678 people	59,331 people	▲	

Description	Target	Achieved	Change from 2020/21	Performance
 ECONOMIC – QUADRUPLE BOTTOM LINE				
Occupancy rate of Council property portfolio.	100%	100%	◀▶	●
Debt Service Ratio (Council's ability to service debt).	4%*	0.7%	▲	●
Working Capital.	\$4 million*	\$5.134 million**	▲	●
Unrestricted Current Ratio (liquidity).	2 ratio*	2.81x ratio	▲	●
Rates and Annual Charges Coverage Percentage (dependence on rates income).	60%*	60%	▲	●
Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	4%*	4.27%	▲	●
Percentage of invoices paid to small businesses within 30 days from invoice date.	93%	94%	◀▶	●
Building and Infrastructure Renewals Funding Ratio.	74%*	107%	▼	●
Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	100%	100%	◀▶	●
Percentage turnover rate for permanent employees.	11%	15.6%	▲	●
Comment: In 2021/22, 1.7% of turnover was due to restructure redundancies.				
Percentage change in Lost Time Injuries per year.	22%	Average of total hours lost due to injury 79 hours per claim (2021/22) 39 (2020/21) 12 (2019/20) 51 (2018/19)	▲	●

Comment: As reported in the June Biannual 2021 (page 99), measurement for lost time injuries changed significantly to reflect the introduction of new injury management strategies with enhanced outcomes. This indicator is now reported using the average of total hours lost due to injury with lost time data directly extracted from Council's workers compensation insurer's system. One claim in 2021/22 has accounted for 1,219 lost hours and increased the average lost time hours significantly. Without the claim, the average lost time would be 30 hours per claim and in-line with the previous reporting period. Council is currently reviewing return to work strategies to manage the risk both across the business and in selected departments of Council.

LEGEND ● achieved ● not achieved ◀▶ stable ▲ increased ▼ decreased

Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.

*Targets were set for the organisation as part of the performance measures in the adopted Delivery Program 2018 – 2022 and may not reflect the financial ratio benchmarks reported in the Financial Statements.

**After once off adjustments.

 **FURTHER INFORMATION**
The Delivery Program and Operational Plan bi-annual progress reports for 2021/22 are available at www.krg.nsw.gov.au



GOV R



LOCAL VERNMENT REPORTING

LOCAL GOVERNMENT REPORTING

Local Government Act 1993

Section 428(1) – Annual Report

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 Operational 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 on Council's website with e-mail notification sent to the Minister for Local Government by 30 November.

Section 428(2) – Report on implementing the Community Strategic Plan

A report on implementing the Ku-ring-gai Community Strategic Plan is not required for the 2021/22 reporting period. The next report, which supersedes the previously required End of Term Report and State of the Environment Report, is required for the 2023/24 reporting period.

Council's most recent End of Term Report 2017-2021 and State of the Environment Report 2017-2021 were included in the 2020/21 reporting period. These reports are available at www.krg.nsw.gov.au

Section 428(3) – Integrated Planning and Reporting Guidelines

Council's Annual Report 2021/22 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.

Section 428(4)(a) – Financial Statements

Council's audited Financial Statements for the 2021/22 financial year are provided in a separate document to this Annual Report.

Section 428(4)(b) – Integrated Planning and Reporting Guidelines and Regulations

Council's Annual Report for the 2021/22 financial year has been prepared in accordance with the guidelines and all relevant legislation and regulations.

Section 428(5) – Lodgement of Council's Annual Report 2021/22

The Annual Report 2021/22 is required to be posted on Council's website with notification e-mailed to the Office of Local Government by 30 November 2022.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council did not enter into any environmental upgrade agreements during 2021/22.

Special Rate Variation Guidelines 7.1 – Activities funded by Special Rate Variation of General Income

Council has two Special Rate Variations, Environmental Levy and Infrastructure Levy, which funded a range of projects, programs and activities during 2021/22.

Environmental Levy

Council's Environmental Levy had a total proposed budget for 2021/22 of \$3,893,700.

During the financial year, the actual expenditure totalled \$3,019,515 with all funding spent on programs, projects and activities as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART) for the Special Rate Variation.

Figure 27 provides a summary of expenditure by theme, during 2021/22, as compared to the original 2021/22 budget.

Theme	2021/22 original budget*	2021/22 actuals**
Biodiversity & bushfire management	\$482,000	\$489,540
Community engagement & environmental education	\$782,800	\$883,471
Energy management	\$1,079,400	\$392,271***
Project management & administration	\$953,700	\$943,122
Sustainable transport & recreation in natural areas	\$105,000	\$125,537
Water & catchment management	\$490,800	\$185,574***
TOTAL	\$3,893,700	\$3,019,515

Figure 27 Summary of Environmental Levy expenditure by theme

Footnotes:

* The 2021/22 original budget does not include funds saved from the previous year or funds added to the Environmental Levy Reserve.

** Where actual expenditure is greater than the proposed budget, this is due to savings retained from the previous year that are added to the theme for the current financial year.

*** Expenditure was reduced for these themes due to funding committed for future projects in 2022/23 and 2023/24.

For more information on activities completed during 2021/22 see **Natural Environment** and **Financial Statements** (separate document).

Infrastructure Levy

Council's Infrastructure Levy had a total proposed expenditure for capital projects of \$2,868,400 for 2021/22 as outlined in Council's adopted Revised Delivery Program 2018-2022 and Operational Plan 2021-2022.

During the financial year, the actual expenditure totalled \$2,868,400 with all funding for the Special Rate Variation spent on road renewal projects as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART).

There were significant changes made to the 2021/22 program compared to the original program due to a variety of factors, including:

- The road renewal program budget was negatively affected due to COVID-19 impacts. These impacts led to a reduction in available budget during the financial year and as a result Council reassessed the program and reallocated funding to ensure high priority projects were completed on time.
- Selected projects were deferred to future years budgets in line with other projects being delivered by Council.

Figure 28 lists the capital projects funded from the special rate variation during 2021/22.

Location	Project description	Funding (\$)
Merriwa Street, Gordon	Pacific Highway to Vale Street	185,900
Fairlight Avenue, East Killara	Eastern Arterial Road to Rosetta Avenue	82,000
Rosetta Avenue, East Killara	Eastern Arterial Road to Fairlight Avenue	15,000
Badarene Place, East Lindfield	Robinson Street to Cul-De-Sac	25,500
Crete Place, East Lindfield	Robinson Street to Cul-De-Sac	16,900
Robinson Street, East Lindfield	Damour Ave to Badarene Place	88,500
Averil Place, Lindfield	Beaconsfield Parade to Cul-De-Sac	19,600
Beaconsfield Parade, Lindfield	Pacific Highway to Norwood Avenue	180,000
Bent Lane, Lindfield	Balfour Street to Bent Street	14,500
Bent Street, Lindfield	Pacific Highway to Polding Road	343,900
Collins Road, St Ives	Toolang Road to Dalton Road	512,300
Melaleuca Drive, St Ives	Cul-De-Sac to Kennedy Place	12,200
Mudies Road, St Ives	Kenthurst Road to Memorial Avenue	117,400
Walker Avenue, St Ives	Mona Vale Road to Cul-De-Sac	74,900
Wendron Close, St Ives	Athena Avenue to Cul-De-Sac	32,000
Woodward Place, St Ives	Melaleuca Drive to end	70,500

Location	Project description	Funding (\$)
Vernon Street, South Turramurra	Kissing Point Road to end	612,000
Ku-ring-gai Avenue, Turramurra	Pacific Highway to Boomerang Street	451,500
Boundary Road, Wahroonga	Hampden Avenue to Westbrook Avenue	13,800
	TOTAL	\$2,868,400

Figure 28 Capital projects funded from the special rate variation during 2021/22

For more information on activities completed during 2021/22 see **Performance – delivering the vision** and **Financial Statements** (separate document).

Local Government (General) Regulation 2021

cl 132 - Amount of rates and charges written off during the year

The amount of rates written off during 2021/22 totalled \$4,133.49 which was mostly due to small balances write off, change of ownership, or immaterial misallocation of interest charged to an incorrect service address. There were no major charges written off (greater than \$10,000) during the financial year.

cl 186 – Information regarding induction training and ongoing professional development during the year

The *Local Government Act 1993* places a responsibility on each mayor and councillor to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles. To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and ongoing professional development programs that will help mayors and councillors to acquire and maintain the skills necessary to perform their roles.

Local government elections were held Saturday 4 December 2021 with the election of the mayor and deputy mayor conducted at the Ordinary Meeting of Council 11 January 2022.

During 2021/22 Council delivered a comprehensive induction program for Councillors in line with the NSW Office of Local Government's Councillor Induction and Professional Development Guidelines from January 2022. This enabled the incoming mayor and councillors to become familiar with how local government works, Council operations, programs and projects and the complexities of the councillor role. This included the following activities:

- **10 January 2022:** Welcome, how local government works, roles and responsibilities in local government and Council meetings. This was delivered by an external facilitator with all Councillors in attendance.
- **13 January 2022:** Code of Conduct. This was delivered by an external facilitator with all Councillors in attendance.

- **31 January 2022:** Full day induction. This covered integrated planning and reporting, finance, community demographic profile, communications, media and community engagement, complaint handling, asset management, Council's environmental levy and other environmental issues, land use planning overview and housing strategy, and key projects. This was delivered in house by senior/key staff members with nine Councillors attending (Cr Spencer apology).
- **1 February 2022:** Development and regulation matters. This session was delivered in house by senior/key staff with nine Councillors attending (Cr Spencer apology).
- **3 February 2022:** Operations and trees. This session was delivered in house by senior/key staff with nine Councillors attending (Cr Spencer apology).
- **7 February 2022:** Overview of Council finances. This session was delivered in house by senior/ key staff with eight Councillors attending (Cr Spencer and Cr Greg Taylor apologies).
- **15 March 2022:** Community department. This session was delivered in house by senior/ key staff with eight Councillors attending (Cr Spencer and Cr Smith apologies).
- **7 June 2022:** Budget refresher/workshop. This session was delivered in house by senior/ key staff with nine Councillors attending (Cr Spencer apology).
- **14 June 2022:** Code of conduct refresher training. Delivered by external facilitator with nine Councillors attending (Cr Spencer apology).

Ongoing professional development for mayors and councillors is essential to an effective and high performing council. Under Council's Councillor Expenses and Facilities Policy, all councillors may attend professional development, conferences, seminars and other opportunities to a maximum limit of \$10,000 per Councillor in the first year of term and \$8,000 per year of term thereafter.

See **Details of mayoral and councillor fees**, expenses and facilities for further information regarding training, conference, meetings and briefing attendance for councillors during 2021/22. The information and costs outlined in the following section is applicable to all Councillors during the 2021/22 financial year, including outgoing councillors.

cl 217 (1)(a) - Details (including the purpose) of overseas visits by councillors and council staff or other persons representing Council (including visits sponsored by other organisations)

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 to report.

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 – \$31,753.53.

This includes dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile 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) – \$5,867.41.

This includes telephone calls made by councillors, calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes.

- (iii) Attendance of councillors at conferences and seminars – \$36,461.19 (including accommodation, conference registration, transport and meals).

Figure 29 provides a summary of conferences participated in by councillors during 2021/22.

Councillor	Conference/seminar	Costs
Cr Jennifer Ander-son	-	-
Cr Callum Clarke	-	-
Cr Donna Greenfield	-	-
Cr Christine Kay	Special Local Government NSW conference	\$1,120.00
	Australian Local Government Women's Association board meeting	\$368.80
	Destination and Visitor Economy conference	\$1,849.86
	National General Assembly Canberra (including ALGWA networking breakfast)	\$3,417.12
	Australian Local Government Women's Association conference (event scheduled for July 2022)	\$1,417.72
	Sustainability in Government conference	\$950.00
Cr Peter Kelly	-	-
Cr Simon Lennon	Special Local Government NSW conference	\$1,100.00
	National General Assembly Canberra	\$2,739.28
	Destination and Visitor Economy conference	\$1,868.96
Cr Sam Ngai	Special Local Government NSW conference	\$1,100.00
Cr Jeff Pettett	Special Local Government NSW conference	\$1,050.00
	National General Assembly Canberra	\$1,978.14
	Destination and Visitor Economy conference	\$1,903.06
Cr Martin Smith	-	-
Cr Cedric Spencer	-	-
Cr Cheryl Szatow	-	-
Cr Alec Taylor	Special Local Government NSW conference	\$1,100.00
	National General Assembly Canberra (including ALGWA networking breakfast)	\$2,028.20

Councillor	Conference/seminar	Costs
Cr Greg Taylor	Special Local Government NSW conference (<i>including meeting room hire</i>)	\$1,344.09
	National General Assembly Canberra	\$2,074.07
	Destination and Visitor Economy conference	\$1,468.28
	Sustainability in Government conference	\$950.00
Cr Barbara Ward	Special Local Government NSW conference	\$1,205.00
	National General Assembly Canberra (<i>including ALGWA networking breakfast</i>)	\$1,769.11
	Destination and Visitor Economy conference (<i>registration and accommodation cancellation fee</i>)	\$200.00
Cr Kim Wheatley	Special Local Government NSW conference	\$1,205.00
	National General Assembly Canberra	\$2,254.50
Total		\$36,461.19

Figure 29 Summary of conferences/seminars participated in by councillors during 2021/22

- (iia) Provision of induction training and professional development for mayors and other councillors.

In addition to the abovementioned professional development, councillors also receive regular briefings from staff, external consultants and experts as well as 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 presentations can cover technical, legislative and financial issues and are an important part of councillor professional development at Ku-ring-gai Council.

The following table outlines briefings and presentations provided to councillors during 2021/22.

July 2021

Briefing on former bowling club sites

Briefing on the Lindfield Village Hub project (including a presentation from NS Projects, transaction review report and draft market engagement framework)

Briefing on draft Model Social Media Policy consultation

August 2021

In-house training session on Cyber Risk Awareness

September 2021

Presentation to Managers and Councillors on Micromex community satisfaction survey results

Briefing on 'where do your rates go rates' notice

January 2022

Briefing on the Lindfield Village Hub project

February 2022

Presentation on the proposed St Ives basketball stadium design

Briefing on Marian Street Theatre, Killara

Briefing on St Ives Medieval Faire

Site inspection for Public Domain Plan - Lindfield

Site inspection for Public Domain Plan - Turramurra

Public hearing reclassification - Part 4 Pennant Avenue, Gordon

March 2022

Briefing on the Urban Forest Strategy

Information session - Integrated Planning and Reporting/community engagement

Meeting with Save the Marian Street Theatre Committee and TZG consultants on Marian Steet Theatre, Killara

Community Strategic Plan workshop

Three Community Strategic Plan community forums

Site inspection for Public Domain Plan - Gordon

Council staff co-ordinated and delivered a two-day workshop for Councillors with the following items discussed:

- Preparation of new Integrated Planning and Reporting documents
- Financial planning and priorities and outcomes
- Asset recycling options
- Major Projects consultation forum
- Capital Works Program
- Footpath prioritisation program
- Overview of each department presented by Directors.

May 2022

Site inspection at Secret Park, Pymble and Marian Street Theatre, Killara

Briefing by Greater Cities Commission - Six Cities Region

Councillor workshop - Recreation Needs Analysis

Councillor workshop - Asset Divestment

June 2022

Site visit at St Ives Wildflower Garden/St Ives Showground/old nursery

- (iv) Other training of mayor and councillors and provision of skill development – \$17,448.00.

Councillor	Training	Course costs
Cr Jennifer Anderson	-	-
Cr Callum Clarke	-	-
Cr Donna Greenfield	-	-
Cr Christine Kay	-	-
Cr Peter Kelly	-	-
Cr Simon Lennon	Local Government NSW Managing Media for Councillors course	\$400.00
	Local Government NSW Community and Stakeholder Engagement course	\$400.00
Cr Sam Ngai	Local Government NSW Social Media for Councillors course	\$400.00
	Professional Development University of NSW course	\$8,500.00
Cr Jeff Pettett	Local Government NSW Taxation Considerations for Councillors course	\$200.00
	Local Government NSW Chairing and Effective Meeting Procedures for Councillors course	\$400.00
Cr Martin Smith	-	-
Cr Cedric Spencer	-	-
Cr Cheryl Szatow	-	-
	Local Government NSW Social Media for Councillors course	\$400.00
Cr Alec Taylor	Local Government NSW Managing Media for Councillors course	\$400.00
	Local Government NSW Understanding Local Government Finances for Councillors course	\$400.00

Councillor	Training	Course costs
	Local Government NSW Understanding Local Government Finances for Councillors course	\$400.00
	Local Government NSW Community and Stakeholder Engagement course	\$400.00
Cr Greg Taylor	Local Government NSW Chairing and Effective Meeting Procedures for Councillors course	\$400.00
	Local Government NSW Communicating Council Priorities course	\$400.00
	Local Government NSW Speed Reading course	\$400.00
Cr Barbara Ward	Local Government NSW Developing your Councillor Professional Development Plan course	\$150.00
	First aid course	\$136.36
Cr Kim Wheatley	Local Government NSW Understanding Local Government Finances for Councillors course	\$400.00
	Local Government NSW Social Media for Councillors course	\$400.00
	Local Government NSW Managing Media for Councillors course	\$400.00
Councillors	Code of Conduct Refresher training	\$2,000.00
	TOTAL	\$16,986.36

Figure 30 Other training of mayor and councillors and provision of skill development in 2021/22

- (v) Interstate visits by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
 - (vi) Overseas visits by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
 - (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties – \$1,778.77 spouse expenses.
- This includes expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time.
- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor, to allow the councillor to undertake his or her civic functions – \$1,225.00.

Council has a Councillors' Expenses and Facilities Policy that governs the expenses paid and facilities provided to the Mayor and councillors in the discharge of their civic duties. The Policy can be found at www.krg.nsw.gov.au

The total amount of money spent on mayoral and councillor fees was \$313,836.28.

The total amount of money spent on Councillor attendance at civic functions and events was \$5,998.99.

The above figures are GST exclusive and consistent with Council's audited 2021/22 Financial Statements.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2021/22

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.

Figure 31 includes contracts using prescribed entities (Local Government Procurement, Procurement Australia), State Government contracts or those contracts arising from any other procurement process.

Payee name	Contract amount (\$)	Description	Contract description
Autopool Pty Ltd	186,739.05	Isuzu FVR 165/300 tipper	New vehicle
	234,970.99	Isuzu FRR 110/260 truck	New vehicle
Cleanaway Pty Ltd	368,428	Vegetation disposal	Ku-ring-gai local government area
Corporation Sole EPA Act	455,467	Pursuant to Section 7.42 of the <i>Environmental Planning and Assessment Act 1979</i>	Council contribution
C W Concrete Pty Ltd	184,012.68	Reconstruct kerb and gutter concrete works	Fairlight Avenue/ Rosetta Avenue, Killara
Datacom Systems (AU) Pty Ltd	265,052	Microsoft Enterprise Agreement	Software
Department of Customer Service	200,000	Parking and traffic expenses	Processing fees
Department of Finance, Service and Innovation - Valuation Services	207,555.30	Land valuation fees - 2021	Ku-ring-gai local government area

Figure 31 Contracts awarded by Council in 2021/22

Payee name	Contract amount (\$)	Description	Contract description
Fabranamics Pty Ltd	307,976	Supply and install of a pre-fabricated amenities block	The Glade Oval, Wahroonga
	239,873.70	Amenities block	Comenarra Oval, Turramurra
Fulton Hogan Industries Pty Ltd	253,007.87	Road works/resurface	Badarene Place/Bardia Place/Crete Place/Robinson Street, East Lindfield
	319,859.56	Road works	Bent Street/Bent Lane, Lindfield
	702,311.79	Road works	Link Road, St Ives
	524,648.29	Road works - resurface	Collins Road/David Close, St Ives
	1,216,540.59	Road works	Eastern Arterial Road, St Ives
	419,511.98	Road works	Bobbin Head Road, Turramurra
	313,678.72	Road works	Springdale Road, Killara
	573,150.52	Asphalt work	Bobbin Head Road, North Turramurra
	193,529.85	Road works	Beaconsfield Place/Averil Place, Lindfield
	247,880.40	Road works	The Comenarra Parkway, Turramurra
	180,000	Road works	Ku-ring-gai Avenue, Turramurra
	230,000	Road works	Fairlight Avenue/Rosetta Avenue Killara
	150,000	Road works	Boundary Road, Roseville
157,056.92	Road works	Toolang Road/Collins Road, St Ives - roundabout	

Figure 31 Contracts awarded by Council in 2021/22 continued

Payee name	Contract amount (\$)	Description	Contract description
GJs Landscapes Pty Ltd	411,532	Playspace upgrade	Nar-rang Reserve, Gordon
	377,339	Playspace upgrade	Kendall Village, Pymble
	432,970	Playspace upgrade	Warrimoo Oval, St Ives
	260,427	Playspace upgrade	Orange Green, North Turramurra
Go Gardening Pty Ltd	438,073	Playspace upgrade	Dukes Green, East Lindfield
Growth Civil Landscapes Pty Ltd	794,964	Playspace upgrade	Robert Pymble Park, Pymble
	2,724,102	Recreation precinct playground upgrade	St Ives Village Green, St Ives
JDH Architects Pty Ltd	861,275	Design consultancy services, development and contract documentation	St Ives Indoor Sports Complex
Kane Constructions Pty Ltd	8,051,344	Underground carpark and landscaping works	Lindfield Village Green, Lindfield
Komatsu Australia Pty Ltd (KAL)	203,888	Loader WA150-5	New vehicle
Local Land Services	550,919	Fire trail works	Grosvenor Street/Gwydir Avenue, North Turramurra
Luca Pizza Kitchen Pty Ltd	Retail licence agreement**	Fit out, lease and operation of kiosk	St Ives Showground, St Ives
Makki	624,644	Amenities upgrade	Samuel King Oval, North Turramurra
Metz Project Services Pty Ltd	265,000	Indoor pool refurbishment	Ku-ring-gai Fitness and Aquatic Centre, West Pymble
New South Wales Electoral Commission	771,404	2021 Local Government Election	Costs for election

Figure 31 Contracts awarded by Council in 2021/22 continued

Payee name	Contract amount (\$)	Description	Contract description
New South Wales Local Government Jardines Liability	890,667	Insurance renewal invoice	Public liability and professional indemnity
	439,976	Renewal insurance invoice	Motor vehicle
	376,875	Insurance renewal invoice	Property ISR (Industrial Special Risks (fire/property damage))
	815,819.56	Insurance renewal invoice	Workers Compensation Premium
Northern Fencing Specialists Pty Ltd	225,350.40	Demolish old fence - supply and install new picket fence including concrete plinth and safety screens	Roseville Park Oval, Roseville
Northern Sydney Councils Waste Services	8,800,000	Waste disposal	Ku-ring-gai local government area
Opencities Pty Ltd	154,000	Council website and intranet	Subscription renewal
Origin Energy	680,000	Utility - electricity	Contracted rates
QMC Group	3,215,461	Streetscape upgrade - Stage 2	St Johns Avenue, Gordon
QuestEffect	Schedule of Rates*	Security services	Ku-ring-gai local government area - specified properties and locations
RL Civil Works Pty Ltd	150,595.50	Reconstruction of concrete footpath	Middle Harbour - Trafalgar Avenue to Archbold Road, Roseville
R&N Paddison Pty Ltd	683,168	Oval upgrade	Samuel King Oval, North Turramurra
	680,262	Sportsfield upgrade	Roseville Park Oval
Sportszone Group Pty Ltd	203,220.46	Tennis court resurfacing	St Ives Village Green, St Ives Lindfield Community Centre, Lindfield Warrimoo Oval, St Ives

Figure 31 Contracts awarded by Council in 2021/22 continued

Payee name	Contract amount (\$)	Description	Contract description
State Civil Pty Ltd	454,379	Emergency works	Lady Game Drive, Lindfield
	659,354	Streetscape upgrade - Stage 1	Wade Lane, Gordon
	450,402	Streetscape upgrade - Stage 2	Wade Lane, Gordon
TechnologyOne Limited	1,244,953	Annual support and maintenance	Renewal, SAAS Fee - year 1
Telstra	260,000	Telecommunication services	Annual services contract
Tekflow Pty Ltd	Schedule of Rates*	Acceptance, processing and marketing of recyclables (e-waste)	Ku-ring-gai local government area
The Trustee for Blue OP Partner Trust & Others	1,160,000	Utility services	Determined annual equivalent rate - gas
Tonkin Zulaikha Greer Pty Ltd	652,404	Refurbishment - design development and tender design	Marian Street Theatre, Killara
TPG Network Pty Ltd	228,360	Internet and network links	July 2021 to June 2022
Turfone Pty Ltd	3,164,717	Stormwater and synthetic sportsfield upgrade	Norman Griffiths Oval, West Pymble
Urban Artisans Pty Ltd T/as OLEA Group Pty Ltd	Retail licence agreement**	Fit out, lease and operation of café	Lindfield Village Green, Lindfield
Veolia Environmental Services	9,866,557.31	Waste collection	Ku-ring-gai local government area
Visy Recycling Pty Ltd	Schedule of Rates*	Acceptance, processing and marketing of recyclables (paper and mixed)	Ku-ring-gai local government area
Westbury Constructions Pty Ltd	166,733.49	Clubhouse upgrade	Turramurra Memorial Park, Turramurra
WSN Environmental Solutions Pty Limited	260,159	Vegetation disposal	Ku-ring-gai local government area

Figure 31 Contracts awarded by Council in 2021/22 continued

Payee name	Contract amount (\$)	Description	Contract description
Young Men's Christian Association of Sydney	345,960	Ku-ring-gai Fitness and Aquatic Centre operations and management	Ku-ring-gai Fitness and Aquatic Centre, West Pymble
Yunz Contracting Pty Ltd	324,634	Kiss and drop roadworks	Blytheswood Avenue, Warrawee
	160,078.69	Embankment stabilisation and shotcreting works	Melaluca Drive, St Ives
	187,864.66	Drainage works - Stage 1	Water Street, Wahroonga
	233,414.28	Roundabout works	Collins Road and Toolang Road, St Ives
Franklins Kingsway Platinum Rees RUPS	Schedule of Rates*	Plumbing and electrical	Emergency and maintenance services
ZEN Energy	Schedule of Rates*	Ku-ring-gai electricity supply agreement	Electricity for street lighting and properties
	Schedule of Rates*	Southern Sydney Regional Organisation of Councils (SSROC) <i>Preferred Supplier Master Agreement</i>	Service provider managing electricity account for member councils

Figure 31 Contracts awarded by Council in 2021/22 continued.

* 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.

** Retail licence agreement - lease to use Council property for retail purposes.

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 2021/22 financial year was \$1,114,447. The amounts received for costs recovered totalled \$114,287.

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs (\$)
Council ats Knox	Dismissed	10,640
Council ats BFD Pymble Pty Ltd	Resolved by agreement	2,870
Council ats Buyozo Pty Ltd	Resolved by agreement	47,677
Council ats Woodhouse & Danks Pty Ltd	Upheld (amended proposal)	8,197
Council ats Cowan Development 40 Pty Ltd	Upheld (amended proposal)	16,639
Council ats Roseville Returned Servicemen's Memorial Club	Resolved by agreement	2,343
Council ats Sutherland No.7 Pty Ltd	Dismissed	1,220
Council ats SlushY Pty Ltd	Upheld (amended proposal)	15,488
Council ats Moran & Anor	Dismissed	2,584
Council ats Howe Architects	Dismissed	35,755
Council ats Jarvis & Anor	Upheld (amended proposal)	544
Council ats Sandy Outlook Pty Ltd	Dismissed	31,976
Council ats Mackenzie Architects Pty Ltd	Resolved by agreement	43,159
Council ats Blake	Upheld (amended proposal)	15,341
Council ats Wheatley	Resolved by agreement	523
Council ats Dixon	Resolved by agreement	1,955
Council ats Truslan Dumaresq Development Pty Ltd	Upheld (amended proposal)	102,739
Council ats PJM Group Pty Ltd	Upheld (amended proposal)	157,140

Proceedings	Result	Costs (\$)
Council ats Castle Constructions Pty Ltd	Upheld (amended proposal)	159,396
Council ats Iqbal	Resolved by agreement	17,754
Council ats Knox (No. 2)	Upheld (amended proposal)	58,162
Council ats Ma	Resolved by agreement	13,502
Council ats O'Connor	Upheld (amended proposal)	32,495
Council ats Perrignon & Anor	Resolved by agreement	60,557
Council ats Mackenzie Architects International Pty Ltd (No. 2)	Resolved by agreement	69,290
Council ats Teda Eastern Coast Pty Ltd	Resolved by agreement	16,115
Council ats Bridgewell and Anor	Resolved by agreement	25,558
Council ats CKDI Pty Ltd	Not concluded	15,967
Council ats Beechworth Management Pty Ltd	Not concluded	42,333
Council ats Capital Corporation Wahroonga Pty Ltd	Not concluded	10,879
Council ats WZSydney Pty Ltd	Not concluded	11,341
Council ats Turrumurra Avenue Development Pty Ltd	Not concluded	3,081
Council ats Garbourg	Not concluded	26,946
Council ats Bellevue Projects Pty Ltd	Not concluded	2,668
Council ats 20 Trentino Pty Ltd	Resolved by agreement	6,681
Council ats Mackenzie Architects International Pty Ltd (No. 3)	Not concluded	15,090
Council ats Jere Investments Pty Ltd	Not concluded	16,383
Council ats SRCD No 2 Pty Ltd	Not concluded	13,462
	TOTAL	\$1,114,447

Figure 32 Nature of proceedings – Land and Environment Court Class 1 in 2021/22

cl 217(1)(a4) - Works on private land

Council is required to provide a summary of resolutions made under Section 67, 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.

On 17 March 2020, following a Notice of Motion from Councillor Cheryl Sztatow, Council resolved:

That Council approve staff to provide voluntary assistance with maintenance at Eryldene Historical House to the annual value of a maximum \$5,000. This voluntary assistance would be for Council staff and Council plant hire cost only and would exclude the cost of any materials required for the task.

During the reporting period and in line with the above resolution, Council staff undertook works at Eryldene Historical House (value of \$1,500) which included cleaning the exterior of the building and moving garden material.

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.

During 2021/22, Council resolved to allocate funding listed in the following tables. Funding may not have been expended during the financial year, or may have been rolled over to 2021/22 from previous years due to impacts of the COVID-19 pandemic and relevant government health directives.

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 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 2021/22 Ku-ring-gai Community Grants Program awarded funding to community and cultural groups to provide services to the people of Ku-ring-gai. The aim of this program is to foster self-reliance and build the capacity of local community organisations to meet the current and emerging needs of the community.

In February 2022, Council resolved (GB.1, Min 14) to distribute \$98,514 to community and cultural groups, and a further \$4,318.73 was contributed to Eryldene. Figure 33 details the summary of recipients, projects and funding allocation.

Summary - recipients and funding allocations

Group	Purpose	Amount (\$)
Community and Cultural Groups	Various (recipients and funding are detailed in Figures 34, 35 and 36)	98,514
Eryldene Historic House	Rates, garbage rebate (standing resolution of Council)	4,318.73
TOTAL		\$102,832.73

Figure 33 Summary of recipients and funding allocations of community project grants in 2021/22

1. Category: Small equipment

Name of organisation or group	Amount (\$)
2nd Gordon Scout Group	1,300
2nd/3rd Lindfield Scout Group	1,500
Computer Pals for Seniors Turrumurra (CPST)	1,500
Ku-ring-gai Little Athletics Centre Inc	1,500
Ku-ring-gai Meals on Wheels Service	1,500
Ku-ring-gai Stealers Baseball and Softball Club Inc	1,500
Lindfield Bowling Club	1,500
Phoenix House Youth Services	500
Pymble Turrumurra Preschool	1,500
Rotary Club of Wahroonga	1,500
St John Ambulance (N.S.W)	2,000
St Lucy's School	1,500
Sydney United Sports Club Incorporated	1,500
The Eryldene Trust	1,298
West Pymble Scout Group	1,500
TOTAL	\$21,598

Figure 34 Recipients and funding allocations of community project grants in 2021/22 - Small equipment

2. Category: Community development

Name of organisation or group	Amount (\$)
Blue Apple Art Studios, Unisson Disability	2,000
Cancer Patients Foundation	4,500
CASS Care Ltd	4,000
Dae Hahn Culture School	4,000
Ha'Tzofim Australia	3,000
Hornsby Ku-ring-gai Parkinson's Association	1,000
KU Children's Services - KU Wahroonga	2,000
Ku-ring-gai Little Athletics Centre Inc	2,000
Manly Lions Circus Quirkus	600
Phoenix House Youth Services	1,000
Sing Australia Gordon	1,500
StreetWork Australia Limited	1,000
The Shepherd Centre - for deaf children	4,000
The Uniting Church in Australia Property Trust (NSW) on behalf of UCA Gordon-Pymble Uniting Church	2,800
TOTAL	\$33,400

Figure 35 Recipients and funding allocations of community project grants in 2021/22 – Community development

3. Category: Arts/cultural

Name of organisation or group	Amount (\$)
CASS Care Ltd	3,000
Dae Hahn Culture School	3,000
Hornsby Ku-ring-gai Parkinson's Association	3,500
Jewish Arts Incorporated	3,300
Ku-ring-gai Youth Orchestra	1,700
Ku-ring-gai Male Choir	3,000
Lady Game Community Kindergarten	3,500
Multicultural Integration Community Support Incorporated	3,500
Playgroup NSW Inc./on behalf Pymble Playgroup	2,500
StreetWork Australia Limited	3,500
Support Marian Street Theatre	4,000
The Cathedral Singers Incorporated	2,000
The Cavalcade of History and Fashion Incorporated	3,500
The Mirrabooka Singers	2,196
Northside Opera Study Group Incorporated	1,320
TOTAL	\$43,516

Figure 36 Recipients and funding allocations of community project grants in 2021/22 - Arts/cultural

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 2021/22, Council awarded 16 grants valued at \$50,102 for works that included bush regeneration and erosion control, animal protection and various sustainability initiatives.

Figure 37 details the recipients, project details and funding under this program, as resolved by Council in August 2021 (GB. 19, Min 190).

Environmental Levy Grant Program 2021/22

Recipient organisation or group	Name of project	Amount – excl. GST (\$)
Bicentennial Park Bushcare	Bush regeneration Quarry Creek	5,000
Dr Lizzie Lowe & Dr Nathan Butterworth	Conference: The future of sustainable urban pest management	3,000
Fox Valley Bushcare Group	Bush regeneration	4,000
Hampshire Ave Bushcare	Improve the condition of bushland to conserve the native flora and fauna	3,000
Killara Park Bushcare	Bush regeneration	4,916
Killara Public School	Waste Busters Environment Club raising environmental awareness	4,000
Kimo St Bushcare	Post-fire weeding and plant identification	2,912
Ku-ring-gai Bushcare Association	Streamwatch citizen science program to monitor water quality	5,000
KWG Bushcare Group	Bush regeneration - protect endangered upland swamp	5,000
Lindfield Learning Village	Survey and rehabilitate native bushland within school	1,500
Little Amigos Childcare	Native beehive and native plants	500
Masada College	Native bees and pollinator garden	500
Paddy Pallin Bushcare	Removal of Camphor Laurel tree from remnant Sydney Turpentine Ironbark Forest	2,684
Pymble Playgroup	Garden for children-growing edible plants and flowers for bees	2,000
St. Ives Preschool Kindergarten	Native garden plus native beehive and ringtail possum box	1,100
Warrawee Public School	Vegetable and herb garden to facilitate student education in sustainability	4,990
	TOTAL	\$50,102

Figure 37 Recipients, project details and funding for Environmental Levy Grant Program in 2021/22

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.

The Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation under this program. In July 2021, Council resolved (GB. 17, Min 153) to award grants for 2021/22 as shown in Figure 38.

Address	Description of works	Amount (\$)
39 Rosedale Road, Gordon	Essential timber repair and painting, including verandah posts, rails, fretwork, flooring and lining boards.	2,700
46 Fiddens Wharf Road, Killara	Repoint all ridges and hips on rooftop with flexible roof tile compound to seal cracked bedding. Apply fast flash (terracotta) to selected areas of rooftop to replace all the existing split lead flashing and to stop internal leaking and damage.	5,000
5 Springdale Road, Killara	Repair and paint all external timberwork.	2,700
15 Blenheim Road, Lindfield	Retiling of the veranda and path using the original tessellated tiles.	2,700
1 Lindfield Avenue, Lindfield	Repointing and waterproof sealant applied to brickwork of the western wall. This is both as remedial and proactive upkeep of the building as the existing original mortar is becoming more porous with age. Erect Scaffolding.	10,000
4 Mackenzie Street, Lindfield	Reconstruct verandah.	5,000
2 Ortona Road, Lindfield	Replace 2 wrought iron gates and repoint/ tuck-point walls in front probably in sections.	2,700
19 Avon Road, Pymble	Repair and paint parts of the cottage's exterior that are areas difficult to access.	2,557.50
19 Church Street, Pymble	Preparation, repair and repaint of exterior windows, posts and spindles.	2,700
9 Graham Avenue, Pymble	Replacement of leadlight windows on the upstairs level of house.	2,700
3 Hope Street, Pymble	Replace existing cement tile roofing with Penrhyn Welsh slate as was originally applied in 1913s and external painting.	5,000
38 Livingstone Avenue, Pymble	Repair sash timber double hung windows and roof over bay window including roof battens. Repair stone flagging.	3,600
3 Wellesley Road, Pymble	Repair timber verandah floor and internal fireplace.	2,700

Figure 38 Heritage home grants awarded by Council in 2021/22

Address	Description of works	Amount (\$)
8 Bancroft Avenue, Roseville	Replacing and painting the shingles on the awning and restoring bay window roof facing Bancroft Avenue.	5,000
28 Bancroft Avenue, Roseville	Historic ceiling restoration.	2,700
14 Mcleod Avenue, Roseville	Painting all external timberwork and existing rendered and painted brickwork.	2,700
20 Merlin Street, Roseville	Repair and replace rusted and deteriorated historic iron railing to the front of the property.	2,700
27 Glendale Road, Turramurra	Repair slipped and broken slate roof tiles.	3,600
14 Woonona Avenue, Wahroonga	Repaint brickwork, repair slate roof and fix guttering to prevent water ingress.	5,000
2 Heydon Avenue, Warrawee	Replacement of roof tiles and guttering using like-for-like materials and painting exposed timberwork, such as rafters.	5,000
4/28 Heydon Avenue, Warrawee	Painting of timber window sills and frames to Units 1 and 5.	2,700
TOTAL		\$79,457.50

Figure 38 Heritage home grants awarded by Council in 2021/22 continued.

Sponsorship program

Council provides funding to several public and private sector activities under the adopted Sponsorship Policy. The annual program provides funding for activities that provide benefits to Council in the form of community information stalls, events, Council logo on promotional material, signage and press releases.

During 2021/22, Council's Sponsorship Program Council undertook an Expression of Interest process inviting applications for sponsorship proposals. At the Ordinary Meeting of Council in February 2022, Council resolved (GB.2, Min 32) to approve sponsorship funding for the Bobbin Head Cycle Classic (\$7,500) and the Special Olympics Ku-ring-gai Chase Fun Run (\$5,500). Council also awarded \$4,500 for the Bare Creek Trail Run. This funding was not required to be approved by Council as it's under the \$5,000 threshold but was included for information as part of GB.2.

Flood recovery donations to charities

In March 2022, Council resolved (MM.1, Min 43) to donate a total of \$5,000 to the following charities to assist in the recovery of flood affected communities:

- GIVIT - \$3,000
- The Australian Red Cross - \$1,000
- The Salvation Army - \$1,000.

cl 217(1)(a6) - A statement of all external bodies that exercised functions delegated by Council during the year

Nil to report.

cl 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council (whether alone or in conjunction with other councils) held a controlling interest during that year

Nil to report.

cl 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year

• Aboriginal Heritage Office

Council is a member, along with Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby councils, which preserves and protects more than 1,000 Aboriginal heritage sites across northern Sydney.

• Better Business Partnership program

The program is a joint initiative with Ku-ring-gai, North Sydney and Willoughby Councils. This free program provides independent advice/support to businesses to be more sustainable and is funded by the three participating councils.

• Biodiversity Stewardship Agreement

The Biodiversity Stewardship Agreement in Comenarra Park, Rofe Park and Sheldon Forest was established in 2014 and covers 98.9ha. The agreement provides for the permanent protection and management of biodiversity through the funding of biodiversity management activities. Council oversees the agreement and implementation of activities as outlined in the action plan and allocates the appropriate funding.

• Commonwealth Home Support Program (CHSP)

The Commonwealth Home Support Program (CHSP) provides funding for services which help older people to remain living in their own home for as long as possible. Council supports local service providers such as Meals on Wheels, Hornsby Ku-ring-gai Community Transport and Easy-Care Gardening through participation on their boards, subsidised accommodation, professional advice on policy and procedures, as well as volunteer training and appreciation.

• Department of Education

Council is working with the Department of Education to deliver a joint use indoor sport facility at St Ives High School. The project, funded by Council, is currently in the documentation phase of the tender for construction. The funding deed and licence agreements are expected to be reported to Council later this year (2022).

• Hawkesbury Nepean and Greater Sydney Harbour Coastal Management Program

Council is an active participant in these programs with projects bringing together multiple stakeholders

from state agencies and local governments to co-ordinate investigations into the physical and ecological processes that impact on the health of these waterways and their catchments. Council staff attend steering committee meetings and, together with the other council partners, have the responsibility of distributing grant funding and allocation of staff/contractors to undertake project activities as required.

• Hornsby Ku-ring-gai Bushfire Management Committee

Bush Fire Management Committees are established under the *Rural Fires Act 1997* and the *Rural Fires Regulation 2013* for each area in the state which is subject to the risk of bush fires. Ku-ring-gai Council is a member of the Hornsby Ku-ring-gai Bushfire Management Committee which brings together members with experience, technical expertise and local knowledge to work together for bush fire management purposes, and Councillors. This committee is run by the Hornsby Ku-ring-gai Rural Fire Service and is made up of combat agencies, public land managers and functional areas to prepare and plan for bush fires in the Hornsby Ku-ring-gai area. The main function of the committee is to develop a Bush Fire Risk Management Plan which is a five-year strategic plan that covers all treatments from fire trail maintenance and hazard reduction burns to community education and training of volunteers. On the 22nd of December 2021, the Hornsby Ku-ring-gai Bushfire Management Committee endorsed the Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2022-2026 for public exhibition, pending a final review.

• Hornsby Ku-ring-gai Local Emergency Management Committee

Ku-ring-gai Council is the current chair of the Hornsby Ku-ring-gai Local Emergency Management Committee. It is a joint committee with Hornsby Council and oversees the implementation of the Hornsby Ku-ring-gai Emergency Management Plan, which covers the preparation, planning, response and recovery for emergencies that may affect the region such as fires or storms. Council works closely with combat agencies (NSW Police, Fire and Rescue NSW, NSW Rural Fire Service, State Emergency Services) and other landowners and functional areas (National Park and Wildlife Service, Transport for NSW, Ausgrid) to be ready to respond to events that may occur. This also included the setup and function of the Emergency Operations Centre, located at the Rural Fire Service Region Office in Cowan. Council's Manager Infrastructure Services is the Chair of Committee and the Local Emergency Management Officer from Hornsby Council is the Secretary.

- **Ku-ring-gai Hornsby Meals on Wheels Service Inc**

The Ku-ring-gai Meals on Wheels is a community based service that provides nutritious meals delivered to people's homes by local volunteers, ensuring older people can remain independent in their community. It is a preventative care model developed to provide short or long-term assistance to frail older people and their carers, those recovering from illness, or people with a disability. It provides three services in one, a meal (nutrition), a safety and wellbeing check (monitoring of physical and psychological wellbeing) and social cohesiveness (strengthening communities/ locals helping locals). The service is synonymous with volunteerism and provides opportunities for engagement (delivering, coordinating, governance of local boards) and builds social capital. Funding for the Meals On Service is provided by the Commonwealth Home Support Program with Council supporting the service through board member representation, subsidised accommodation, professional advice on policy and procedures, as well as volunteer training and appreciation.

- **Ku-ring-gai Local Planning Panel (KLPP)**

In March 2018, it became mandatory for councils to operate planning panels in the Greater Sydney Region. Council provides administrative support and Council officers complete assessments of development applications with recommendations for the Panel's consideration and determination.

- **Northern Sydney Regional Organisation of Councils (NSROC)**

Ku-ring-gai Council is a member of NSROC along with Hornsby, Hunter's Hill, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby. Through collaboration, the eight councils work together to address issues and develop regional solutions to benefit local communities and the region.

- **Northern Sydney Waste Alliance**

A joint tender agreement for waste disposal and waste processing through an external contractor with Hunters Hill, Ku-ring-gai, Lane Cove, City of Ryde and Willoughby Councils participating.

- **Northern Sydney Volunteer Network**

Council is a member of the Northern Sydney Sector Support Network which works collaboratively across the region to develop and support community volunteering and in-home care for older residents.

- **Saving Our Species sites**

Council collaborates with the Department of Planning and Environment on several Saving Our Species projects. These are formal collaborations, often with multiple partner agencies and focusing on the conservation of threatened species.

- **Shared internal audit service**

Ku-ring-gai Council hosts a shared internal audit service with Hunters Hill, Lane Cove, Mosman, North Sydney and Strathfield Councils to achieve cost efficiencies, sharing of knowledge and improved audit practices and outcomes for all councils.

- **Sporting groups and clubs**

Council has well established relationships with local sporting groups and clubs across Ku-ring-gai.

- **Stakeholders**

The **Engagement and collaboration** section details relationships Council has with stakeholders.

- **StateCover**

Council is a member of StateCover which is a mutually-owned provider licensed to provide workers compensation insurance to local councils across NSW.

- **Statewide Mutual Insurance**

Council is a member of StateWide Mutual which is a local government self-insurance pool that offers insurance schemes, risk management program and industry-specific claims management.

- **Sydney North Planning Panel (SNPP)**

Ku-ring-gai is part of the Sydney North Planning Panel which make decisions on significant development that affects the local region, including projects with a value of over \$10 million.

- **Transport for NSW**

The construction of the Lindfield Village Green was completed during 2021/22 and opened to the public in February 2022. The space includes 105 commuter parking spaces which were funded by Transport for NSW under an agreement reached between the Council and the NSW Government.

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 resource practices and processes to ensure that Equal Employment Opportunity (EEO) principles are applied accordingly.

Equity

Within Ku-ring-gai Council 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, and
- 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 progressive and best practice approach to EEO continues to be both effective and impactful with key strategies in place for delivery.

Our Equal Employment Opportunity Management Plan 2020-2024 sets out the objectives and strategies required for delivery across the period. The plan underpins the pillars that are critical in supporting and further developing staff knowledge and understanding of equity and diversity principles.

The three main objectives of the plan include:

1. communication and awareness of EEO principles and programs

2. ensuring non-discrimination across all human resources related practices, and

3. collection and recording of information.

To ensure the effective delivery of each objective, several initiatives have been identified aimed at driving awareness and actively promoting diversity and respect within the workplace.

New notable achievements from the plan so far include:

1. Ensure workforce management practices and initiatives adhere to and promote the principles of EEO:

An e-learning module for selection panel members has been developed. The module aims to qualify staff who wish to participate in the staff selection process as an interview panel member. By completing the course, panel members will develop a comprehensive understanding of the recruitment and selection process, and be equipped with strategies for conducting a fair, unbiased and merit-based selection process.

2. Ensure workforce strategy supports and promotes the principles of EEO:

The Total Rewards & Recognition (R&R) Program encapsulates a suite of current and new benefits that are offered to Ku-ring-gai Council staff members. Together with a range of other strategies and initiatives, the five Reward & Recognition categories outlined in this program are central to attracting, developing, engaging, retaining and maintaining staff.

The Total Rewards & Recognition Program is critical to promoting overall staff satisfaction and engagement, and driving excellence in organisational behaviour, performance and results.

One of the key objectives of the program is to promote behavioural excellence and to recognise staff who continually demonstrate positive behaviour including those who apply best practice EEO principles and standards.

3. Promote flexible work practices, employee benefits, career opportunities, wellbeing and educational programs:

The new Working from Home Policy continues to remain a popular choice amongst staff who wish to participate in a flexible hybrid working arrangement. Staff from all areas of the business have either established new agreements or have renewed their existing agreements to partake in such arrangements.

4. To ensure effective and transparent communication with EEO target groups and key stakeholders:

To continually build awareness and promote EEO and diversity, the EEO Committee recently identified 11 significant events during the year that they would commit to educating staff and encouraging celebration across Council. The events include:

- Zero Discrimination Day
- Harmony Day
- World Health Day

- NAIDOC Week
- Wear it Purple Day
- R U Okay Day
- National Child Protection Week
- World Mental Health Day
- Remembrance Day
- White Ribbon Day
- International Day of People with A Disability.



FURTHER INFORMATION

See **Work, health and safety** for further reporting.

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	\$386,056.62	\$20,445.48	\$7,292.72	\$11,170.76	\$424,965.58
Directors	\$1,345,813.82	\$119,986.57	\$30,479.81	\$49,303.04	\$1,545,583.24

Figure 39 Senior staff remuneration packages in 2021/22

cl 217(1)(d)(i)(ii)(iii)(iv) - Statement of persons who performed paid work on Wednesday 25 May 2022



FURTHER INFORMATION

See **Our organisation** for further reporting.

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 upgraded drainage works across the Ku-ring-gai local government area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2021/22, \$1,012,73 was collected for the stormwater management charge with Council completing the following works, funded by the charge:

- Pipe and pit installation at Oliver Road, Roseville.
- Pipe and pit installation at Water Street, Wahroonga.
- 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 over time along with pipe clearing works.
- Regular maintenance of pit baskets and gross pollutant traps as part of the stormwater pollution control device maintenance contract. This maintenance removed approximately 36.82 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.

cl 217(1)(e1) - A statement providing information on the coastal protection services provided by Council during the year

Ku-ring-gai Council does not levy for coastal protection services.

cl 217(1)(f) - A statement of activities regarding companion animal management

Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the *Companion Animal Regulation 2018* is detailed below.

Companion animal management

During 2021/22, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2020-2025.

Lifetime pet registration has seen a slight decrease (1.4%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 93.18%, down from 94.53% in the 2020/21 period. The decrease in pet registration is caused by two factors. Firstly, the Regulatory Unit has initiated fewer registration audits due to COVID-19 closures of Council Chambers and Service NSW customer service centres, which impacted in-person registration. Secondly, a substantial number of new pets have been acquired during the pandemic. Pet ownership in Ku-ring-gai is up by 2,082 new cats and dogs, which is a 5% increase from the previous reporting period. This increase is even higher than the previous financial year.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2021/22, the unit managed 692 complaints regarding companion animal issues, which represents a 5% decrease from the previous year. The decrease is mainly due to fewer registration audits conducted in the reporting period. The following breakdown outlines variations from the 2020/21 reporting period:

- 118 complaints relating to stray or roaming dogs – 25% decrease from 2020/21
- 110 companion animal enquiries – 29% decrease from 2020/21
- 125 dog attack reports – 49% increase from 2020/21, and
- 198 barking dog complaints – 6% decrease from 2020/21.

These statistics show a significant increase in reported dog attacks, the highest yearly number recorded in Council's history. The first half of the reporting period was affected by COVID-19 lockdowns, where the general trend state-wide was an increase in dog attacks.

There was a slight decrease in complaints received for barking dogs. This could be due to COVID-19 restrictions with people working from home and being with their companion animals for a period.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government

A total of 52 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2021/22. 18 animals were transferred by Council staff and 16 animals were surrendered by members of the public. 18 abandoned or stray animals entered the facility.

A total of 48 animals were released from the facility which included:

- 13 released to their owners
- 24 sold from the facility
- 6 released to an organisation for rehoming, and
- 5 euthanized due to illness/disease/injury/infant animal.

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 Office of Local Government

In accordance with the Office of Local Government Circular (20-35/7 September 2020/ A717788), Council lodges dog attack data on the Companion Animals Register via www.olg.nsw.gov.au. 32 dog attacks were entered on the NSW Companion Animals Register during 2021/22.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$235,667 during 2021/22. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$60,784. Income for the group was \$155,027, mainly attributed to registration fees of \$108,951 and fine income of \$46,076.

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 and booklet distribution.

No large cat or dog events were planned due to the COVID-19 pandemic-imposed health restrictions. Council actively participates and promotes the Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking a dog on lead, polite greetings and basic commands. Council had several responsible pet ownership talk sessions within our local dog parks scheduled during this reporting period however all were cancelled due to COVID-19 health restrictions.

Council has several 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).

16.2 (e) - Council's strategies in place for complying with the requirement under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals

Thornleigh Veterinary Hospital continued to act as Council's animal impounding service provider. They have several strategies in place to comply with the requirements under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals are advertised for adoption through Thornleigh Veterinary Hospital'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 21 off leash dog areas in Ku-ring-gai. A full list of these areas is available at www.krg.nsw.gov.au

16.2 (g) - Detailed information on fund money used for managing and controlling companion animals in its area

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.

Office of Local Government Capital Expenditure Guidelines – Capital Works projects with a capital expenditure review

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the Office of Local Governments Capital Expenditure Guidelines of December 2010.

During 2021/22, Council undertook a review for the Cultural Environmental Education Centre, St Ives project.

The Capital Expenditure Guidelines apply to capital projects for infrastructure facilities, including renovations and extensions that are expected to cost in excess of 10% of Council's annual ordinary rate revenue or \$1,000,000. A review was required to be undertaken for this project as it is estimated to cost approximately \$4,500,000. The review commenced in January 2022, was finalised in March and submitted to the Office of Local Government (OLG) on 8 April 2022 for consideration.

Council received a response from the OLG on 6 July 2022 stating that Council had satisfactorily addressed the criteria required in the guidelines.



FURTHER INFORMATION

Further reporting on Council's capital works projects is available in **Performance – delivering the vision** and on Council's website www.krg.nsw.gov.au

Carers Recognition Act 2010

Ku-ring-gai Council is not considered a Human Services Agency under section 8(2) of the *Carers Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these, see **Performance – delivering the vision**.

Disability Inclusion Act 2014

Under section 13(1) of the *Disability Inclusion Act 2014* Council is required to report on the implementation of the Access and Disability Inclusion Plan.

During 2021/22, the implementation and/or delivery of the following Council programs, events, projects and services were affected due to the COVID-19 pandemic and related health restrictions:

- Climate Wise Workshops to prepare emergency evacuation plans for people with disabilities
- Men's Health Week activities to raise awareness of the physical and mental health needs of men
- Carers' Wellness Day in collaboration with Gordon Uniting Church Community Centre
- Formation of a Dementia Alliance to develop an action plan to make the Ku-ring-gai Local Government Area a dementia friendly community
- Access modifications to Bannockburn Oval so a greater number of children with disabilities can participate in school sports carnivals, and
- Men's Shed Open Day and BBQ, with the Men's Mental Health workshop provided by Council.

Ku-ring-gai Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2020-2024 in 2021/22.

Exploration art exhibition

In partnership with several disability services Council hosted the Exploration Art Exhibition at the St Ives Shopping Village, Council Chambers and the Gordon Library, from 29 November 2021 – 21 January 2022. A total of 43 artworks were displayed.

Carer's Week

To celebrate carer's week a carer's pamper day was held at Gordon Uniting Church. This event was rescheduled to 25 November 2021, due to COVID-19 restrictions. Carers were offered a facial and massage as well as a light lunch. 70 carers and their families attended on the day with childcare support provided.

Site access audit at Council Chambers, Gordon

Following the access audit of 818 Pacific Highway, Gordon a design brief has been developed and a request for quote sent to 35 companies.

St Ives recreational precinct

Considerable work has been undertaken at St Ives Recreational Precinct to enhance accessibility to the community centre, youth hub and the new playground and improve accessibility from the shopping centre to the Village Green.

St Johns Avenue, Gordon streetscape

Work at St Johns Avenue, Gordon to create an 'eat street' and an inclusive environment is continuing. To ensure access and inclusion were considered in the planning stages of the upgrade, an access auditor assessed the plans and made recommendations which were incorporated into the final design concepts.

Youth group

Ku-ring-gai Council's youth group for people with a disability was paused due to COVID-19 restrictions and has not yet restarted due to ongoing works at St Ives Community Centre. The youth group is scheduled to re-start later in 2022 at the refurbished community centre in St Ives.

Sensory tent

A sensory tent was provided at major events run by Council. The tent aims to make events more inclusive for people with disabilities and their carers. The tent reduces sensory input, removes distractions and provides a safe and non-stimulating space for people with disabilities to calm down. The tent also provides mobility equipment and noise cancelling headphones for people to use. Use of the sensory tent during 2021/22 was restricted due to COVID-19 restrictions and relevant public health orders.

Emergency evacuation centres

A review of emergency evacuation centres is underway, with some changes made due to lessons learned during the COVID-19 pandemic. A plan is being formulated to assist people with a disability or people with medical needs, reach an evacuation centre that best meets their specific needs. These central evacuation centres will have provisions, as far as is practical, to assist them to manage their medical or disability related requirements. This information will be widely available to the public when finalised.

Carers Gateway

An online talk was provided to carers by Carers Gateway which focussed on what supports are available to carers and how to access the supports.

Coping with Covid talks

A series of Coping with Covid talks were held during August. One of these talks had a specific focus on carers and strategies carers can use to cope with the extra stress the COVID-19 lockdown placed on all lives.

Ku-ring-gai Community Grants Program

A number of community grants were provided to local disability organisations to enhance their capacity to deliver services, purchase equipment or run programs. Information regarding successful grant recipients is available in the section titled: **cl 217(1) (a5) - Contributions/grants to organisations and individuals.**

Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2021/22 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

No Planning Agreements were entered into during the 2021/22 financial year.

Current Planning Agreements are listed as follows:

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. A modified Development Application was approved by the Land and Environment Court on 22 July 2020 as DA0316/19. Demolition commenced in July 2021 and the development is currently under construction.

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: Finalised

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 has completed construction and has been strata subdivided. The Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening has been registered with Land Registry Services. The land subdivision and dedication took place on 3 May 2019. The actions required by the Planning Agreement are complete.

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.

Executed: 24 February 2017

Status: Finalised

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 Application: 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: Finalised

Additional Information: The Moree section of the link road was completed in July 2019. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019. Following subdivision to excise a parcel of residual land, Hanson Way will be formally gazetted as a public road. The defects liability period has now ended and all requirements of the Planning Agreement are complete.

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 28-30 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: Finalised

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 Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019 following completion of the Moree Street section. The sale of a small residual amount of land was completed on 14 January 2015. The defects liability period has now ended and all requirements of the Planning Agreement are complete. The road will be formally gazetted as a whole after completion of a subdivision process affecting the Moree Street section of road.

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

Executed by the Developer: 3 October 2018

Status: Finalised

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 completed construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield in July 2021. The land dedication was provided for roadway use earlier than initially anticipated and prior to the completion of the construction to enable the conversion of Havilah Lane for two-way traffic to facilitate the construction of the Lindfield Village Green. The Lindfield Village Green opened in February 2022. The actions required by the Planning Agreement are complete.

Planning Agreement for the provision of community facilities, a sportsfield and public roads on the former University of Technology Sydney 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 University of Technology Sydney 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 was transferred to Council ownership on 14 August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed in 2022.

Planning Agreement for the dedication of land for the future widening of Post Office Lane, Pymble

Associated Development Application: DA0039/16 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: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and became current. The development has completed construction. The land was dedicated on 17 November 2020. The actions required by the Planning Agreement are complete.

Environment Planning and Assessment Regulation 2000

Under the *Environment Planning and Assessment Regulation 2000*, cl 35A councils are required to report on section 7.11 and section 7.12 levies. All additional reporting requirements are included in Council's Financial Statements.

Fisheries Management Act 1994

Under section 220ZT(2) of the *Fisheries Management Act 1994* councils are required to report on recovery and threat abatement plans. Ku-ring-gai Council does not have any responsibilities in relation to recovery and threat abatement plans.

Swimming Pools Act 1992 and Swimming Pools Regulation 2018

In accordance with section 22F(2) of the *Swimming Pools Act 1992* and cl 23 of the *Swimming Pools Regulation 2018* (SP Reg) Council is required to report on details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 2
- number of inspections that were of premises with more than 2 dwellings – 9
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 969 total (91 Council, 878 Private Certifiers)
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 308 total (16 Council, 292 Private Certifiers)

Government Information (Public Access) Act 2009 and Government Information (Public Access) Regulation 2018

In accordance with section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), 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* (GIPA Regulation) 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 – GIPA Regulation - Clause 8(a)

Under section 7(3) of the GIPA Act, 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 that could be considered of interest to the public. Council's website continues to provide timely reporting on current matters.

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 different members of the public.

Council's website also includes information on the status of development applications (DAs) with details about new applications and those that have recently been determined via Council's DA Tracking Application Search.

Council 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 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 Council's 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 in the foyer area of Council's Administration Building in Gordon. 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 Council is considered appropriate at this time.

2. Number of access applications received – GIPA Regulation – Clause 8(b)

During the reporting period, Council received 48 formal access applications (including withdrawn applications and not including invalid applications). Of these applications, three were withdrawn by the applicants.

3. Number of refused applications for Schedule 1 information – GIPA Regulation - Clause 8(c)

During the reporting period, Council partially refused three formal access applications because they were partially for the disclosure of information referred to in Schedule 1 of the GIPA Act.

4. Access applications made during the year – GIPA Regulation – Clause 8(d), Schedule 2

The following tables represent details regarding access applications received during the reporting year.

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	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	0	0	0	0	0	0	1	2	4%
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1	2%
Members of the public (by legal representative)	5	0	0	3	0	0	0	1	9	18%
Members of the public (other)	20	9	4	4	1	0	0	1	39	76%
Total	27	9	4	7	1	0	0	3	51	
% of Total (rounded)	53%	18%	8%	14%	2%	0%	0%	6%		

* 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*	2	0	2	2	0	0	0	0	6	12%
Access applications (other than personal information applications)	22	7	2	5	1	0	0	3	40	78%
Access applications that are partly personal information applications and partly other	3	2	0	0	0	0	0	0	5	10%
Total	27	9	4	7	1	0	0	3	51	
% of total	53%	18%	8%	14%	2%	0%	0%	6%		

* 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)	2	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	2	100%
Invalid applications that subsequently became valid applications	2	100%
Total	2	

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	3	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	3	

* 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).

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful*	% of total
Responsible and effective government	3	30%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	6	60%
Business interests of agencies and other persons	1	10%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	10	

* 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).

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	45	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	45	

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	0	0	0%
Review by Information Commissioner**	1	0	1	100%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0	0%
Total	1	0	1	
% of total (rounded)	100%	0%		

** The Information Commissioner does not have the authority to vary decisions, but can make recommendations to

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 under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred	% of total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	

Public Interest Disclosures Act 1994 and Public Interest Disclosures Regulation 2011

Under section 31 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 has an internal reporting policy to bring an organisation-wide approach to managing reporting on fraud and corruption. The policy is based on the NSW Ombudsman's guidelines and model policy, and applies to all officials of Council. The policy ensures that as a public authority, the Council meets its responsibilities when receiving, assessing and dealing with public interest disclosures under section 6D of the *Public Interest Disclosures Act 1994* (the Act). 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.

During the reporting period Internal Audit staff completed a review of Council's fraud and corruption framework which has ten main attributes that sit within the principles of prevention, detection and response. A new Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy were approved that detail Council's approach to the prevention and investigation of fraud and corrupt conduct. It ensures appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

Since July 2021, the following training was undertaken:

- fraud awareness training for the General Manager and Directors, managers and team leaders, and
- specific fraud awareness training for key stakeholders with responsibilities identified by the Policy and Strategy.

To further enhance the Fraud and Corruption Control Framework, a Fraud and Corruption Control System is being developed which includes:

- an ongoing education and awareness campaign for all staff through the e-learning system. Supervisors and managers will be responsible for training volunteers and contractors as part of their induction process
- fraud and corruption risk identification across the organisation through a comprehensive risk review involving business unit managers
- a series of control mechanisms to address identified risks, and
- further action plans developed in specific business units where necessary.

Under section 31 of the Act, Council prepares an annual report on its statistics on public interest disclosures.

Figure 40 provides statistics for the 2021/22 financial year.

	Number made by public officials performing their day to day functions	Number made by public officials under a statutory or other legal obligation	Number of all other public interest disclosures
Number of public officials who made public interest disclosures to Council	0	0	0
Number of public interest disclosures received by Council	0	0	0
Public interest disclosures received primarily about:			
• corrupt conduct	0	0	0
• maladministration	0	0	0
• serious and substantial waste	0	0	0
• government information contravention	0	0	0
• local government pecuniary interest contravention	0	0	0

Figure 40 Council's interest disclosure activity in 2021/22





FINANCIAL REPORTING

INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2021/22.

Council's operating result for the financial year ended 30 June 2022 was a surplus of \$23.93 million including grants and contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$9.2 million.

The Financial Statements for the year ended 30 June 2022 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. The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules (independently audited)

Reporting officer's comments

In 2021/22, Council maintained a satisfactory financial position with an operating surplus of \$23.93 million, including capital grants and contributions. This surplus contributes to funding Council's capital works program.

As of 30 June 2022, \$130 million was spent on services and operations and \$48 million on capital projects, despite some challenges experienced with the ongoing COVID-19 pandemic, mainly in the first quarter of the financial year and wet weather impacting delivery of several services. Whilst financial impacts were experienced, Council continued to deliver programs and services in line with Federal and State COVID-19 restrictions.

Council's end of financial year result was satisfactory taking into account all financial performance indicators.

To the best of my knowledge, Council's financial statements present fairly the Council's operating result and financial position for the year.

Council received an unqualified report from the NSW Auditor General for its 2021/22 Financial Statements.



Angela Apostol
Manager Finance

Financial position of Council – summary (as at 30 June 2022)

Figure 41 provides a summary of the financial results from the Financial Statements 2021/22.

Income Statement \$'000	Actual 2022	Actual 2021
Income from Continuing Operations	154,229	155,480
Expenses from Continuing Operations	130,298	129,896
Net Operating Result for the Year	23,931	25,584
Net Operating Result for the year before Grants and Contributions for Capital purposes	9,174	7,090
Statement of Financial Position \$'000	Actual 2022	Actual 2021
Current Assets	127,279	120,074
Non-Current Assets	2,223,603	1,998,972
Total Assets	2,350,882	2,119,046
Current Liabilities	55,421	69,675
Non-Current Liabilities	33,259	4,514
Total Liabilities	88,680	74,189
Net Assets	2,262,202	2,044,857
Total Equity	2,262,202	2,044,857
Statement of Cash Flows \$'000	Actual 2022	Actual 2021
Net Cash Flow from Operating Activities	51,463	48,589
Net Cash Flow used in Investing Activities	(50,832)	(59,205)
Net Cash Flow from Financing Activities	12,850	(635)
Net increase/ (decrease) in Cash	13,481	(11,251)
Plus: Cash at beginning of year	9,303	20,554
Cash at end of Year	22,784	9,303
Plus: Investments on hand at end of year	195,940	187,370
Total Cash & Investments	218,724	196,673

Figure 41 Summary of the financial results from the Financial Statements 2021/22

Performance measurement indicators

The Statement of Performance Measurement (Financial Statements – Note F5) provide ratios used to assess various aspects of Council’s financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2021/22.

The Infrastructure Asset ratios listed in ‘Special Schedules - 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 in the Special Schedule section of the Financial Statements.

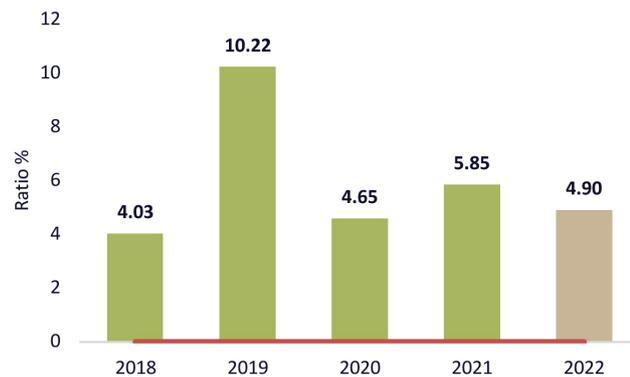
The results of all financial indicators, including asset ratios, providing five-year comparisons and commentary, are detailed in the following graphs.

1. Operating performance ratio

This ratio measures Council’s achievement of containing operating expenditure within operating revenue.

2021/22 ratio: 4.90%

Council’s Operating Performance Ratio is above the benchmark of (0%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions, fair value adjustments and reversal of revaluation decrements) within its operating revenue. The decrease from the previous year is mainly due to reduced general income as a result of impacts from the first quarter of lockdowns and further restrictions of the COVID-19 pandemic.



Benchmark: — > 0%

Figure 42 Operating performance ratio

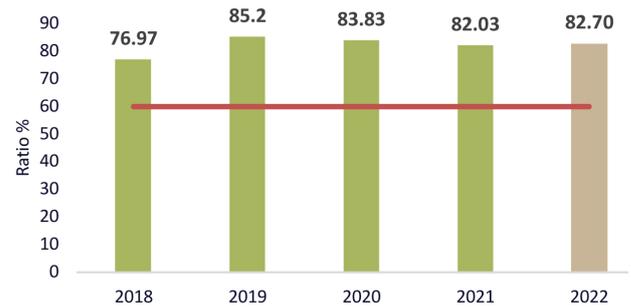
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2021/22 ratio: 82.70%

Council’s Own Source Operating Revenue Ratio has remained stable and above the benchmark of (>60%) in the last five years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



Benchmark: — >60%

Figure 43 Own source operating revenue ratio

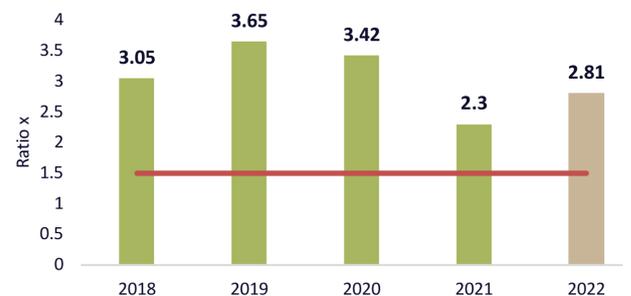
Source for benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio

This ratio is designed to represent Council’s ability to meet short term obligations as they fall due.

2021/22 ratio: 2.81x

Council’s Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming the benchmark for the last five years. The ratio of 2.81x improved slightly from the previous year mainly due to a decrease in current liabilities associated with refinancing the investment property loan for a longer term. At this ratio Council’s liquidity is good and it can readily pay its debts as they fall due.



Benchmark: — >1.5x

Figure 44 Unrestricted current ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

2021/22 ratio: 26.29x

The Debt Service Cover Ratio has decreased from the previous year mainly due to a decrease in operating cash and larger principal and interest repayments during the financial year compared to the previous year.



Benchmark: — $>2.00x$

Figure 45 Debt service cover ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2021/22 ratio: 4.27%

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 4.27% is satisfactory and is better than the benchmark of 'less than 5%'. The increase in the ratio is primarily due to additional uncollected rates and legal action to recover rates not taken on some ratepayers as a result of impacts from the COVID-19 pandemic.



Benchmark: — $< 5.00\%$

Figure 46 Rates, annual charges, interest and extra charges outstanding percentage

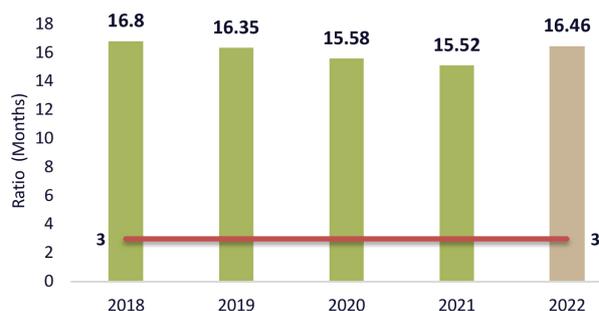
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2021/22 ratio: 16.46 months

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of 'greater than 3 months'. This ratio has marginally increased compared to the previous year.



Benchmark: — >3.00 months

Figure 47 Cash expense cover ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2021/22 ratio: 107.76%

The ratio is slightly lower than the previous year due to less renewals, mainly on buildings. The ratio is above the benchmark of 100%. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.



Benchmark: — $\geq 100\%$

Figure 48 Buildings and infrastructure renewals expenditure ratio

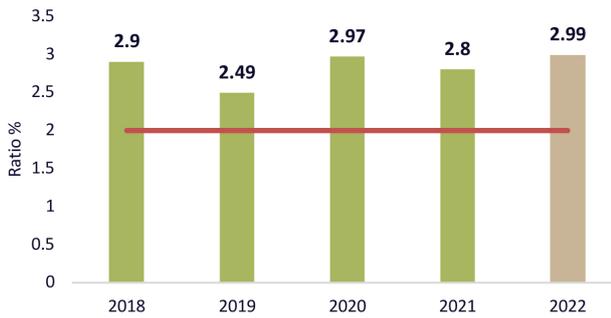
Source for benchmark: Code of Accounting Practice and Financial Reporting

8. Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of Council’s infrastructure.

2021/22 ratio: 2.99%

There is an increase in the ratio when compared to last financial year, mainly due to the reassessment of asset conditions within the infrastructure assets class. 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.



Benchmark: — < 2 %

Figure 49 Infrastructure backlog ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting

9. Asset maintenance ratio

The ratio calculates how much Council is spending on maintenance of its assets as opposed to how much is required. The benchmark is greater than 100%.

2021/22 ratio: 95.28%

A ratio of below 100% indicates that Council is slightly short of investing enough funds within the year to ensure assets reach their useful lives. The ratio of 95.28% has reduced due to an increase in the required asset maintenance which is a direct result of the higher replacement cost of all infrastructure assets from indexation.



Benchmark: — >100%

Figure 50 Asset maintenance ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2021/22 ratio: 8.20%

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. The ratio has increased on the previous year mainly due to the reassessment of asset conditions within the infrastructure assets class. 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.

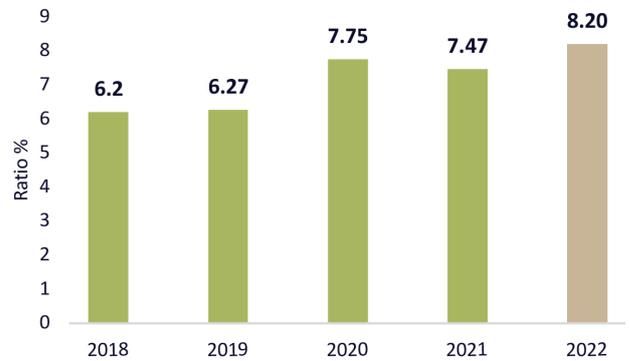


Figure 51 Cost to bring assets to agreed service level

AUDITED FINANCIAL STATEMENTS

See separate document at www.krg.nsw.gov.au



INDEX AND GLOSSARY

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GLOSSARY

Aboriginal Heritage Office (AHO)	Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects more than 1,000 Aboriginal heritage sites across Sydney's North Shore. Other councils involved are Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby. The office is located in Freshwater.
Additional Special Variation (ASV)	Special variations provide an opportunity for councils to vary general income by an amount greater than the annual rate peg. Due to the delayed council elections and determination of the 2022-23 rate peg at a lower rate than councils had forecast, the NSW Government and IPART agreed to a one-off ASV round for the 2022-23 financial year only. In June 2022, IPART advised that Council's application was successful.
Advocacy	Proactively communicating to support for a recommendation of a cause or policy.
Audit, Risk and Improvement Committee (ARIC)	The 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.
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.
Australian Bureau of Statistics (ABS)	The Australian Bureau of Statistics is responsible for providing official statistics at a national level on a range of facets which are important to Australia.
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 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 to save money on energy, water and waste costs. The program is funded by Ku-ring-gai, North Sydney and Willoughby City councils. For information visit www.bbp.org.au
Biodiversity	The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.
CMT	Crisis Management Team. The team consists of the General Manager, directors and senior managers.
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 (CSP) 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.
COVID-19	Coronavirus disease (COVID-19) is a highly contagious infectious disease caused by the SARS-CoV-2 virus.

Development Application (DA)	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.
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 term of the elected Council.
Demographic statistics	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. The estimated resident population (ERP) is updated annually by the Australian Bureau of Statistics, based on Census data projections.
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.
Environmental Levy	Council's Environmental Levy funds approximately \$3 million worth of environmental works, projects and programs annually in biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education.
Financial year	The financial year for the Annual Report 2021/22 is the period 1 July 2021 to 30 June 2022.
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.
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.
IAP2	International Association of Public Participation.
Independent Pricing and Regulatory Tribunal of NSW (IPART)	IPART is an independent authority established under the <i>Independent Pricing and Regulatory Tribunal Act 1992</i> . It 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 and reporting (IP&R)	Integrated Planning and Reporting is the framework that all councils in NSW use to guide their planning and reporting activities. It is prescribed under the <i>Local Government Act 1993</i> , and supported by guidelines provided by the NSW Office of Local Government.
Local Government NSW (LGNSW)	Local Government NSW is an independent organisation that supports and advocates on behalf of member councils and works to strengthen and protect an effective, democratic system of local government across NSW.
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 focus area. 'Long-term' implies that it is beyond a Council's term. It recognises that it may take some time to achieve the objective.
Loving Living Ku-ring-gai program	The Loving Living Ku-ring-gai Program is delivered by environmental experts and includes a range of community events, volunteering, rebates and engagement opportunities. The program empowers residents with the knowledge, learning and information to benefit the environment for future generations.

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.
Net Zero Communities	Council's program to support local households, businesses, schools and community groups accelerate their adoption zero emissions solutions for energy, transport and waste – such as renewable energy/rooftop solar, electric vehicles, organic waste and materials recycling.
Northern Sydney Regional Organisation of Councils (NSROC)	The Northern Sydney Regional Organisation of Councils is comprised of eight councils from the Northern Sydney area (Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, Ryde and Willoughby). NSROC supports collaboration between member councils on projects and shared priorities.
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)	Council's annual plan that provides details of projects, programs, services 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 term achievements and long-term objectives and also tells us whether we are heading in the right direction.
Performance reporting	Council's performance 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 and are designed to encapsulate the performance and outcomes of Council. They are reported annually or as part of Council's State of our City Report. Bi-annual reporting on the Delivery Program, quarterly reporting on the Operational Plan and budget provides data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.
Plan of management (PoM)	A document which regulates the use and management of community land.
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 124,659 (2021 ABS, ERP) is expected to reach over 138,946 by 2036 (2022, NSW Department Planning and Environment). Due to the impacts of the COVID-19 pandemic there has been a rapid shift in some of the components of population change (migration, births and deaths) – particularly migration – which may mean that previous population projections no longer reflect our new demographic reality.
Quadruple bottom line (QBL)	The quadruple bottom line (QBL) refers to social, environmental, economic and civic leadership considerations encompassed in the Community Strategic Plan, Delivery Program and Operational Plan.

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"> • Long Term Financial Plan (LTFP) • Asset Management Strategy (AMS) • Workforce Management Strategy (WMS)* <p>The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback. * Workforce Management Strategy has a four year time span.</p>
Risk management	<p>Risk management is the culture, processes and structures to identify, assess and manage risk within an organisation and provide greater assurance that an organisation will achieve its objectives by minimising threats and seizing opportunities. Risk management involves systematically identifying the risks, and making informed decisions about how they will be managed.</p>
Stakeholder	<p>Any individual or group having a particular interest in a project or action.</p>
Stormwater management charge	<p>The 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.</p>
Sustainability	<p>Sensitive use of natural resources without harming the ecological balance of the region.</p>
Term achievement (TA)	<p>The 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.</p>
Theme	<p>A topic heading that groups focus areas, long-term objectives and term achievements together. Together the six themes represent a comprehensive view of Ku-ring-gai's future directions.</p>
Values (corporate)	<p>Underlying attitudes that influence decisions and actions to maximise an organisation's performance.</p>
Vision	<p>Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it.</p>
Ward	<p>The Ku-ring-gai local government area (LGA) is broken up into five wards, each represented by two councillors. A ward map is available on Council's website.</p>

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