

ANNUAL REPORT

2020-2021

DELIVERING FOR
OUR COMMUNITY



Need help?

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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.

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？

当文書には重要な情報が記載されています。もし何か不明な点があれば、月曜から金曜の午前8:30から午後5:00までの受付時間内に、まず131 450の通訳翻訳サービスにお電話いただき、通訳を介してKu-ring-gai Councilのサービス担当（電話:02 9424 0000）までお問合せください。

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data 2011 and 2016.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

Need assistance with hearing or speaking?

Contact Ku-ring-gai Council using the 24 hour **National Relay Service:**

TTY users: Call 133 677 then dial 02 9424 0000.

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

NRS Chat: Log onto www.communications.gov.au/accesshub/nrs 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
P 02 9424 0000 | E kmc@kmc.nsw.gov.au
W krg.nsw.gov.au

Cover image: *Sunset Drive In Cinema, St Ives Showground.*
The Sunset Drive-In is one example of Council continuing to provide services while ensuring the safety and wellbeing of the community.
Photographer: *Wolter Peeters.*

stay
connected



krg.nsw.gov.au



*Sunrise on a charming Autumn morning,
East Killara. Photographer: Diana Shang.*

Community Statement

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ABOUT THIS REPORT

This is Ku-ring-gai Council's report to the Ku-ring-gai community on its performance during the 2020/21 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 2020/21 financial year including achievements and challenges and provides an overview of the year ahead.

Performance has been assessed against what Council planned to do during the year to progress Council's Delivery Program. This includes how well we delivered projects, programs and services, as well as completing term achievements set by Council in 2018 to progress the community's long term objectives contained in the Community Strategic Plan – Our Ku-ring-gai 2038.

This year Council is also required to report on its progress implementing the community's long term objectives contained in the Community Strategic Plan. This information is contained in Council's End of Term Report 2017 - 2021 and State of the Environment Report 2017 - 2021 which are included as Parts 2 and 3 of this Annual Report and can be found on our website at www.krg.nsw.gov.au

Delivering for our community

COVID-19 infections markedly reduced in NSW during the 2020/21 financial year. As a result, the NSW Government commenced relaxing some health restrictions in late May and early June 2020 and residents of NSW were able to resume many of their normal activities.

While this allowed the majority of affected council services and facilities to resume, they were still required to operate in accordance with government requirements, including restrictions around the number of people gathering, hand hygiene and ensuring adherence to social distancing practices.

The theme of this annual report 'Delivering for our Community' reflects Council's continued priority during 2020/21 to ensure the ongoing delivery of services, projects and programs, while at the same time ensuring the safety and wellbeing of both the community and council staff, through constant monitoring.

Initiatives put in place during the previous year were continued, including supporting our community organisations to assist vulnerable members of the community, helping those groups experiencing hardship, supporting older residents, assisting businesses and continuing to provide many services online.

In mid to late June 2021, infections related to the COVID-19 Delta variant escalated in Sydney and a lockdown was implemented across Greater Sydney and adjoining local government areas. Any impacts of the Sydney lockdown, which commenced in the last two weeks of the 2020/21 financial year, will be included in reporting for the following year's Annual Report.

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2020/21 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

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

- behaving ethically
- leading in sustainability
- learning and sharing knowledge
- taking responsibility for our actions
- respecting the needs of future generations
- caring for the local environment and people.

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

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

Guiding 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.

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

vision

Corporate values

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

Do what is right

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

Show respect

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

Own our actions

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

Strive for excellence

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

values

Community engagement and collaboration

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

willingness to engage with the Ku-ring-gai community to contribute to accountable and transparent decision-making processes.

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



FURTHER INFORMATION
Ku-ring-gai Council Community Engagement Policy at
www.krg.nsw.gov.au



THE YEAR IN REVIEW



THEME 1:

Community, people and culture

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

Refer to pages 159-186.



THEME 2:

Natural environment

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

Refer to pages 187-210.



THEME 3:

People, places and infrastructure

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

Refer to pages 211-234.

Key achievements

- \$124,000 funding provided to community based group projects – page 299.
- Delivered successful new events and programs - Heritage Festival, Lunar New Year Festival, Gai-mariagal Festival – page 170.
- Delivered successful Wildflower Garden and showground events – page 170.
- Significantly increased indigenous cultural programming - NAIDOC Week, Healing Country Art Workshop, Warakirri Dining Experience, Guided Bush Tucker Walk and Message Stick Weaving – page 174.
- Successful partnership for national youth week celebration – page 161.
- Completed St Ives Youth Centre upgrade – page 161.
- Continued innovative programs developed with community organisations – page 59.
- Reviewed preparedness for emergency events – page 176.
- Supported community volunteering – page 176.
- Highly successful online platforms for Council services and community engagement – page 61.
- Increased library e-resource usage – page 173.
- Successful 75th Library birthday celebrations – page 173.
- Revitalisation of Jubes Mountain Bike Park in collaboration with local youth and professional track builders – page 163.

Challenges

- Implementing government COVID-19 requirements – page 160.
- Keeping the community informed on changing health directives – page 62.
- Ensuring Council's community facilities and services met health directives – page 58.
- Continuing support for residents and business – page 160.
- Reopening Council's childcare services impacted by COVID-19 – page 160.
- Postponement and cancellation of events and programs due to COVID-19 – page 167.
- Continuing online accessible activities and programs with face to face options – page 167.

The year ahead

- Continue responding to COVID-19 government health directives
- Continue community support in response to COVID-19
- Continue online activities and programs
- Obtain development approval for the Marian Street Theatre upgrade
- Implement actions for future housing in Ku-ring-gai
- Review emergency management plans
- Progress Middle Harbour Catchments' flood studies

Key achievements

- 40% lower Council greenhouse gas emissions than the 2000 baseline – page 196.
- Launched Ku-ring-gai's Net Zero Communities program to accelerate progress towards net zero by 2040 or earlier – page 189.
- \$3 million Environmental Levy program implemented – page 188.
- \$55,000 funding provided to community environmental projects – page 303.
- Partnered with Solar My School Program – page 194.
- Over 1,200 participants in the Loving Living Ku-ring-gai program – page 194.
- Growth of social media and electronic platforms – page 194.
- Continued collaborative work with NSW Government's Saving our Species program – page 202.
- Partnered with Taronga Zoo to remove an invasive species of bamboo to feed the Red Pandas – page 203.
- Reduced annual energy costs by \$200,000 - page 188.
- Continued success of SMART programs – page 193.
- Adopted a new Waste Strategy – page 201.
- Assisted future disaster recovery planning in Port Macquarie Hastings area – page 192.
- Council's Climate Wise Communities program won the LGNSW RH Doherty Excellence in Communication award – page 67.

Challenges

- Modifying activities and programs to be accessible online to residents and business – page 188.
- Adjustments to environmental programs and resources to meet COVID-19 restrictions – page 194.

The year ahead

- Preparing the community for the 2021/22 bush fire season
- Implement priority actions from environmental management policies
- Continue online activities and programs
- Implement new Waste Strategy
- Progress approvals for new Cultural and Environmental Education Centre
- Hosting the Better Business Program partnership

Key achievements

- New consolidated Ku-ring-gai Local Environmental Plan 2015 – page 212.
- Adopted a Local Character Background Study for Ku-ring-gai – page 212.
- Adopted a Housing Strategy for Ku-ring-gai – page 212.
- Adopted a Heritage Strategy for Ku-ring-gai – page 215.
- Exhibited Public Domain Plans for Gordon, Lindfield and Turramurra local centres – page 212.
- Lindfield Village Green works nearing completion – page 50.
- Commenced streetscape improvements to Gordon local centre – page 213.
- \$3.7 million spent on parks and playgrounds – pages 31-32.
- \$1.3 million spent on sporting facilities – pages 31-32.
- \$1.9 million spent on community facilities and amenities – pages 31-32.
- Upgrades of amenities completed at Acron Oval, Queen Elizabeth Oval, Roseville Chase Oval, Bicentennial Park and the St Ives Village Green – page 216.
- New amenities completed at the St Ives Showground Regional Playground – page 218.
- Transformation of the formerly single use St Ives Village Green amenities building to a multi-use building with public toilets – page 216.
- Completed and opened St Ives Showground all-inclusive regional playground – page 218.
- 90% reduction in litter through the Litter Free Ku-ring-gai Program – page 214.

Challenges

- Negotiations continuing with potential developers for the Lindfield Village Hub – page 51.
- Delays to plans to revitalise local centres – page 213.
- Some infrastructure works delays – page 212.
- Long term planning for housing – page 212.

The year ahead

- Complete construction of Lindfield Village Green
- Progress negotiations for the Lindfield Village Hub
- Complete streetscape improvements to Gordon local centre
- Progress planning for local centres
- Complete delayed capital works projects
- Progress development of indoor sports facility at St Ives High School
- Implement Council's Local Strategic Planning Statement



THEME 4: Access, traffic and transport

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

Refer to pages 235-248.

Key achievements

- \$2 million grant funding received for upgraded pedestrian facilities around school zones – page 237.
- \$400,000 grant funding received for a ‘pop-up’ cycleway in Gilroy Road, Turramurra as part of the NSW Streets as Shared Spaces program – page 240.
- \$1 million grant funding received for High Pedestrian Activity Area scheme around Gordon railway station – page 236.
- \$9.7 million spent on roads – page 31.
- \$2.2 million spent on footpaths – page 31.
- \$2.2 million spent on traffic/ pedestrian facilities and carparks – pages 31-32.
- Upgrades completed to bus stops – page 237.
- Construction of dedicated commuter parking as part of the Lindfield Village Green project – page 50.
- Progressed designs for local centre transport works – page 236.

Challenges

- Government funding for the Active Transport Program (Walking and Cycling) not available in 2021/22 due to the impacts of the COVID-19 pandemic – page 246.
- Completing planning for streetscape improvements and urban design for local centres – page 236.

The year ahead

- Continue consulting with Transport for NSW on projects to improve public transport access and connections
- Work with Transport for NSW to progress accessibility upgrades at Wahroonga, Roseville and Killara railway stations
- Work with Transport for NSW to improve pinch point locations on the arterial road network
- Continue to pursue opportunities with Transport for NSW to provide commuter parking at Turramurra and other railway stations in the local government area
- Continue investigations into paid parking arrangements



THEME 5: Local economy and employment

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

Refer to pages 249-262.

Key achievements

- Completed Council’s annual business survey – page 253.
- Broadened business engagement and expanded offerings of short online events to include face-to-face sessions, half day workshops and peer-to-peer mentoring – page 250.
- Completed and exhibited a draft Retail and Commercial Centres Strategy – page 254.
- Launched new destination events including the Ku-ring-gai Heritage Festival in partnership with the National Trust, Heritage NSW, Sydney Living Museums, the Eryldene Trust and Historic Houses Trust of Australia, and the Gai-mariagal Festival in partnership with NSROC, the Gai-mariagal Group and Destination NSW – page 255.
- Launch of a series of pop up street events, Enliven Ku-ring-gai, to encourage support of local business and provide information on local Council projects – page 252.
- Secured a national filming opportunity with ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground – page 255.
- Assisted with approvals for local events including the Bobbin Head Cycle Classic to operate under COVID-19 restrictions – page 255.

Challenges

- The draft Retail and Commercial Centres Strategy was placed on hold due to uncertainty around future planning for the centres – page 254.
- The Employment Lands Study was delayed due to the NSW government’s employment zones review – page 254.
- Impact of COVID-19 restrictions on local activities and events – page 255.

The year ahead

- Continue supporting local business
- Respond to changes to employment land zones
- Progress retail and commercial centres strategy
- Continue to implement the Destination Management Plan
- Continue promoting and developing visitor and tourism opportunities



THEME 6: Leadership and governance

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

Refer to pages 263-282.

Key achievements

- Council’s Annual Report for the 2019/20 financial year received a gold award from the Australasian Reporting Awards for excellence in report content and presentation – page 67.
- Launch of a new website in December 2020 which improved functionality, search capabilities and is mobile responsive – page 268.
- Implemented an amended Code of Conduct for staff and councillors, and an amended Code of Meeting Practice – page 103.
- Adopted a new Councillor Access to Information, Interactions with Staff and Records Management Policy, Ethical Lobbying Policy, Fraud and Corruption Control Policy and Enterprise Risk Management Policy – page 103.
- Signed innovative gas agreement which will potentially save \$30,000 per year on Council’s gas costs – page 271.
- Installation of recycling vending machines in Ku-ring-gai – page 266.
- New and renewal of tenancies for 828 Pacific Highway, Gordon to maintain near full occupancy of available commercial office space – page 278.
- Continued expansion of mobile device program, enabling staff to receive and complete work orders in the field – page 61.
- Successful introduction of a working from home policy that provides flexibility for staff, where practical, to work from home for part of the working week – page 130.

Challenges

- While Council is in a sound financial position, it faces a number of challenges to achieve long-term financial sustainability – page 268.
- The 2020/21 budget was adjusted for the estimated financial impact of the COVID-19 pandemic at the September quarterly budget review and funded by savings at the December quarterly budget review – page 33.
- As a result of the COVID-19 pandemic, the NSW Government postponed all NSW local government elections until 4 December 2021. This altered some reporting and delivery timeframes across the organisation – page 264.
- Ongoing responses to government directives and health orders relating to the COVID-19 pandemic – page 264.

The year ahead

- Maintain a satisfactory financial position
- Monitoring impacts of COVID-19 on Council operations
- Continue online customer services
- Support preparations for the 2021 local government elections
- Review Ku-ring-gai’s Community Strategic Plan
- Adopt Integrated Planning and Reporting Plans

FROM THE MAYOR



It gives me great pleasure to present Ku-ring-gai Council's Annual Report for 2020/21. The annual report provides an overview of achievements and challenges during the year, as well as progress on Council's longer term initiatives and projects.

The biggest challenge facing Council during 2020-2021 was the COVID-19 pandemic. As a result priorities were focused on maintaining the delivery of services, projects and programs while ensuring the safety and wellbeing of the community and Council staff.

Extensive support was given to community organisations assisting vulnerable residents and local businesses. Council staff provided a range of online and face to face options for the delivery of many services.

As health regulations started to relax in late 2020, Council services affected by COVID-19 restrictions were able to resume within the limits set by public health orders issued by the NSW government.

Delivering for our community

Despite the disruptions caused by the COVID-19 pandemic, a \$54 million capital works program was delivered based upon the priorities set by Council's four year delivery program. This included infrastructure renewal, streetscape improvements, parks, playgrounds and sporting facilities.

- **Lindfield Village Green**

Substantial progress was made constructing the new Lindfield Village Green during 2020/21.

This exciting project will transform a Council owned public car park into a contemporary village green by the end of 2021. A new public plaza and park will be a wonderful addition to other new parks created by Council in Ku-ring-gai. Three levels of underground car parking have been constructed below, with commuter car parking included.

The Lindfield Village Green is part of a long term strategy to deliver over 50,000sqm of new local parks and civic spaces within close proximity to higher-density residential areas, with Council well on the way to achieving that goal.

• **St Ives Regional Playground**

The St Ives Regional Playground, Ku-ring-gai's largest playground ever built, was completed during 2020/21. Located at St Ives Showground, the playground has been designed as an accessible and inclusive play space, offering interactive play areas across a range of equipment and nature-based play experiences.

With a total cost of approximately \$2.9 million the playground has proven to be very popular with families, schools and friendship groups since its opening in December 2020. The playground funding included approximately \$700,000 through the NSW Metropolitan Greenspace Grant Program.

• **St Ives Village Green**

Work also began on redesigning St Ives Village Green 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.

Upgrades to the St Ives Community Hall and the St Ives Youth Centre were completed during the year. Construction of the new inclusive playground and skate facility commenced during 2020/21 and the entire recreation precinct is expected to be completed by the end of 2021.

• **Streetscape improvements – Gordon local centre**

Work commenced on the reconstruction of Wade Lane, Gordon with new and widened footpaths and integration with the station area. The upgrade is being funded under the High Pedestrian Activity Area Scheme, coordinated with the St Johns Avenue streetscape project. Heritage Square will also be made more accessible and better integrated into the St Johns Avenue public domain. The work is expected to be completed in late 2021.

• **Other achievements**

- Kissing Point Village Green upgrade - completed
- Gordon Recreational Area upgrade Stage 2 - completed
- \$9.7 million spent on road upgrades and renewal
- \$2.2 million spent on footpath improvements
- \$1.5 million spent on new and improved traffic and pedestrian facilities
- \$3 million spent on park improvements
- \$1.4 million spent on improvements to sportsfields and sports courts
- \$1.2 million spent on improvements to community centres and halls
- \$700,000 spent on playground upgrades
- \$760,000 on refurbishing public toilets
- \$774,000 spent on drainage works.

Further information on these projects can be found elsewhere in this report.

Protecting our heritage

Council continued to put in place strategies to protect and preserve Ku-ring-gai's heritage. This included adoption of a new Heritage Strategy for the Ku-ring-gai area to guide future decision-making and seeking stronger measures to protect indigenous artefacts and sites in the local area.

Repairs to the heritage features of Council's administration building at 818 Pacific Highway were completed. Work on the building, which dates back to the early 20th century, involved the removal and reinstallation of the entire heritage tiled roof with new gutters, downpipes and eaves.

Towards a Net Zero community

In June 2021 Council launched the Net Zero Communities program, to work towards Council's goal of zero emissions by 2040. Council has already been successful in reducing operational emissions by 24% and annual energy costs by around \$200,000. The new targets mean we will aim for 100% renewable energy by as early as 2025 and net zero emissions by 2040. The targets align with Council's adopted actions in response to climate change challenges, the Paris Agreement and the latest climate science. Council will now invest in sustainable solutions to electricity supply, transport and energy use and more support for the community to reach zero emissions.

Bringing residents together

In recognition of the pandemic's impact on residents' lives, Council delivered a range of events to foster a sense of community. The events, which followed COVID-safe guidelines, included a series of drive-in movies at St Ives Showground; a Lunar New Year festival of food and entertainment in collaboration with local Chinese and Korean resident groups and a series of pop up live street events called Enliven Ku-ring-gai.

Future housing needs

One of the key challenges facing metropolitan councils such as Ku-ring-gai is Sydney's growing population, changing demographics, need for housing choice and better infrastructure. Council's planning approach to new housing across Ku-ring-gai is responsive and seeks to address the supply, choice and affordability needs of the community and our changing population within the parameters of what is acceptable for our community. Data collected by the 2021 ABS Census will inform future planning for new housing.

Community strategic plan

One of the first priorities for the newly elected council will be the preparation of a revised Community Strategic Plan for Ku-ring-gai. This new plan will involve our community in articulating and planning long-term needs, priorities and values. It will also take into account our community's responses to regional and state planning objectives.

Conclusion

I thank the General Manager, Directors and Council staff for maintaining services in response to changing health requirements, while maintaining a focus on service delivery and long term plans for Ku-ring-gai.

I also wish to thank my Councillor colleagues for their contribution to Council's achievements during what has been another challenging year in 2020/21.

I am very proud of Ku-ring-gai Council's achievements for 2020/21 and I commend this annual report to you.



Councillor Jennifer Anderson
Mayor



Banksia ericifolia.
Photographer: Walter Peeters.

GENERAL MANAGER'S REPORT



As a local government organisation Ku-ring-gai Council provides over 100 services to its community and assists other organisations and government agencies with their delivery of services to residents.

Council also has many statutory and regulatory responsibilities and is required to report to or liaise directly with numerous state and federal government agencies.

Adding to the complexity of Council's responsibilities during 2020/21 was the need to ensure that staff, elected representatives and the Ku-ring-gai community were informed about COVID-19 restrictions and that services were delivered in line with those restrictions.

Council staff remained focused on the continued delivery of services and facilities, many provided through a combination of face to face and online platforms, except where health restrictions required their temporary cessation.

Financial performance

In 2020/21, Council maintained a satisfactory financial position with an operating surplus of \$25.58 million, including capital grants and contributions, and available working capital stood at \$4.7 million.

The operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets. The surplus will contribute to funding for Council's capital works program.

As of 30 June 2021, \$129.9 million was spent on services and operations and \$54 million on capital projects.

There was a detrimental impact of approximately \$1.7m from COVID-19 on Council's finances during 2020/21, mainly from the loss of income from the temporary closure of halls, facilities and events; impacts on leases and licenses for community and commercial buildings as well as reduced income from parking and other fines.

Apart from one off grants, some new and expanded sources of revenue were secured including a national filming opportunity with the ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground, new licences for reverse vending

machines, new leases of Council assets and new and renewed tenancies.

Further details of our financial performance are provided in the performance summary and financial reporting sections of this report including Council's Audited Financial Statements.

Long term sustainability

While Council is in a sound financial position, it faces a number of challenges to achieve long term financial sustainability.

Managing infrastructure assets is a major challenge for local government, in particular providing enough funds to renew existing assets in the context of a desire to build new assets. Council's long term financial plan addresses the renewal of existing assets in terms of their core condition rating, however contemporary expectations in relation to some assets are higher than allowed for in Council's Long Term Financial Plan. Other existing assets may also require more renewal funding than currently planned, in particular the stormwater drains network.

Council is also progressing towards local centre transformation projects such as the Lindfield and Turramurra Hubs. These projects are very large compared to usual Council projects and are funded by the contribution of Council owned land, development contributions and other funds. Due to the complex nature of the projects and their high value, they expose Council to a higher degree of financial risk.

The NSW State Government has announced significant changes to the management of the development contributions system following a report from the Productivity Commissioner. These changes, if proceeded with, will affect Council's future development contributions plans and potentially Council's ability to fund new facilities generated by new residential development.

Following the December local government elections the new Council will be presented with the opportunity to review its priorities and funding strategies going forward, when reviewing the long term Community Strategic Plan and developing its Delivery Program for the next four-year cycle.

Continuous improvement

Council undertakes regular independent representative research into community priorities and satisfaction

with current services and facilities, which then informs improvements and changes to their delivery going forward.

Research undertaken in 2021 showed an overall community satisfaction rating of 91% for Council's performance across services with an upward trend from 2017 and 2019 and above a Sydney metropolitan benchmark of 89%.

While this is a pleasing result, our research also identified a number of areas where improvements and a broader community reach could be achieved. These areas will be included for review during 2021/22.

Information on some of the service improvements, efficiencies and innovations achieved by the organisation during 2020/21 can be found in this report. This includes a number of service innovations implemented in direct response to the COVID-19 social distancing restrictions and other health directives. Their continuation over the longer term will be reviewed, however Council has received very positive feedback, particularly the benefits of online service delivery formats.

The year ahead

As a result of the postponed local government elections a number of planning and delivery timeframes have been affected. A priority for the new Council will be the review of the current Community Strategic Plan with the Ku-ring-gai community as well as Council's development of its four-year Delivery Program and Resourcing Strategy. These plans must be endorsed by the end of June 2022 and become effective from 1 July 2022.

The 2020/21 year has again demonstrated our organisation's capacity to respond to challenging events while continuing to deliver quality services and ensuring the community's health, safety and wellbeing.

Along with our elected representatives, I particularly thank all Council staff for their outstanding efforts over the last 12 months in continuing the delivery of programs and projects and ensuring the delivery of services to the community, especially to the more vulnerable and isolated residents, while working closely with community organisations and volunteers.



John McKee
General Manager

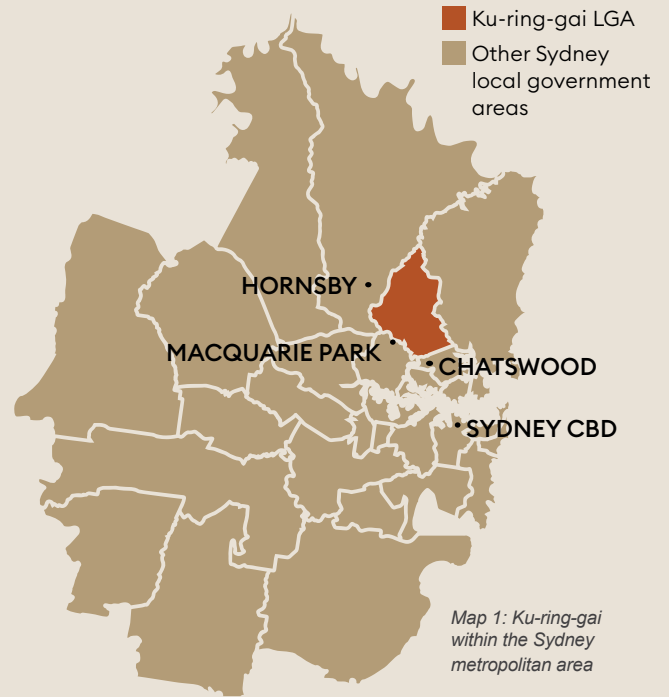


SNAPSHOT OF KU-RING-GAI

KU-RING-GAI – OUR PLACE, OUR PEOPLE

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

Our name ‘Ku-ring-gai’ is a derivation of the name of the Guringai people, the traditional Aboriginal owners of the land of which the Ku-ring-gai local government area is a part.



Map 1: Ku-ring-gai within the Sydney metropolitan area

1 Our Landscape

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

The area adjoins three National Parks (Ku-ring-gai Chase, Garigal and Lane Cove) and contains significant urban forests and tracts of local bushland as well as a visually significant tree canopy across both natural and urban areas. These landscape features give the area distinctive natural beauty and differentiates Ku-ring-gai from other parts of Sydney.

2 Our Unique Biodiversity

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

- 119 bushland reserves covering 1,150 hectares
- Nationally significant ecological communities including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest. Four of Ku-ring-gai’s ecological communities are endangered and two are critically endangered.
- Over 800 recorded native plant species (including 18 threatened species) and over 690 species of native animals (including more than 10 threatened species).
- Two bio-banking sites totalling over 100 hectares of parks and reserves.

3 Our Connected Urban Villages

Historically, Ku-ring-gai’s urban areas developed as a series of villages along the main ridgelines, each with their own identity, and always bounded by or close to large tracts of natural bushland, creek systems and national parks. While subdivision and residential development have connected the villages into larger suburbs over time, their distinct characteristics still largely remain intact. Today Ku-ring-gai includes 17 suburbs, most with neighbourhood centres and 7 larger local centres (Roseville, Lindfield, Gordon, Pymble, St Ives, Wahroonga, and Turramurra). Each suburb has its own unique character reflecting the local natural bushland, heritage conservation areas or more recent post war development.

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

4 Our Cultural History and Diversity

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

Aboriginal heritage

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

Our bushland legacy

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

European heritage

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally valued its significant built heritage with over 994 heritage items and 46 heritage conservation areas within a well-defined compact urban area. In addition, over 4,124 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

Our community diversity

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



Photographer: Wolter Peeters.

5 Our Strong Resident Participation and Advocacy

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

6 Our Diverse Local Economy

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

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

*Two ladies enjoying putting on the green at
The Golf Links, Killara ca.1900. Fidden's
Wharf Road is in the background.*

*Source: Ku-ring-gai Library Local Studies
Collection.*



The Golf Links Killara



Willara

Population¹ 127,603 (▲ 0.41% from 2019)
▲ 2.48% (From 2017 to 2020)⁷

AGED LESS THAN 24 YEARS²

33.6%

AGED MORE THAN 65+ YEARS²

18.1%



▲ **85+ AND 20-59**

age groups had the largest increases between 2011 and 2016
Ku-ring-gai has a higher proportion of children (under 18) and a higher proportion of persons aged 60 or older than Greater Sydney²

HOUSEHOLD TYPE²



54.9%
Families



24.2%
Couples without children



15.5%
Lone person

CULTURAL DIVERSITY²



38.9%
residents born overseas

27.7%
residents speak a language other than English at home



CHANGING ANCESTRY²

32.5% English (▼ from 2011)

25% Australian (▼ from 2011)

17.7% Chinese (▲ from 2011)

MIGRATION²

56.2% of people in Ku-ring-gai did not change address (between 2011 and 2016)
A higher rate compared to the rest of Australia (52.4%)

31.2% of people in Ku-ring-gai moved from elsewhere within Australia mainly from other parts of NSW and South Australia (37.2% moved from within Ku-ring-gai)

8.6% moved from overseas

Persons aged 35-44 had the highest net migration into Ku-ring-gai

Housing

HIGH RISE DWELLINGS²

19%



MEDIUM DENSITY DWELLINGS²

8.4%



DETACHED DWELLINGS²

72.4%



HOUSEHOLDS RENTING²

17%



HOUSEHOLDS WITH A MORTGAGE²

37%

HOUSING NEEDS³

83%

of housing in the area meets resident's needs

Transport

PUBLIC TRANSPORT²



28%
residents use public transport to get to work

TRANSPORT AND ACCESS³



90%
of residents are very satisfied, satisfied or somewhat satisfied with the ability to move in and around Ku-ring-gai

COMMUTER PARKING³

61%
of residents are very satisfied, satisfied or somewhat satisfied with the availability of commuter parking in Ku-ring-gai

A resilient economy



LOCAL
JOBS⁴

36,482
(▼ 1.44% from 2019)



LOCAL
BUSINESSES⁵

15,176
(▲ 1.75% from 2019)

GRP⁴

\$6.76 BILLION

(▼ 0.01% from 2019)

EMPLOYED RESIDENTS⁴

67,511

(▲ 0.58% from 2019)

LARGEST EMPLOYMENT SECTORS²

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

RESIDENT WORKERS²

24%
of residents live and
work in the area

JOBSEEKER AND YOUTH
ALLOWANCE RECIPIENTS⁶

1.7%

compared to 5.3% in Greater Sydney

An area of relative advantage



UNIVERSITY EDUCATED
(WORKING POPULATION)²

48%



TOTAL HOUSEHOLDS
WITH A HIGH INCOME²

46%

SEIFA INDEX OF RELATIVE SOCIO-
ECONOMIC ADVANTAGE AND
DISADVANTAGE²

1,166

Health and wellbeing

QUALITY OF LIFE³



98% of residents rate their quality
of life as excellent, very good or good

SAFETY³



94% of residents feel safe
in their neighbourhood

SENSE OF BELONGING³



74% of residents feel they belong
to the community they live in

ASSISTANCE²

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

UNPAID CARERS²

11,547 (or 12.3%) residents
provide unpaid care for those with a
disability, long term illness or old age
compared with 11.1% in Greater Sydney

HELP AND SUPPORT³

87% of residents can
call on a neighbour, or
local family or friends
for assistance

SPORT AND FITNESS³

83% of residents
participate at least
once per week

Sources:

1 Australian Bureau of Statistics, Estimated Resident Population, 2020

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

3 Community Satisfaction Research, Ku-ring-gai Council, 2021

4 National Institute of Economic and Industry Research, 2020

5 Australian Bureau of Statistics, 2020

6 Department of Social Services - JobSeeker and Youth Allowance recipients - monthly profile via data.gov.au. Compiled and presented by .id, August 2021

7 Events in NSW, other parts of Australia and globally affected population change in 2020 and in 2021. Key factors over this time included the drought, bushfires, the COVID-19 pandemic and the resulting economic recession. The full impact of COVID-19 on population change in NSW will not show up in these statistics for some time. However, some changes, such as the sudden drop in overseas migration, are already apparent. In its 2020–21 budget, the Australian Government has indicated that Australia's population growth will slow in 2020–21, before recuperating by 2023–24. NSW Department of Planning, Industry and Environment, Population Insights, December 2020



PERFORMANCE SUMMARY

HOW WE SPENT YOUR RATES

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

Services

The diagram below shows the amount of Council expenditure on key service areas in every \$100 of rates and charges during 2020/21.

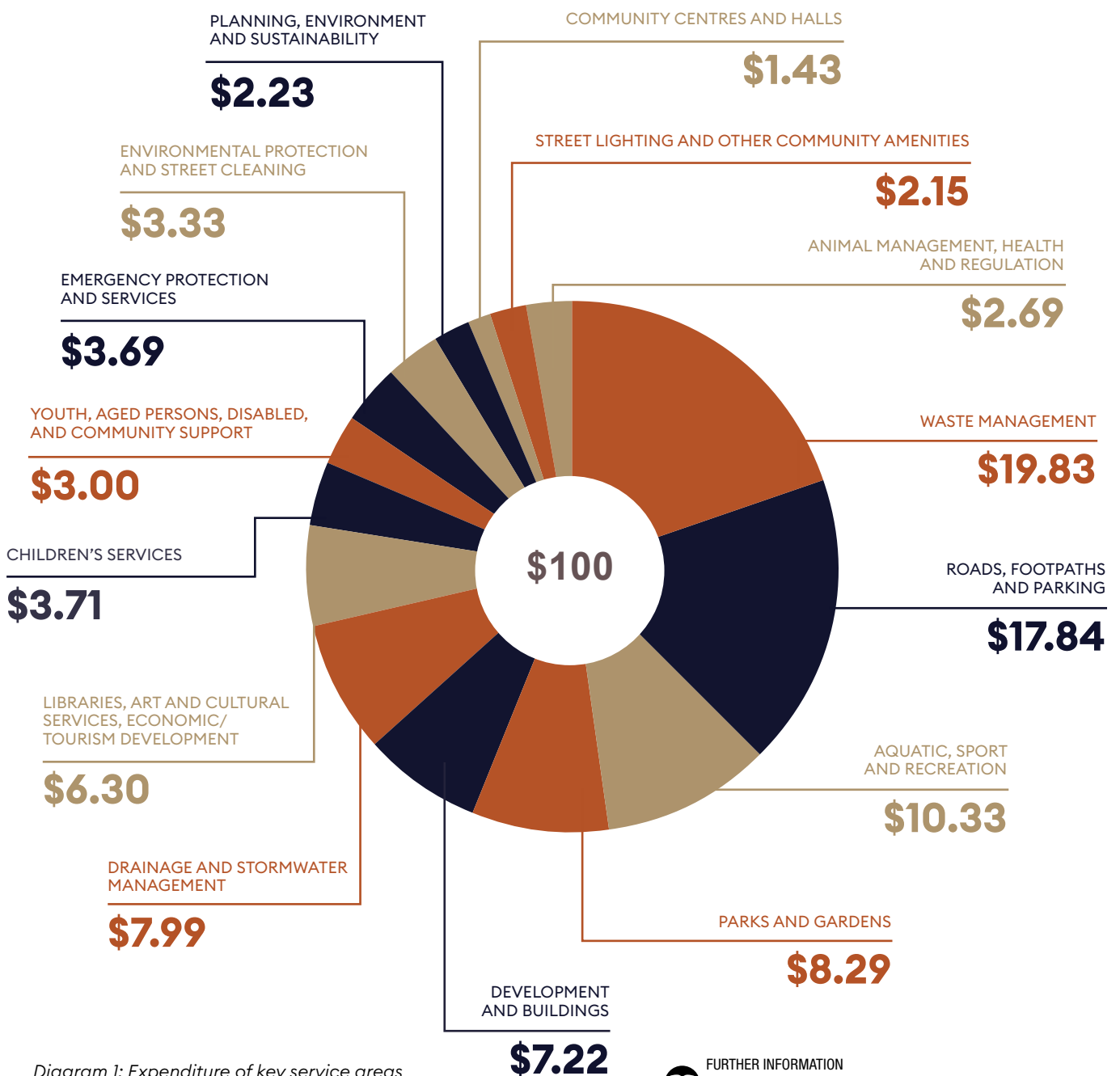


Diagram 1: Expenditure of key service areas

FURTHER INFORMATION
 See **Service Improvements and Innovations** on page 56-61 for a more detailed list of Council's service areas. For further descriptions on service components used in diagram 1 refer to **Note B1-2** in Council's **Financial Statements** on page 347.

Capital works snapshot

During 2020/21, Council completed or progressed a range of capital projects and programs to benefit the Ku-ring-gai community.

The table below represents a selection of capital projects and programs, with expenditure by program, as part of the delivery of Council's Capital Works Program in 2020/21:

| | |
|---|---|
| <p>ROADS \$9,696,742</p> | <p>Upgrade and construction of new roads at various locations across the LGA, including Council's roads renewal program.</p> <p>New and upgraded roads - \$1,450,086</p> <p>Renewed roads - \$8,246,656</p> |
| <p>FOOTPATH IMPROVEMENTS \$2,237,943</p> | <p>Construction of new and reconstruction and renewal of footpaths across the LGA.</p> <p>New footpaths - \$1,741,618</p> <p>Renewed footpaths - \$496,325</p> |
| <p>DRAINAGE STRUCTURES \$774,317</p> | <p>New and upgrades to drainage networks across the LGA.</p> |
| <p>TRAFFIC/ PEDESTRIAN FACILITIES \$1,561,843</p> | <p>Construction and upgrades of traffic and pedestrian facilities and street signs at various locations across the LGA, including the High Pedestrian Activity Area at Gordon railway station.</p> |
| <p>PARKS \$3,039,083</p> | <p>Design and/or construction works at various locations across the LGA, including Swain Gardens, Killara; Roseville Park, St Ives Showground, Putarri Reserve, St Ives; and Council's parks development program.</p> |
| <p>SPORTSFIELDS \$1,086,129</p> | <p>Design and/or construction works at various locations across the LGA, including Roseville Park cricket nets, irrigation at Acron Oval, St Ives; Lindfield Soldiers Memorial Oval, Lindfield; and Auluba Oval 3, South Turramurra.</p> |
| <p>COMMUNITY CENTRES AND HALLS \$1,195,877</p> | <p>Improvement works undertaken at various locations across the LGA, including St Ives Village Green youth/childcare facility; Tulkiyan House, Gordon and East Lindfield Community Hall.</p> |

| | |
|--|--|
| <p>LIBRARY RESOURCES \$503,804</p> | <p>New and replacement of library resources and collections, including e-books, e-magazines, e-newspapers and databases.</p> |
| <p>CAR PARKS \$700,997</p> | <p>Improvements to car parks at various locations across the LGA.</p> |
| <p>PLAYGROUNDS \$699,477</p> | <p>Design and/or construction works at various locations across the LGA, including Kissing Point Village Green, South Turrumurra and Abington Road Reserve, Roseville.</p> |
| <p>PUBLIC AMENITIES \$761,241</p> | <p>Upgrade to amenities as part of Council’s refurbishment program at various locations across the LGA, including Samuel King Oval, North Turrumurra and St Ives Village Green.</p> |
| <p>TOWN CENTRE STREETSCAPES \$567,882</p> | <p>Design and/or construction works undertaken at various locations across the LGA, including Gilroy Road, Turrumurra cycleway and St Johns Avenue, Gordon.</p> |
| <p>SPORTSCOURTS \$285,337</p> | <p>Design and/or construction works at various locations across the LGA, including Roseville Park; Kendall Village Green, Pymble; Queen Elizabeth Reserve, Killara; Kent Road, North Turrumurra; and Turrumurra Park.</p> |
| <p>CATCHMENT MANAGEMENT \$232,931</p> | <p>Water quality analysis and macroinvertebrate sampling programs, maintenance of water recycling and re-use systems including upgrade of the North Turrumurra Sewer Mining Facility, contribution to Middle Harbour flood studies and Hawkesbury Nepean Coastal Management Program, and creek rehabilitation projects including Swain Gardens.</p> |

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 selected projects represent a portion of Council’s Capital Works Program for 2020/21 with expenditure reported against programs consistent with Council’s Financial Statements 2020/21.

FINANCIAL RESULTS

Overview

Council's continued objective for 2020/21 was to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control.

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

At the end of the 2020/21 financial year, Council remained in a satisfactory position with an operating surplus of \$25.58 million, including capital grants and contributions, and \$7.1 million excluding capital grants and contributions. The available working capital stood at \$4.7 million, which is in line with the target identified in Council's Long Term Financial Plan (LTFP).

During 2020/21, we spent \$129.9 million (\$126.7m in 2019/20) on services and operations and \$54 million (\$40m in 2019/20) on capital projects to provide a diverse range of services to the community and to ensure the long term sustainability of our assets.

We currently manage \$1.85 billion worth of assets infrastructure 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 2020/21 financial year.

Sustainable financial position

Council maintained a good and sustainable financial position, despite impacts from the ongoing COVID-19 pandemic.

Strong return on investment portfolio

Council had a positive return of 1.64% on Council's total investment portfolio, which outperformed the industry benchmark by 0.06%.

Infrastructure assets revaluation

During the 2020/21 financial year, Council reviewed and completed a comprehensive revaluation of the following asset classes:

- community land
- open space/recreational assets, and
- artworks.

Challenges

COVID-19

The ongoing COVID-19 pandemic has had a financial impact for Council in the financial year ended 30 June 2021 and is expected to further impact the following financial year. As at the end of the current reporting period Council estimated an unfavourable impact from COVID-19 of approximately \$1.7 million mainly from the use of halls, facilities and events, leases and licenses for community and commercial buildings, income from parking, other fines and others. Council provided rental relief packages to the commercial and community leasing portfolio based on evaluation of requests received. No material changes have been noted in asset values and collection of rates.



HOW DID WE PERFORM?

Achieved a strong operating result

For the financial year ended 30 June 2021, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$7.1 million, which was \$5.1 million lower than the 2019/20 result. This decrease is mainly from a non-cash revaluation of Council’s investment property in 2019/20.

The operating result after capital grants and contributions was \$25.58 million, a decrease of \$1.51 million in comparison to the previous financial year (\$27.09 million).

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

A comparison of our operating result for 2020/21 to original budget and the four previous years is provided in Figures 1 and 2.

Major variations in expenditure and income compared to Council’s original budget for 2020/21 are disclosed in Note B5 of the Audited Financial Statements on page 359. The operating result includes depreciation of assets and excludes capital expenditure (expenditure on assets).

Achieved performance measures and benchmarks

We achieved or outperformed all of Council’s performance measures and benchmarks in 2020/21, with the exception of one infrastructure assets ratio – the Infrastructure Backlog Ratio. See pages 330-332 for details of these ratios and Council’s achievement of other financial indicators and benchmarks.

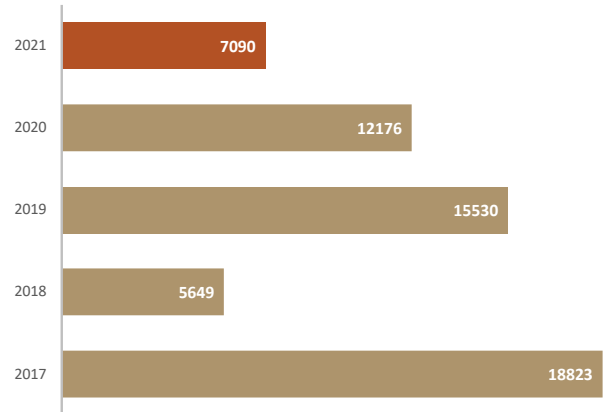


Figure 1: Net operating result \$'000 (excluding capital income) – 5 year trend

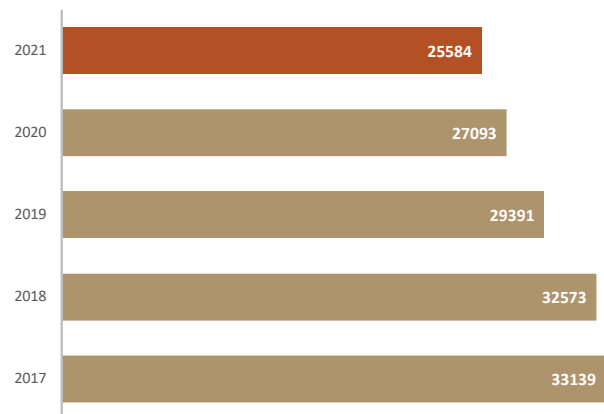


Figure 2: Net operating result \$'000 (including capital income) – 5 year trend

Achieved sound working capital

Working capital is a measure of Council's liquidity and ability to meet its obligations as they fall due. It is one of the primary measures of the overall financial position of Council, which allows for unforeseen expenditure or reductions in revenue. Working capital represents Council's net current assets after deducting internal and external restrictions.

Available working capital of \$4.7 million at the end of the financial year highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

Figure 3 provides a comparison of Council's working capital for the last five financial years under the Delivery Program.

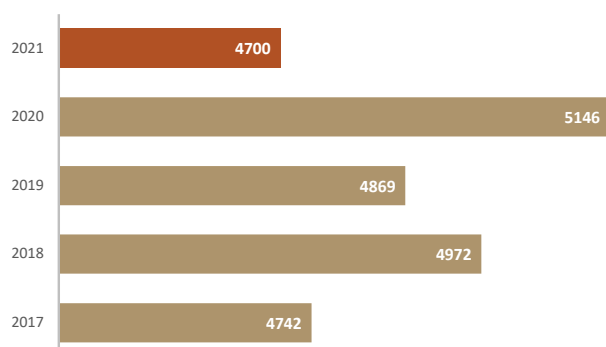


Figure 3: Working capital \$'000 – 5 year trend

Sustaining our assets

Funding for both infrastructure asset renewal and maintenance of assets to an acceptable condition remain key challenges for Council. As a result of ongoing reviews of asset conditions and investment of additional funding into asset renewal Council has been able to allocate additional funding to asset maintenance and continue to reduce its infrastructure backlog. Further information on asset management can be found on pages 269-270.

Where did our funds come from?

Total income (2020/21): \$155.48 million

Our main sources of income in 2020/21, other than rates and annual charges were from:

| Total income by category 2020/21 | | |
|---------------------------------------|------------------------|-----------------|
| Income | 2020/21 | 2019/20 |
| Rates and annual charges | \$90.85 million or 59% | \$88.27 million |
| User charges and fees | \$20.66 million or 13% | \$19.75 million |
| Capital grants and contributions | \$18.50 million or 12% | \$14.92 million |
| Other revenues | \$5.07 million or 3% | \$4.65 million |
| Operating grants and contributions | \$9.45 million or 6% | \$8.97 million |
| Interest and investment revenue | \$3.38 million or 2% | \$5.05 million |
| Other income | \$7.57 million or 5% | \$11.16 million |
| Net gains from the disposal of assets | - | \$1.06 million |

Where were our funds spent?

Total operating expenses (2020/21): \$129.90 million

The main expenditure items for the year were:

| Total expenditure by category 2020/21 | | |
|---------------------------------------|------------------------|-----------------|
| Expenditure | 2020/21 | 2019/20 |
| Materials and contracts | \$62.03 million or 48% | \$64.01 million |
| Employee costs | \$42.99 million or 33% | \$41.71 million |
| Depreciation | \$20.38 million or 16% | \$17.44 million |
| Other expenses | \$3.29 million or 3% | \$3.15 million |
| Borrowing costs | \$0.30 million or 0% | \$0.44 million |
| 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** from page 327. Full details of Council's **Financial Statements** are available on pages 327-444.

DELIVERY PROGRAM RESULTS



91% of residents are satisfied with Council's performance over the last 12 months

Source: Ku-ring-gai Council Community Satisfaction Research, 2021

How we performed

During 2020/21, Council continued to deliver a range of activities which contributed to the successful progress of Council's four-year Term Achievements, contained in the Revised Delivery Program 2018-2022, and Long Term Objectives contained in the Community Strategic Plan - Our Ku-ring-gai 2038.

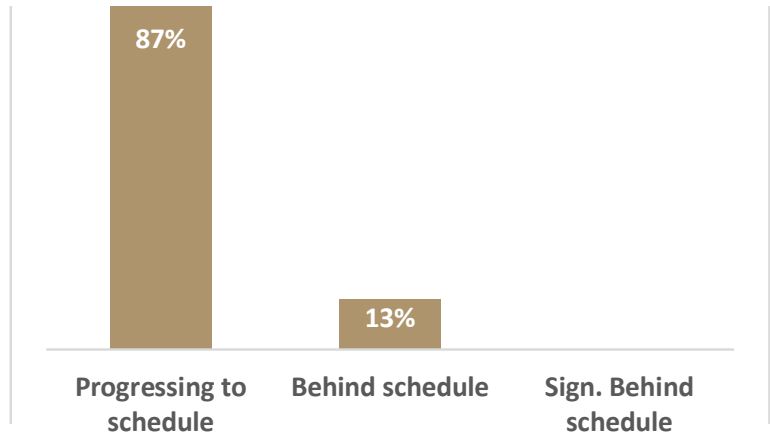
Council also delivered ongoing services and a substantial program of capital works and operational projects. These addressed a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

The 2020/21 financial year saw Council continue to successfully modify the delivery of services and programs across operational areas in line with COVID-19 restrictions and public health orders, confirming Council's ongoing ability and capacity to deliver services and facilities. Impacts to Council services, programs and projects have been addressed in **Performance – Delivering the vision** on pages 153-282.

Council's overall performance during 2020/21 was measured against 56 term achievements, 200 annual tasks and 71 annual performance indicators as outlined in the Revised Delivery Program 2018-2022 and Operational Plan 2020-2021. Council's June 2021 bi-annual report for the 2020/21 period is summarised in the following pages with the full report available at www.krg.nsw.gov.au

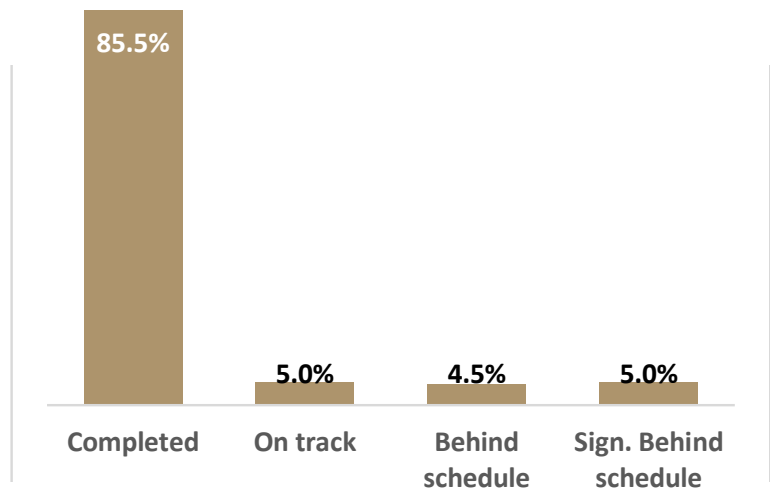
Revised Delivery Program 2018 - 2022

87%
TERM ACHIEVEMENTS
PROGRESSING AS SCHEDULED



Operational Plan 2020 - 2021

90.5%
TASKS COMPLETED
OR ON TRACK



Performance Indicators 2020 - 2021

85%
INDICATORS ACHIEVED

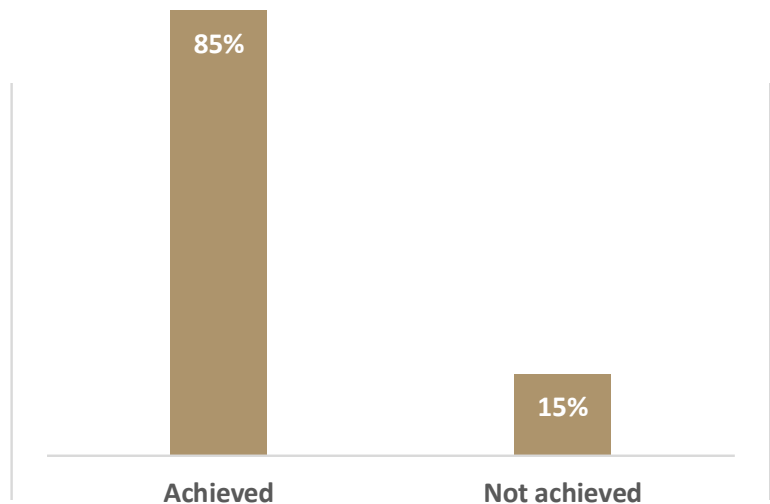


Figure 4: Revised Delivery Program and Operational Plan performance from 1 July 2020 to 30 June 2021.



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 100% progressing as scheduled
Operational plan tasks 97% completed or on track
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 69% progressing as scheduled
Operational plan tasks 79.5% completed or on track
Performance indicators 91% achieved



Theme 5: Local economy and employment

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

Term achievements 67% progressing as scheduled
Operational plan tasks 80% completed or on track
Performance indicators 100% achieved



Theme 2: Natural environment

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

Term achievements 100% progressing as scheduled
Operational plan tasks 92% completed or on track
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% progressing as scheduled
Operational plan tasks 86% completed or on track
Performance indicators 100% 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 92% progressing as scheduled
Operational plan tasks 100% completed or on track
Performance indicators 96% achieved

Figure 5: Revised Delivery Program and Operational Plan performance by theme from 1 July 2020 to 30 June 2021.

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.

Corporate performance indicators – QBL trend snapshot

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

How we performed

The table below details Council's performance for key corporate performance indicators for the 2020/21 year compared to the previous four years. Variations above or below the overall performance trend are explained in the footnotes to the table. Additional QBL indicators are available in themes on pages 180, 206, 226, 244, 258, 274-275.

| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
|---|--------|------------|------------|------------|------------------|-------------------------|--------------|
| GOVERNANCE | | | | | | | |
| Working Capital (Council's available funds balance) | \$M | 6.5 | 4.8 | 4.8 | 5.1 | 4.7 | ◀▶ |
| Debt Service Ratio (Council's ability to service debt) | % | 1.19 | 1.49 | 1.34 | 0.85 | 0.66 | ▼ |
| Consultation surveys conducted | No. | 54 | 64 | 51 | 50 | 52 | ◀▶ |
| Fulltime employee turnover rate | % | 11.34 | 16 | 13.69 | 12 | 8.55 | ◀▶ |
| SOCIAL | | | | | | | |
| Major events attendance | No. | 45,000 | 35,904 | 45,000 | 35,000 | 46,500 ¹ | ○ |
| Library visitors | No. | 521,650 | 492,536 | 526,332 | 398,180 | 251,552 ² | ○ |
| Participation in aged and disability service programs | No. | 3,097 | 2,595 | 3,308 | 3,041 | 2,567 ³ | ○ |
| Participation in active recreation programs supported by Council | No. | 738 | 912 | 854 | 647 ³ | 537 ⁴ | ○ |
| ENVIRONMENTAL | | | | | | | |
| Number of residents involved in community environmental programs | No. | 5,348 | 6,264 | 8,134 | 10,374 | 5,836 | ○ |
| Residents involved in climate change adaptation activities per year | No. | 294 | 313 | 2,457 | 671 | 731 | ▲ |
| Household waste diverted from landfill | % | 55.32 | 59.24 | 58.00 | 55.80 | 61.44 | ○ |
| Greenhouse emissions | tCO2-e | 10,589 | 10,203 | 9,658 | 6,818 | 5,472 | ▼ |
| ECONOMIC | | | | | | | |
| Capital works expenditure (actuals) | \$M | 26,311,999 | 23,956,122 | 28,160,158 | 40,189,840 | 54,157,359 ⁵ | ▲ |
| Roads upgraded | \$M | 9,808,948 | 10,247,415 | 8,915,836 | 7,838,458 | 8,193,985 ⁶ | ○ |
| DA median processing time | Days | 78 | 78 | 76 | 88 | 83 | ▲ |

◀▶ stable ▲ increasing trend ▼ decreasing trend ○ monitor

Community satisfaction – services and facilities

In 2017, 2019 and 2021 Council commissioned independent community research to examine the community’s attitudes and perceptions towards Council’s delivery of services and facilities.

The key objectives of this research were to:

- assess and establish the community’s priorities and satisfaction with a broad number of Council’s services and facilities (45 in 2017, 46 in 2019, 48 in 2021) delivered to the Ku-ring-gai community

- identify the community’s overall level of satisfaction with Council’s performance
- identify the community’s top priority areas; and
- compare the research results undertaken in 2017, 2019, 2021.

Research undertaken in 2021 identified that overall satisfaction with Council was very high with 91% of residents very satisfied, satisfied and somewhat satisfied with Council’s performance over the last 12 months. This is an upward trend of results in 2017 and 2019 and in line with the Sydney Metropolitan Benchmark of 89%, as seen in Figure 6 below.

Results and reports for research undertaken in 2017, 2019 and 2021 are available at www.krg.nsw.gov.au

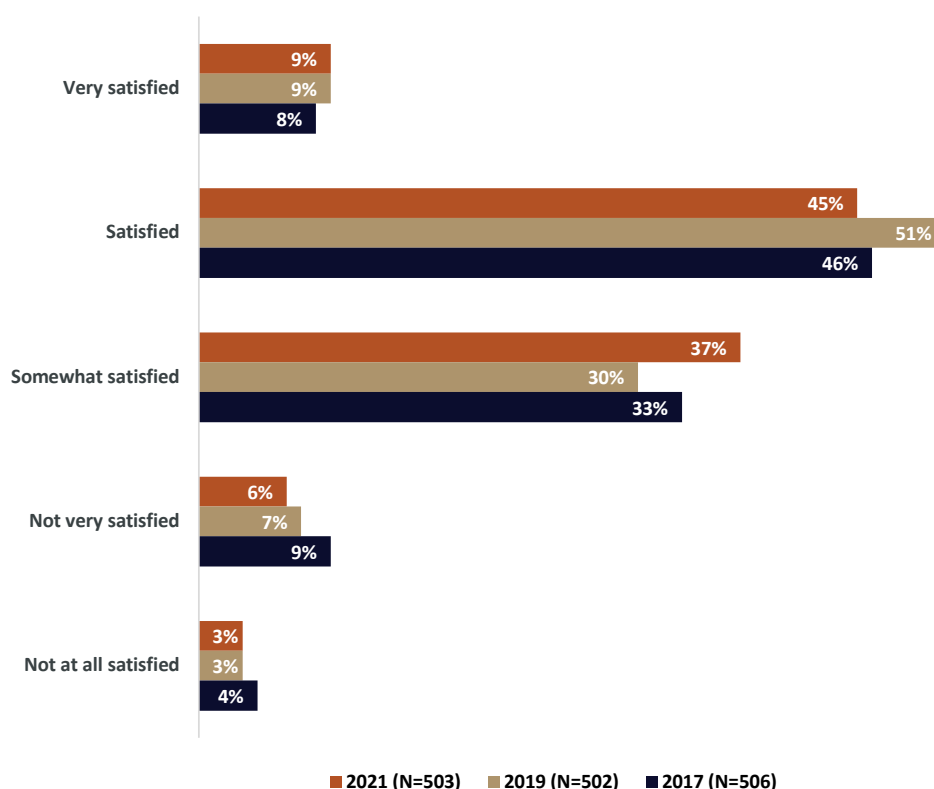


Figure 6: Resident’s satisfaction with the performance of Ku-ring-gai Council across all responsibility areas

FURTHER INFORMATION
 For a detailed summary of performance refer to themes on pages 184, 209, 231-232, 247, 261, 280.

Footnotes:

1. Council events have been significantly impacted by public health restrictions. The events program delivered COVIDSafe events to align with Council’s Destination Strategy including online programs and the Sunset Cinema in late 2020.
2. The library has been impacted by COVID-19 public health order restrictions including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting visitation.
3. Many senior’s activities and outings were cancelled due to COVID-19. Exercise class numbers were limited to half the usual number by room capacity restrictions. Although online programs were offered where possible, some seniors found these difficult.
4. Participant numbers were impacted by COVID-19 restrictions resulting in exercise classes being limited in numbers by capacity restrictions or cancelled.
5. Capital works expenditure increased in 20/21 mainly due to the commencement of major projects and additional expenditure spent on infrastructure/buildings.
6. Successful delivery of road program based on revised budget.

SUSTAINABILITY COMMITMENT

Council's commitment to sustainability is reflected in Ku-ring-gai's Community Strategic Plan as well as financial and resource planning, land use planning, asset management and the delivery of services, capital works and programs. Sustainability principles inform and guide Council's planning and activities. These principles include:



SOCIAL SUSTAINABILITY

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



ENVIRONMENTAL SUSTAINABILITY

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



ECONOMIC SUSTAINABILITY

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

Achieving sustainability outcomes

Council seeks to achieve a range of sustainability outcomes through long term objectives contained in Ku-ring-gai's Community Strategic Plan.

These objectives address social, environmental, access, economic and civic leadership considerations to ensure that Council's activities have a holistic balanced view, rather than favouring one particular area. Civic leadership includes the roles and responsibilities of Council and the community in delivering the plan's objectives.

Delivery of the long term objectives is achieved through Council's four year term achievements and annual tasks contained in the Delivery Program and Operational Plan.

From July to October 2020, and then from June 2021, a number of sustainability tasks were affected by the COVID-19 health restrictions. See **Performance – Delivering the vision** on pages 153-282 for information on sustainability outcomes achieved under the themes of the Revised Delivery Program 2018–2022 and Operational Plan 2020–2021.

Environmental sustainability initiatives

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

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

A multi-disciplinary team, funded by the Environmental Levy, fulfil a range of essential service functions for Council, ensuring best practice environmental management, continual environmental monitoring and robust reporting. Staff funded by the levy undertake the following work:

- implement Council's sustainability initiatives and programs

- develop and review a range of environmental policies and strategies
- respond to federal and state policy directions and legislative changes affecting Ku-ring-gai
- provide input into the preparation of Council's land use planning documents
- provide expert guidance and advice within Council and to the community
- participate in and lead research partnerships, and
- lead Council's transition towards a sustainable future and prepare and review environmental assessments for all Council projects, ensuring that Council's legislative requirements are met.

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

Greenhouse gas emission reduction targets

Council supports emission reduction targets that align to the Paris Agreement to limit global temperature increases to well below 2°C and to pursue efforts to limit the temperature increase even further to 1.5°C above pre-industrial levels.

As of June 2021, Council had reduced greenhouse gas emissions from its own operations and assets by 40% relative to the 2000 baseline. This exceeded Council's target, and a new target of zero emissions by 2040 has been set. For further information see page 188.

Climate change policy

Council adopted a new Climate Change Policy 2020 and Action Plan in August 2020 following extensive community consultation. The Climate Change Policy commits Council to continue reducing Council's own energy consumption and emissions. It also introduces community-wide targets so that Ku-ring-gai can become a net zero community and reduce community greenhouse gas emissions to zero by 2040.

Biodiversity and bushland management

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

Council implements priority management actions to assist in improving the condition of bushland and the conservation of native flora and fauna. These include the Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Bushland Reserves Plan of Management.

Through the NSW Government's Linking Landscapes program, Council created a 119 hectare biobanking site at Sheldon Forest, between Turrumurra and West Pymble, and Rofe Park and Comenarra Creek Reserve in South Turrumurra for the purpose of biodiversity conservation. A second, 6.25 hectare biobanking agreement, created four parks and reserves across the suburbs of Pymble, South Turrumurra and Wahroonga, that will utilise the biodiversity credits created to offset impacts on biodiversity by development in the local area.

Other initiatives to promote and research biodiversity include:

- participating in the NSW government's 5 Million Trees for Greater Sydney program to help boost the city's diminishing tree canopy, and
- participating in the national Which Plant Where program, a collaboration between universities and government, to track the health of trees and plants in local urban areas through the planting of a 'Living Lab'.

Bush fire management

Council is an active member of the Hornsby Ku-ring-gai Bush Fire Management Committee and Local Emergency Management Committee and implements the Bush Fire Risk Management Plan for Ku-ring-gai.

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

Climate wise communities program

Council has an established Climate Wise Communities website and undertakes face-to-face education programs to help Ku-ring-gai residents and businesses to strengthen their personal, property and neighbourhood resilience and responses to more extreme and frequent weather events as a result of a changing climate. The website generates personalised reports to help residents create bush fire survival plans and assess how prepared their properties are for bush fires. Residents are also shown a 3D simulation of how a fire would start and behave in their neighbourhood.

These initiatives aim to raise awareness of the need for residents to plan ahead for the bush fire season. Get Ready Ku-ring-gai used Council's innovative 3D simulation tool called the SimTable to show residents how a bush fire could start and spread in their neighbourhood, as well as videos, a social media campaign and workshops jointly hosted with Rural Fire Service and State Emergency Service volunteers.

Council has been acknowledged as a leader in this area of community engagement by national media and Local Government NSW. For more information see pages 188-189.

Water and catchment management

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

Council also participates in research partnerships and programs to advance our water and catchment management program, measure the quality of Council's harvested stormwater and benchmark water usage performance with the local government sector. This includes partnering with the Cooperative Research Centre for Water Sensitive Cities for urban areas to become more water sensitive through the implementation of integrated water management. For more information see page 198.

Energy management

The energy management program involves the delivery of a range of renewable energy and energy efficiency projects to Council's buildings and facilities. This includes installation of solar photovoltaic panels, heating, ventilation and air conditioning (HVAC) and filtration systems and renewable energy procurement. For more information see page 189.

Sustainable lifestyles program

Over 24,000 residents, businesses and schools have participated in Council's Loving Living Ku-ring-gai program over the last three years. We continue to provide valuable education and experiences for Ku-ring-gai residents to create positive behavioural change and increase numbers of residents taking action to improve their local environment.

This program includes the following initiatives:

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

Better business partnership

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

The program has been delivered in partnership with Willoughby and North Sydney Councils since 2009 with Ku-ring-gai Council now the BBP program coordinator and manager until June 2023. A program manager for the relevant council is assigned to work with an individual business to tailor an assessment and action plan, reaccredit the business each year, and create a sustainable relationship.

There are 127 accredited businesses currently registered with the program (with 50 members in Ku-ring-gai, 35 in North Sydney and 42 in Willoughby).

Environmental volunteering program

Council coordinates and supports approximately 800 volunteers dedicating their time to bush regeneration activities and track maintenance at over 150 Bushcare, Streetcare, Parkcare and Trailcare sites, as well as native beehive splitting, fauna monitoring, native plant propagation and community gardens.

Sustainable event management

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

Staff responsible for event planning and delivery are provided with Sustainable Event Kits, to assist with hosting events, meetings and catering without using single-use plastics.

Corporate sustainability initiatives

Council's Corporate Sustainability Action Plan continues to drive corporate sustainability initiatives across the organisation. Examples of corporate sustainability initiatives include mixed and organic waste recycling and soft plastics recycling; energy and water efficiency initiatives; staff recycling collection drives; and the replacement of old printers and copiers with paper and energy saving devices. For more information see pages 195-197.

Annual community small grants program

Approximately \$50,000 is provided each year to assist the Ku-ring-gai community to deliver community based environmental projects at a neighbourhood level. For more information see page 303.

Waste reduction, re-use and recycling

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

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

During 2020/21, Council finalised a new Waste Contract to commence in September 2021. For more information see page 201.

Land use planning, assessment and regulation

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

Local strategic planning statement

The Local Strategic Planning Statement (LSPS), which came into effect in March 2020, plans for Ku-ring-gai's economic, social and environmental land use needs for the next 20 years (2016-2036). This is the first LSPS developed by Council. The LSPS draws together the priorities and actions from Council's existing land use plans and policies to present an overall land use vision for Ku-ring-gai.

The LSPS provides guidance on:

- location of future housing
- future identity and character of local centres - Lindfield, Gordon, Turrumurra and St Ives
- future requirements for community facilities and open space
- future transport infrastructure
- supporting the local economy
- partnership opportunities with government agencies
- managing bushland, biodiversity and waterways, and
- adapting to climate change.

The LSPS will help guide future changes to Ku-ring-gai's planning controls - the Local Environmental Plan (LEP) and Development Control Plan (DCP). The LSPS also identifies additional strategic planning requirements including a Housing Strategy, Retail/Commercial Centres Strategy and Employment Lands Strategy, which were progressed during 2020/21. For further information see page 254.

Principal LEP and DCP

The Ku-ring-gai Local Environmental Plan 2015 (KLEP 2015) provides the framework by which local land use planning can be undertaken in a more integrated and strategic manner. It addresses planning issues such as sustainability, physical and social infrastructure, natural and built environment, heritage, housing and employment. It provides greater environmental protection through the introduction of new environmental zones, map overlays linked to local biodiversity areas and riparian lands and planning provisions to protect biodiversity and riparian lands.

Ecological provisions are incorporated into Ku-ring-gai's Local Environmental Plan (LEP) and Development Control Plans (DCPs) as well as Council's environmental assessment processes for Council projects. All developments are assessed in accordance with the ecological provisions within the LEP and DCPs.

Policies

Council implements a suite of environmental policies focussing on climate change mitigation, climate change adaptation, biodiversity and fauna management, water and catchment management, recreation in natural areas, dumping and encroachment in bushland, contaminated lands and sustainable event management.

An Urban Forest Policy, adopted by Council in February 2020, will further integrate ecological protection into land use planning. Development of an Urban Forest Strategy continued during 2020/21 with the collection of aerial imagery providing a basis for future initiatives. View these policies at www.krg.nsw.gov.au

Guidelines for developments

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

Heritage conservation

Council has established comprehensive land use planning controls and policies to protect and conserve Ku-ring-gai's rich Aboriginal and European heritage and bushland legacy. This includes about 106 recorded and carefully protected Aboriginal heritage sites in the LGA, with over double that number believed to exist.

In addition, there are nearly 1,000 heritage items and 46 heritage conservation areas within Ku-ring-gai's urban areas while natural bushland has been retained in Ku-ring-gai's many bushland reserves, parklands and recreation areas.

Revitalising local centres

Council has a long-term program for the revitalisation of local centres through a series of urban renewal projects, which include new mixed community services and spaces, retail floor space and residential units. The projects are designed to incorporate environmental sustainability features, easy access and strong connections to public transport. For further information see page 213.

Alternative and sustainable modes of transport

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

Planning for sustainable tourism opportunities

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



MAJOR PROJECTS

Ku-ring-gai's Community Strategic Plan – Our Ku-ring-gai 2038 contains objectives that respond to current and future needs of the population. These include delivering projects that will assist in revitalising the Ku-ring-gai area, known as Activate Ku-ring-gai Projects, that utilise Council owned lands. To turn these projects into reality, Council is taking a lead role in their planning and delivery.

The complexity and long-term nature of these projects often means that they need to extend beyond one Council term. While they are mostly located in and around key local centres, others are located further afield.

Revitalising our local centres

Ku-ring-gai's larger centres include Turramurra, St Ives, Gordon and Lindfield. They play a vital role in our economy by providing a diverse mix of office, leisure and retail uses, support services and community facilities.

In addition, they are a focus for transport connections including important bus and rail services. Higher density residential development adjacent to the centres has strengthened their role over recent years. In Lindfield, a new mixed-use development on Lindfield Avenue has introduced a contemporary retail environment to the area.

Revitalising these centres is included in Council's Community Strategic Plan, long-term Resourcing Strategy, Revised Delivery Program 2018-2022 and annual Operational Plans which set out Council's budget and actions for each financial year. This will include substantial streetscape improvements funded by development contributions (Section 7.11 contributions) over the next few years. The first of these improvement projects, in St Johns Avenue, Wade Lane and Werona Avenue, Gordon, commenced in early 2021.

Activate Ku-ring-gai projects

The following provides information on current projects and their progress:

Lindfield Village Green

The Lindfield Village Green project was developed out of Council's award winning Open Space Acquisition Program. The aim of the program is to deliver new local parks and public spaces in areas where residential densities and population are increasing. In the Ku-ring-gai local government area (LGA) these open space opportunities are in short supply and Council's options were to acquire existing residential land or to develop its own land to create new open space. The project will transform the Council owned car park on Tryon Road, Lindfield into a contemporary village green by relocating public car parking underground. This will free up the surface and create a new public plaza and park. Also included will be a pavilion incorporating a café or restaurant and public toilets.

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

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

Project construction commenced in April 2020. The underground carpark is progressing on schedule with excavation now complete and the basement level slabs constructed. Once all structural concreting is complete, installation of lift plant and construction of above ground features including the lift/stair access, cafe, toilets and landscaping will commence.

Havilah Lane is also now a fully-operational two way road.

Lindfield Village Hub

The Lindfield Village Hub project is located on a Council owned 1.1 hectare site, on the western side of Lindfield Local Centre. It is positioned behind the main street style shopfronts that have defined much of the Pacific Highway corridor for many years.

The project includes a mixed-use precinct including new urban plaza and park, communal meeting place with a library/community centre, outdoor cafés, restaurants, eateries and new apartments. A supermarket and supporting retail shops will also be provided on the site along with basement car parking.

A formal planning proposal was prepared for the site to respond to the NSW government's regional North District Plan and to the identified need to provide greater housing choice in Ku-ring-gai. The proposal includes an increased intensity of land use at the site above the current level, for the purpose of additional commercial and residential accommodation and to enable Council to deliver the extensive public infrastructure required within the Hub. This is a priority of Council and is consistent with Council's Long Term Financial Plan and community expectations expressed through community engagement activities.

Following an open Expressions of Interest for a Development Partner in 2019 a formal tender invitation was issued with two submissions received. The Tender Evaluation Committee determined that all submitted tenders were non-conforming. On 30 June 2020, Council resolved to decline to accept any tenders and to enter into negotiations with any possible providers.

During 2020, the COVID-19 pandemic had a significant impact on both the retail and residential unit market and introduced uncertainty into broader markets more generally. Council will continue negotiations with any possible providers while a review of the project assumptions and objectives is undertaken.

Concurrent with the tender process, a planning proposal was adopted by Council and submitted to the NSW Department of Planning, Industry and Environment for a determination. A conditional gateway determination was received for the planning proposal on 22 January 2021 and a further response is being prepared by Council officers.

Lindfield Village Living

The Lindfield Village Living project is located within Lindfield local centre, at 259-271 Pacific Highway with an area of approximately 5,850m².

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

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

Detailed assessment and economic modelling of the library's current site found that the best use of this land, situated only 150 metres from Lindfield station, was for higher density residential housing. In 2015, Council adopted a masterplan for the land and completed rezoning and reclassification requirements to enable its redevelopment in accordance with the masterplan.

During 2018/19, Council lodged a development application for a residential apartment building on the site. Additional comments and requirements received from Council's development assessment team were addressed and the development application was submitted to the Sydney North Planning Panel (SNPP) for determination in 2020 with development approval awarded on 21 August 2020 subject to conditions from Sydney Trains, to be resolved prior to sale.





Turrumurra Community Hub

Turrumurra Community Hub is located in the precinct between Ray Street, the Pacific Highway and the railway line in Turrumurra local centre and includes land owned by both Council and private landholders. The Hub is proposed to be a mix of community facilities, open space, residential and retail uses, all designed to breathe new life into the Turrumurra local centre and promote the wellbeing of current and future generations.

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

A detailed business case was produced for the hub project during 2019 and presented to the Major Projects Steering Committee in November 2019. In May 2020, Council resolved to pause further planning and development of the Turrumurra Community Hub for a period of up to 24 months pending the outcome of a review of Ku-ring-gai's comprehensive Local Environmental Plan.

At its meeting of 18 May 2021, Council resolved that planning work on the project recommence.

Gordon Cultural and Civic Hub

Further background studies were undertaken by Council to develop and further define the scope of this project.

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

In October 2019, Council adopted a Creative Arts Facilities – Options Report as the basis for a future Creative Arts Strategy. The purpose of this work is to further refine and understand the present and future cultural and creative character of Ku-ring-gai and the community's need for creative arts facilities across the LGA. The report proposes that a future purpose-built cultural hub in Gordon could include a gallery/exhibition space, auditorium, gallery shop and café, as well as art studios that include music recording facilities. Council is now undertaking a feasibility analysis of masterplan options prior to further progression of the project.

Gordon streetscape works

• St Johns Avenue and Henry Street

An upgrade of parts of St Johns Avenue and Henry Street in Gordon commenced in early 2021. Improvements in St Johns Avenue near Gordon station include widened footpaths for terraced outdoor dining with landscaping in the terraced areas with landings, handrails and seating to assist those with reduced mobility.

Also proposed are raised pedestrian crossings at Clipsham Lane, Henry Street and Wade Lane and improvements to the park, lighting and kiss and ride areas.

• Wade Lane and Werona Avenue

The improvements to Wade Lane and Werona Avenue are being funded by development contributions and funding from the NSW Government's High Pedestrian Activity Area Program. The proposed designs and works are sympathetic to the character of Gordon's local centre and its heritage.

Improvements to Wade Lane will include widened footpaths, quality paving, new streetlights and outdoor furniture.

Improvements in Werona Avenue will include a new roundabout at the Park and Werona Avenue intersection, widened footpaths and shared paths, new paving to sections of footpaths and new concrete footpaths, new tree planting and replacement of trees in poor condition, landscaping with a seating wall at the station bus stop, a terrace for outdoor dining on the corner of Robert Street, new streetlights and improved lighting levels, new street furniture and garden beds on verges, replacement bus shelter, an upgrade to kiss and ride kerbside locations and additional bike racks.

Marian Street Theatre

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

In June 2018, Council included the renewal of Marian Street Theatre in its Delivery Program 2018-2022 and Operational Plan 2018-2019. During 2018/19, Council considered a feasibility report and draft business case for the project and approved a capital funding budget for refurbishment of the theatre. A tender and award of architectural design services was also completed and documentation for lodgement of a development application advanced in 2019/20. Council resolved to lodge the development application at its Ordinary Meeting in April 2020.

Assessment of the development application is ongoing. A meeting of the Sydney North Planning Panel to determine the development application is expected to occur in mid-2021. The Business Case for the project has been reviewed by the Major Project Steering Committee.

Design work for refurbishment of the building includes multipurpose performing spaces, state of the art lighting systems, new studio spaces and a reception area all fully accessible by lifts.

SERVICE IMPROVEMENTS AND INNOVATION

Council delivers over 100 services to the Ku-ring-gai community in response to identified needs across social, environmental, economic and governance outcome areas. The services contribute to the achievement of Council's Delivery Program and annual Operational Plan. Services delivered by the organisation are listed under each theme in the section **Performance – Delivering the vision** on pages 153-282.

Community research

Council undertakes regular representative research into community needs and satisfaction with current services, which then inform improvements and changes to their delivery going forward.

In 2021, Council commissioned independent community research to examine the community's attitudes and perceptions towards Council's delivery of services and facilities.

The key objectives of the research were to:

- assess and establish the community's priorities and satisfaction with a broad number of Council's services and facilities delivered to the Ku-ring-gai community
- identify the community's overall level of satisfaction with Council's performance
- identify the community's top priority areas, and
- compare the 2017, 2019 and 2021 research results.

Satisfaction and importance of Council services and facilities in 2021

The majority of the 48 surveyed services/facilities delivered by Ku-ring-gai Council:

- were considered highly important, with only 4 services/facilities below a 60% rating
- were given a moderately high to high satisfaction rating, with only 5 services/facilities below 70% and none below 60%.

Highest rated services and facilities in 2021

Importance

- collection of domestic garbage
- cleanliness of your local streets
- control of litter and rubbish dumping
- condition of local roads
- provision and maintenance of local parks and gardens
- access to public transport
- protection of natural areas and bushland

Satisfaction

- collection of domestic garbage
- protection of natural areas and bushland
- provision and maintenance of playgrounds
- provision and operation of libraries
- control of litter and rubbish dumping
- provision and maintenance of local parks and gardens
- services for older people

Satisfaction with services and facilities over the period 2017 - 2021

Over the period 2017 – 2021, there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities* provided by Council. Additionally, 48% of these services and facilities achieved significantly increased satisfaction levels over the same period.

*48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017.

Overall satisfaction of Council in 2021

91% of Ku-ring-gai residents are very satisfied, satisfied and somewhat satisfied with the performance of Council over the last 12 months

(see **Delivery Program Results** on page 41 for further details).

**UPWARD TREND FROM 2017 AND 2019
IN LINE WITH THE SYDNEY METROPOLITAN BENCHMARK (89%)**

Satisfaction with the level of Council’s communication in 2021

91% of residents are very satisfied, satisfied and somewhat satisfied with the level of communication Council currently has with the community (as shown in figure 7), with results being slightly higher than the Metro Benchmark norm (85%).

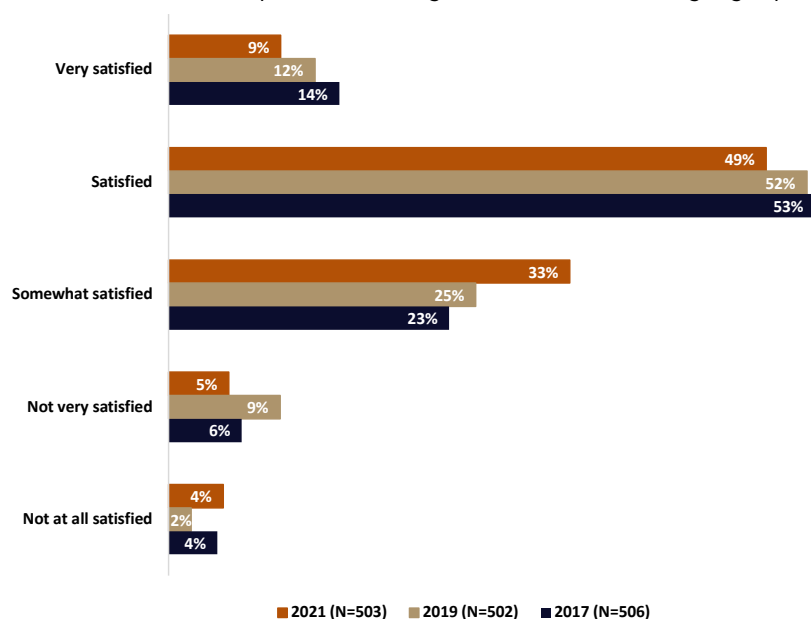


Figure 7: Resident’s satisfaction with the level of communication Council currently has with the community

Of those who have contacted Council in the last 12 months, 76% are very satisfied, satisfied and somewhat satisfied with the way their contact was handled (as shown in figure 8).

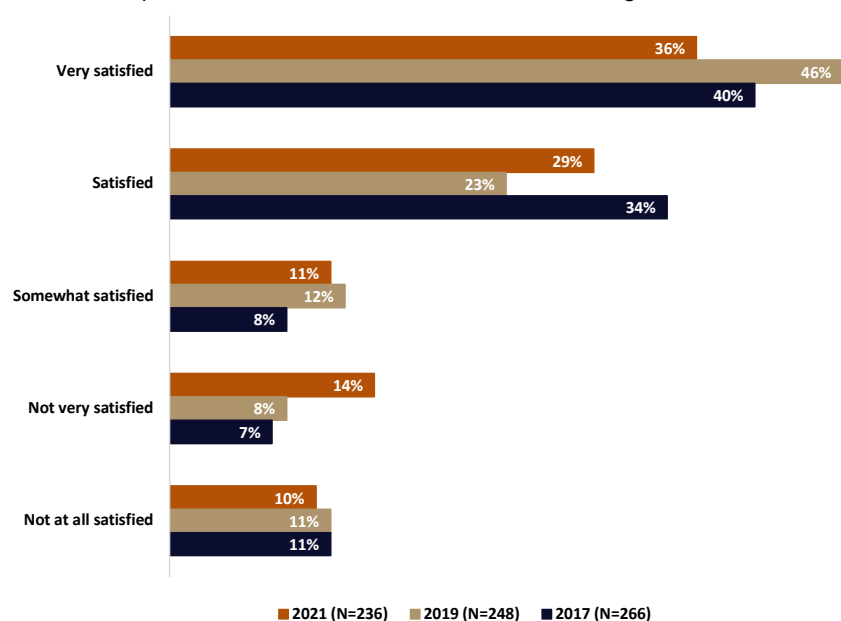


Figure 8: Resident’s satisfaction with the way their contact was handled

Other community research

Other research undertaken during 2020/21 to inform the delivery of specific Council services included:

- on-going review of Council's consultation practices to ensure current policies and procedures match consultation and engagement trends and meet community expectations.
- completion of Council's annual business survey - the results will be used for benchmarking and informing Council's future business support programs.
- participant feedback surveys - for Council's diverse range of activities and education programs, including free exercise activities under the Activate Ku-ring-gai Program; sustainability education programs and seniors programs.

Council also continued to implement improvements to services that are consistent with current local government best practice and processes.

Improvements, efficiencies and innovations

The following provides a snapshot of some of the service improvements, efficiencies and innovations achieved during 2020/21. This includes a number of service innovations implemented in direct response to COVID-19 social distancing restrictions and other health directives. Their continuation over the longer term will be reviewed, however Council has received very positive feedback with the following benefits following the introduction of online formats:

- ability to engage presenters from further afield without limitations due to distance
- greater access to audiences
- reduction in resources including staffing, set up and hire fees, and
- the development of staff skills in digital presentations.

Inclusion and wellbeing

- new maps for people with disabilities to access bush walks within Ku-ring-gai to help with seating, stairs, gradients, handrails and accessibility
- upgrade of the Hearing Loop service at Council Chambers along with new signage
- a new monthly social group for young adults with a disability
- a new series of events during Men's Health Week focusing on local youth, older males, fathers or carers of children with a disability and staff held in partnership with community organisations
- new accessible mats purchased for Bannockburn Oval to provide safe access to wheelchair users from the carpark onto the sporting field
- commencement of an Access and Inclusion Building Premise audit for Council Chambers
- innovative programs delivered with community organisations to support carers of those with dementia or a mental illness and to support better access to services.

Communications and customer service

- a new live chat system was implemented to connect staff with customers more efficiently
- a benchmarking analysis of Council's customer service standards across 5 metropolitan councils showing Council's good performance
- an updated Community Engagement Policy
- a new complaints management system
- a new website with improved functionality and search capabilities and is mobile responsive
- commencement of planning for a new intranet
- utilisation of new media outlets for advertisements in Ku-ring-gai Living, Hornsby Ku-ring-gai Post and Neighbourhood News
- new livestreams through Council's facebook pages
- expanded range of digital content across social media channels and website
- commenced a review of resourcing to expand Councils' digital presence.

Events and activities

- expanded tourism business including Sunset Drive-in Cinema, the Bare Creek Trail Run and a self-directed driving tour of the area
- expanded events program including Heritage Festival, Gai-mariagal Festival, Santa in the Garden and Halloween in the Garden
- significant growth in indigenous cultural programming including the Gai-mariagal Festival and NAIDOC Week
- successful collaboration with local Chinese and Korean resident groups to deliver the Lunar New Year Festival
- new school holiday program at Ku-ring-gai Wildflower Garden
- expanding partnerships with stakeholders and community organisations to deliver innovative events
- new destination imagery and branding and signage for the Ku-ring-gai Wildflower Garden
- review of Council's sponsorship policy.

Protection and sustainability

- launch of the Net Zero Communities program to accelerate progress towards net zero
- a new Climate Change Policy and Action Plan with strengthened targets for Council and the community
- reduction in greenhouse emissions from Council facilities and services
- new education programs for schools on contemporary environmental issues
- partnership with Taronga Zoo to provide Golden Bamboo (an invasive species in Ku-ring-gai) to feed the Zoo's Red Pandas
- an innovative agreement with 10 other councils that allows gas to be purchased at wholesale prices with a fixed retail margin cost potentially saving on gas usage of up to \$30,000 a year
- the sourcing of 30% of Council's electricity from the Moree Solar Farm
- establishment of a Council inter-disciplinary and cross departmental Water Management Group
- successful collaboration with local mountain bike riders to redesign the Jubes Mountain track to protect local bushland
- collaboration with tertiary institutions to support seven ecological research projects
- commencement of a new waste services contract at the Wildflower Garden, Aquatic Centre and Depot as part of the integration of the Single-Use Plastic Policy and Sustainable Event Management Policy into Council operations to ensure responsible disposal of waste
- a new Sustainable Recreation Advisory Group, comprising eight representatives from the local community to act as a conduit to the community about strategy objectives and direct community feedback to Council
- a review of service level agreements for bushland maintenance, the development of maintenance delivery schedules and a new system for the allocation of work orders.

Emergency response and mitigation

- extended community grants program to assist organisations financially impacted by the pandemic
- new grant funding to improve the fire trail network connecting North Wahroonga to North Turramurra
- new funding for the Lane Cove-Northern Catchments flood study project
- increased cross organisational collaboration and partnerships with external organisations to deliver services tailored to those most vulnerable or in need
- engaged by Resilience NSW to assist other communities through deployment of a staff team to Port Macquarie - Hastings LGA to help with recovery following fire and flood disasters
- the review of the Hornsby- Ku-ring-gai Emergency Management Plan (EMPLAN) and consequence management guides

Land use planning

- the consolidation of Ku-ring-gai's local environmental planning instruments into a single local environmental plan, Ku-ring-gai Local Environmental Plan (KLEP)
- the consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan
- a review of benchmarking from other councils and authorities to emphasise streamlining assessment without impacting environmental values
- a new Ecological Constraints Mapping Report template and the use of mobile technology in the field as part of continual improvement of field mapping capacity and the approval process.

Governance and risk

- new Councillor Access to Information, Interactions with Staff and Records Management Policy, Ethical Lobbying Policy, Fraud and Corruption Control Policy and Enterprise Risk Management Policy
- organisation-wide review of council policies
- new tender and procurement templates and supporting contract framework
- reviewed functions of Council's Risk Advisory service to ensure they are aligned with strategic directions and business needs.

Business engagement

- broadened business engagement and expanded offerings of short online events, face to face sessions, half day workshops and peer to peer mentoring
- increased collaboration with stakeholders and other neighbouring councils to deliver business events.

Building improvements

- completion of a new amenities improvement program
- a new cloud based system that is used to open and close amenities
- a streamlined process for authorisation of storage arrangements in Council facilities
- new framework to secure grant funding for improvements to Council's property portfolio
- a review of Council's facility usage to ensure it is maximised (through multi-use), and consistent and equitable property management solutions are provided

Sources of revenue

- secured a national filming opportunity with ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground
- new licences for reverse vending machines at St Ives and Turrumurra and the Tree Tops Adventure Course
- a new lease for digital advertising on the Gordon air-bridge
- a new lease for a COVID-19 Testing Clinic at St Ives Showground

Technology and systems

- improvements to asset management through Council's TechnologyOne software
- new work, health and safety reporting including tailored indicators and dashboards
- continued expansion of the mobile device program, which enables staff to receive and complete work orders in the field
- a new database to manage Council's footpath restoration
- improvements to the Customer Request Management System
- a new database to manage volunteers
- a new Information and Communication Technology Steering Committee to oversee the strategic direction of Council's information and communication technology.



FURTHER INFORMATION

about services can be found under each theme in the section **Performance – Delivering the vision** on pages 153-282.

MEDIA COVERAGE

Digital and social media are becoming increasingly important in communicating and engaging with our community.

Council takes a proactive approach to communication, as well as community engagement and participation, to foster a better understanding of council policies, services and programs. This is achieved by:

- providing a diverse range of assets to explain projects and issues and invite feedback
- a variety of social media and other digital tools such as videos and animations to seek community input on a diverse range of matters, and
- providing timely responses to issues and concerns raised through all forms of media.

Responses to media enquiries were prepared throughout the year on a variety of topics. These responses also included media releases and interviews. Council's social media sites were monitored daily and out of hours to respond to customer enquiries and concerns.

COVID-19 responses

Media coverage during 2020/21 was focused again on COVID-19 health regulations that impacted the Ku-ring-gai local government area and its community. However, Council continued to successfully communicate important health, safety and service information to the community as restrictions were initially relaxed from late 2020, then in the lead up to the June 2021 lockdown.

This included information alerting the community to changing public health and safety advice, changes to Council services and contact details for other organisations.

Social media comments and issues raised by the community were referred to Council's customer services for action by appropriate staff, where needed.

Housing strategy

Council received wide media coverage for its decision in October 2020 not to proceed with a draft housing strategy based on future development targets set earlier by the Greater Sydney Commission.

Council's decision came after the NSW Minister for Planning and Open Spaces Rob Stokes wrote to Council on 8 September 2020. Minister Stokes advised Council that the Greater Sydney Commission's target for new housing is not a legal requirement by the state government and that Council "is responsible for deciding the number of dwellings in its local housing supply target." Council voted to adopt a housing strategy that would provide new housing to the year 2036 from existing capacity within Ku-ring-gai's current planning controls.

Minister Stokes subsequently advised Council that it would need to meet the housing targets previously set by the Greater Sydney Commission.

Other media coverage

Council was again a major sponsor of the 2020 Local Business Awards with winners announced in October and the results receiving local media coverage. A total of 34 finalists were nominated for awards, with eight businesses from Ku-ring-gai taking out the top award in their chosen category, in recognition of their products, innovation and customer service excellence, despite the challenges of COVID-19.

Ku-ring-gai library received local media coverage for its 75th birthday celebrations in November, with a video outlining its history, a morning tea for library users also celebrating their 75th birthdays. On the same evening, library fan and ABC Radio personality Richard Glover presented via Zoom his latest book Love Clancy.

Community events organised and promoted by Council received positive media coverage during the year. These events, which successfully attracted patronage from NSW regions and other states, included:

- The October Sunset Drive-In Ku-ring-gai at St Ives Showground welcomed visitors from all of Greater Sydney including the Central Coast and achieved national media coverage on Channel 9 and in the Sydney Morning Herald, and
- The Ku-ring-gai Wildflower Garden was profiled in a national eco-tourism story on the ABC's Gardening Australia.



Allan Small Park Tennis Courts, East Killara

AWARDS AND RECOGNITION

Community

2020 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 online and printed nominations they received from the public. Of the 34 nominated finalists, eight businesses from Ku-ring-gai received awards with winners announced at an online award presentation in October 2020. These were:

Beauty Services – Jane Simpson Brows, Pymble

Café – Café Patina, Wahroonga

Fast Food/Takeaway – Chargrill Charlies, Wahroonga

Florist – Kelvin Hall Floral Design, Pymble

Hotel/Bottle Shop/Bar – Kiplings Garage Bar, Turramurra

Pharmacy – Price's Pharmacy, West Pymble

Professional Services – ACOMO, Pymble

Restaurant – Brasserie l'Entrecôte, Pymble

2021 Ku-ring-gai NSW Local Citizen of the Year Awards

Council's awards 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 Jennifer Anderson and Ku-ring-gai's Australia Day Ambassador, Jay Allen, also known as The Melanoma Man for his fundraising efforts in the fight against skin cancers.

The following members of the community were recognised for their outstanding contributions during 2020/21:

Citizen of the Year

Michelle Key



awards



**Young Citizen of the Year
(16-25 year olds)**

Edward Giles



**Young Environmental Citizen of
the Year (school aged children)**

Ella Di Moro



Environmental Citizen of the Year

Plant Rescue Ku-ring-gai



**Mayor's Award for Outstanding
Service by a Community
Organisation**

Lifeline Harbour to Hawkesbury Christmas
Hamper Appeal



**Mayor's Award for Outstanding
Service by a Community
Organisation**

Kissing Point Sports Club



2020 Volunteer of the Year Awards – North Shore region

The awards, delivered virtually in September 2020, recognised the volunteer's contribution and spirit across Sydney's North Shore. Council's Mayor Jennifer Anderson attended the awards online. The 2020 recipients for the North Shore region included:

Young Volunteer of the Year

Shen Goh from Hunter's Hill for supporting clients at the Asylum Seekers Centre.

Adult Volunteer of the Year

John Ogier from Chatswood for his connection and support via the Mentoring Men Not For Profit organisation as a volunteer mentor to other men experiencing trauma, depression, anxiety or a lack of self-esteem.

2020 NSW Volunteer of the Year for the Sydney North Shore region and Senior Volunteer of the Year

Trish Bennell from Mosman in recognition of more than 20 years of volunteering with Meals on Wheels and the Cerebral Palsy Alliance.

Volunteer Team of the Year

The Mentoring Men Volunteers program provides direct one on one support to hundreds of men who are experiencing isolation, depression anxiety and other social issues.

Organisation

2020 AUSTSWIM NSW Awards of Excellence

Winner – NSW Teacher of Adults

Winner – National Teacher of Adults

Randev (Dev) Sappany, swimming instructor from Ku-ring-gai Fitness and Aquatic Centre at West Pymble won both the state and national awards for outstanding achievements including expansion of the Centre's adult swim programs to include intermediate and advanced levels, adult intensive clinics and parent and child family lessons.

2020 Keep Australia Beautiful Sustainable Cities Awards

Highly commended – Environmental Communication Award

Ku-ring-gai Wildflower Garden COVID Response @Home Programs

The Wildflower Garden received the commendation for its response to the COVID-19 pandemic and the creation of online education programs. Two programs called Kids Wild @Home delivered weekly on Facebook and Junior Rangers Club @ Home program delivered weekly on Zoom were developed.

reco

2020 The Cities Power Partnership Climate Awards

Finalist - Metropolitan Innovation Award Finalists
- Climate Wise Communities and 3D bushfire simulation

Council was a finalist in the Metropolitan Innovation Award for the Climate Wise Communities and interactive 3D bushfire simulation programs. These awards recognise the outstanding council-led initiatives all over Australia and celebrate the exceptional achievements of member councils striving to lower greenhouse gas emissions and embrace clean energy and transport.

2020 Local Government Excellence in Environment Award

Highly Commended - Division C - Climate Change Adaptation

The Simtable project

Ku-ring-gai Council received a commendation for its Simtable project. The award recognises outstanding initiatives undertaken to address climate change risks and vulnerabilities.

2021 Australasian Reporting Awards

Gold Award - Annual Report 2019/20

Council's 2019/20 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards 2020 in the category of Public Administration - Local Government.

2020 LGNSW RH Dougherty Awards

Winner - Division C - Excellence in Communication

Get Ready Ku-ring-gai Bushfire Awareness Campaign

Ku-ring-gai Council won the large council category for its 2019/20 Get Ready Ku-ring-gai campaign. The campaign aimed to raise awareness of the need for residents to plan ahead for the bushfire season. Get Ready Ku-ring-gai used an innovative 3D simulation tool called the Simtable to show residents how a bushfire could start and spread in their neighbourhood.



EVENTS PROGRAM

Council's comprehensive annual events program plays an important role in connecting the diverse Ku-ring-gai community, raising awareness and educating residents and fostering community pride. Economic benefits are also easy to see with many of the events attracting visitors to the area, stimulating tourism, local employment and the economy.

The delivery of Council's events program was impacted in 2020/21 due to COVID-19 health and safety restrictions. Some community events, citizenship ceremonies and programs were cancelled or postponed. Other events were adapted and delivered virtually where possible such as story time, art exhibitions, business webinars, school holiday programs for young people, online workshops for young people, sustainability workshops and senior's virtual tours. Despite the challenges, Council was successful in delivering an innovative and inclusive program for residents.

Council collaborated with over 20 local and state organisations including Service NSW, NSW State Government, MAP Institute, City of Ryde Council, The Resilience Centre, North Shore Local Health District Carer's Support Unit, the Energy and Water Ombudsman, Sydney Living Museums and the Aboriginal Heritage Office to deliver a diverse program.

Ku-ring-gai Council presented approximately 1,500 events and activities during 2020/21, with over 35 events cancelled due to COVID-19 restrictions.



FURTHER INFORMATION on events delivered is available in **Performance – delivering the vision** on pages 153-282.

Community

24
EVENTS

6,000
PEOPLE

Highlights

- ▶ Heritage Festival
- ▶ Gai-mariagal Festival
- ▶ Australia Day Drive-In and celebrations
- ▶ Remembrance Day
- ▶ Lunar New Year
- ▶ Enliven Ku-ring-gai – Gordon, West Pymble, North Turramurra and East Lindfield
- ▶ Sunset Cinema

Arts, cultural and library

420
EVENTS

15,000
ATTENDANCES

Highlights

- ▶ Author encounters for adults and children
- ▶ Library exhibitions and displays
- ▶ Art classes, exhibitions and openings
- ▶ Clubs and groups – book club for adults and teens, knitting, mah-jong and crossword
- ▶ Talks – health, safety and law
- ▶ Senior's programs – age pension and accommodation options in retirement
- ▶ Youth and children's workshops and talks - children's story time, craft and holiday programs
- ▶ Virtual programs – exhibitions and story time streaming

Ku-ring-gai Wildflower Garden

10
EVENTS

4
HOLIDAY
PROGRAMS

4
WEEKLY
PROGRAMS

9,900
ATTENDANCES

Highlights

- ▶ Junior rangers, toddler, pre-schooler and home schooler nature programs
- ▶ School holiday programs
- ▶ Bush birthday parties
- ▶ School excursions
- ▶ Senior's activities – seniors in nature and guided walks
- ▶ Family events – Eucalypt Week, Halloween in the Garden, Santa in the Garden, Easter Bilby Trail, Christmas craft workshop

Youth and disability groups

11
EVENTS AND
ACTIVITIES

1
WEEKLY
PROGRAM

1,500
ATTENDANCES

Highlights

- ▶ Community art project
- ▶ Holiday programs – online chat and create, photography workshops, BBQs, movie watch parties, outdoor adventure excursions, first aid
- ▶ Chill and chat online workshops
- ▶ HSC – study space and managing stress workshop
- ▶ Parent and youth webinar series – surviving the HSC
- ▶ ShoreShocked Music Festival
- ▶ Skate Workshop
- ▶ International Women’s Day celebrations
- ▶ PWD Youth Centre – youth centre drop in for young people with a disability
- ▶ Let’s Chalk About Mental Health
- ▶ Exploration Art Exhibition
- ▶ Dementia Cafe

Environment, sustainability and waste

38
EVENTS

1,200
PARTICIPANTS

Highlights

- ▶ ClimateWise Communities Workshop
- ▶ NetZero Communities Workshop and focus groups
- ▶ Webinars – Bush fire planning, severe weather events, plastic-free life, green cleaning, grey water, solar for strata, edible gardening and composting, baking and cooking, sew your own face mask, sustainable fashion, upcycling furniture, rare and threatened fauna, powerful owl, native bees, pollinators, backyard birds, living with Brush Turkeys, trees, solar printing and introduction to bushcare
- ▶ Bush walk series – Lyrebird Track, spider walk, Blackbutt Creek, STEP Track, Bungaroo Track
- ▶ Film screenings

Active Ku-ring-gai

16
WEEKLY
PROGRAMS

4
HOLIDAY
PROGRAMS

13,000
ATTENDANCES

Highlights

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

Business community

22
EVENTS

750
REGISTRATIONS

Highlights

- ▶ Financial planning
- ▶ Maximising access to government grants
- ▶ Future proofing business
- ▶ Building online brands
- ▶ Creating website content
- ▶ Using LinkedIn
- ▶ Attracting the right staff
- ▶ Social media
- ▶ Accelerating sales
- ▶ Virtual networking
- ▶ Business mentoring
- ▶ Beyond COVID-19 business planning

Civic and mayoral

5
EVENTS

560
PEOPLE

Highlights

- ▶ Citizenship ceremonies
- ▶ Citizen of the year awards
- ▶ Women in local government forum

Seniors

29
EVENTS AND
ACTIVITIES

3 WEEKLY EXERCISE
AND FALLS PREVENTION
CLASSES

14 FORTNIGHTLY
VIRTUAL TOUR AND
CHATS

3,000
ATTENDANCES

Highlights

- ▶ Exercise and falls prevention programs and classes
- ▶ Webinars – RU OK, healthy aging, first aid and energy and water rebates
- ▶ Tours – Walkabout Wildlife Park, Gosford Gallery, Edogawa Gardens, Walk and Talk @ The Wildflower Garden, Wattle Day at the Wildflower Garden, Centennial Park, Riverboat Postman Cruise, Australian Museum, Hyde Park Barracks, Drummoyne Sailing Club, Hydro Majestic, Ebenezer Church, Botanical Gardens, Taste Tour of Liverpool, Hawkesbury, High Tea at Gunners Barracks, Copacabana and Ken Duncan Gallery
- ▶ Expos – Everything for seniors and men’s health
- ▶ Workshops – carer’s support, Spanish cooking
- ▶ Virtual tours and chats – places of interest



75% of residents are satisfied with the variety of cultural experiences and performing arts in Ku-ring-gai

Source: Ku-ring-gai Council Community Satisfaction Research, 2021



89% of residents are satisfied with local community festivals and events

Source: Ku-ring-gai Council Community Satisfaction Research, 2021





Volunteers attend Council's Introduction to Bushcare Workshop in March 2021.

COMMUNITY DEMOCRACY

COMMUNITY DEMOCRACY

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

Council's guiding principles

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

Key principles address:

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

Lead

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

Engage

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

Collaborate

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

Facilitate

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

Educate

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

Advocate

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

Regulate

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

Deliver

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

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

Council elections

Due to the ongoing COVID-19 pandemic the NSW local government elections were postponed from 4 September 2021 to 4 December 2021.

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.

At the Ordinary Meeting of Council 22 September 2020, Council resolved to continue with its 2019/20 Chairpersons and Deputy Chairpersons for Reference and Advisory Committees for the 2020/21 period.



Map 2: Ku-ring-gai Council ward map

ROSEVILLE WARD



Mayor Jennifer Anderson

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

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

Committee representation

Heritage Reference Committee (Chair)
Marian Street Theatre Community Reference Committee (Chair)

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)

Councillor terms

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



Cr Sam Ngai

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

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

Committee representation

Audit, Risk and Improvement Committee (Member)

External representative/member

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

Councillor terms

2017+

Note:

Councillor contact information has not been included in this Annual Report due to local government elections held on 4 December 2021.

WAHROONGA WARD



**Deputy Mayor
Cedric Spencer**

Dr Cedric Spencer is a solicitor and an academic who runs his law firm in Gordon. He lives in Pymble with his wife and young son. Councillor Spencer is passionate about local issues including placing high importance on his availability to the local community to actively advocate on a diverse range of issues. His interest is in delivering services to ratepayers and residents and achieving customer satisfaction in the services that Council provides.

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

Committee representation

Ku-ring-gai Traffic Committee (Chair)

Councillor terms

2017+

Deputy Mayor 2020-2021



Cr Donna Greenfield

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

Committee representation

Flood Risk Management Reference Committee (Deputy Chair)

External representative/member

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

Hornsby/Ku-ring-gai PCYC Advisory Committee (Alternate)

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

Northern Sydney Regional Organisation of Councils (NSROC) (Alternate)

Councillor terms

2017+

COMENARRA WARD



Cr Jeff Pettett

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

Councillor terms

2012-2017, 2017+

Deputy Mayor 2018-2019



Cr Callum Clarke

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

Committee representation

Flood Risk Management Reference Committee (Chair)

External representative/member

Hornsby/Ku-ring-gai PCYC Advisory Committee (Delegate)

Northern Sydney Regional Organisation of Councils (NSROC) (Delegate)

Councillor terms

2017+

Deputy Mayor 2017-2018, 2019-2020

GORDON WARD



Cr Cheryl Szatow

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

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

Committee representation

Marian Street Theatre Reference Committee (Deputy Chair)

External representative/member

Eryldene Trust (Delegate)
Sydney North Planning Panel (Member)

Councillor terms

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



Cr Peter Kelly

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

His special interests are in practical solutions to urban issues.

Committee representation

Ku-ring-gai Traffic Committee (Deputy Chair)

External representative/member

Metropolitan Public Libraries Association (Delegate)

Councillor terms

2017+

ST IVES WARD



Cr Martin Smith

Councillor Smith has a professional background serving for 10 years as a firefighter in the NSW Fire Brigade and now manages his own security integration company, which operates nationally. His special interests are in bush fire risk management, heritage protection, preserving the integrity of Ku-ring-gai's village atmosphere and improving sporting, cultural and community facilities.

Committee representation

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

External representative/member

Sydney North Planning Panel (Member)

Councillor terms

2017+



Cr Christine Kay

(elected to Council on 27 October 2018)

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

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

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

External representative/member

Hornsby/Ku-ring-gai Bush Fire Management Committee (Alternate)
Ku-ring-gai Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to North Sydney & Lindfield to Brooklyn (Delegate)
Ku-ring-gai Youth Development Service Inc. Management Committee (Alternate)
Northern Sydney Regional Organisation of Councils (NSROC) (Alternate)

Councillor terms

2018+

Ku-ring-gai's highly engaged residents, community groups and other stakeholders seek 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. Council proactively encourages community involvement through forums and Council meetings as well as committees with community representation. Information on other opportunities for involvement through engagement and collaboration are detailed on pages 86-93.

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 are called at short notice from time to time to deal with particular issues. The dates of these meetings are also published on Council's website and in the local newspaper, if timeframes permit. One Extraordinary Council meeting was held during 2020/21.

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. Ordinary Council meetings are webcast live with links available on Council's website.

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

In 2018/19, Council adopted a new Code of Meeting Practice following community consultation. The new code, which took effect from 1 July 2019 reduced Ordinary Council meetings to one per month and introduced a public forum in the week prior to the Council meeting. In addition, Ordinary Council meetings are livestreamed through Council's website, as well as recorded, to assist in making Council's decision-making processes transparent.

Council agendas are publicly available from the Wednesday preceding the Public Forum, including on Council's website, at the Customer Service Centre and all libraries, and in the Council Chamber on meeting nights. Meeting minutes and links to the livestream are available on the website.

Changes to meeting practice to comply with COVID-19 restrictions

Due to the ongoing COVID-19 public health restrictions, Council modified the delivery of Council Public Forums and Meetings during 2020/21.

Public forums

Monthly Public Forums were held remotely from July-December 2020 and February-March 2021. Members of the community are able to complete an online submission through the following:

- a written submission (maximum two A4 pages)
- an online form submission (500 words maximum)
- a video recording of up to 3 minutes maximum, or
- an audio recording of up to 3 minutes maximum.

Forums resumed in Council Chambers between April-June 2021 where members of the community were able to speak in-person.

The deadline to make a submission to Council is 5pm the day prior to the relevant Public Forum date.

Council meetings

Council meetings between July-December 2020 and February-March 2021 were held remotely. Meetings resumed in Council Chambers from April-June 2021.

Members of the community wishing to observe Council meetings can do so via www.krg.nsw.gov.au on Council's website.

Summary of Council meeting outcomes

Council's communications staff provide a summary of meeting outcomes on Council's website and social media outlets, enabling the community to read about the meeting outcomes.

Councillor meeting attendance

| Councillor | Council meetings attended ¹ | | Council reference committee meetings attended ² | |
|---|--|-----|--|-----|
| | Number | % | Number | % |
| Cr Jennifer Anderson (Mayor) | 12/12 | 100 | 8/8 | 100 |
| Cr Cedric Spencer ³ (Deputy Mayor) | 11/12 | 92 | 1/1 | 100 |
| Cr Callum Clarke | 12/12 | 100 | - | - |
| Cr Donna Greenfield | 11/12 | 92 | 1/1 | 100 |
| Cr Christine Kay | 12/12 | 100 | - | - |
| Cr Peter Kelly | 10/12 | 83 | 1/1 | 100 |
| Cr Sam Ngai | 12/12 | 100 | 5/5 | 100 |
| Cr Jeff Pettett | 12/12 | 100 | - | - |
| Cr Martin Smith | 12/12 | 100 | 9/13 | 69% |
| Cr Cheryl Szatow | 12/12 | 100 | - | - |

Figure 9: Councillor attendance at Council and Reference Committee Meetings July 2020 – June 2021.

Explanatory Notes:

- All councillors who were unable to attend Ordinary Meetings of Council tendered their apologies and were granted leave of absence for that meeting. Calculations are based on 11 Ordinary Meetings of Council and one Extraordinary Meeting of Council, held 5 February 2021.
- Attendance at Council's advisory and reference committees relates only to councillors appointed by council resolution to a committee. Other councillors may attend these committee meetings as observers.

Council's advisory and reference committees in 2020/21 were:

- Audit, Risk and Improvement Committee
 - Flood Risk Management Committee
 - Heritage Reference Committee
 - Ku-ring-gai Traffic Committee
 - Marian Street Theatre Community Reference Committee (*no meetings held during 2020/21*).
- Councillor Cedric Spencer was elected as Deputy Mayor 22 September 2020.



FURTHER INFORMATION
on Council's Code of Meeting Practice is 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 of time to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as some or all councillors. As part of the decision-making process, recommendations made by these formal and informal forums may be referred to an Ordinary Meeting of Council for a decision.

At the Ordinary Meeting of Council held 22 September 2020, Council resolved (Min 170) to continue with its 2019-2020 appointments of chairpersons and deputy chairpersons for Council's Reference and Advisory Committees for the 2020-2021 period.

The following Advisory and Reference Committees operated during 2020/21:

Audit, risk and improvement committee

Council's Audit, Risk and Improvement Committee provides independent assurance and assistance to our internal audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting, and compliance with laws and regulations. Additionally, the committee also provides a level of oversight on the follow-up and completion of any issues or actions identified by internal and external audits, customer and code of conduct complaints as well as independent oversight of, and strategic input into our risk management framework. The committee adopted a revised charter during 2018/19, following a review of its role and responsibilities and submitted an annual report to Council.

The committee meets on a quarterly basis, or as required, and its membership during 2020/21 included:

- two (2) external independent members - in January 2019 Stephen Coates (Chairperson) was appointed for a two year term and Brian Hrnjak was appointed for one year, which has since been reviewed for a further two years until 2022
- two (2) councillor members (excluding the Mayor) - these members have voting rights
- other attendees, who do not have voting rights - General Manager, Director Corporate, Head of the Shared Service Internal Audit, Manager Finance, Manager People & Culture, Group Lead Major Projects, Manager Governance and Corporate Strategy, Risk & Assurance Officer and other staff as requested by the General Manager
- other invitees who are representatives of the External Auditor, and
- the Mayor and Councillors, who are invited to attend as observers.

Five meetings were held during 2020/21.



FURTHER INFORMATION
on the Audit, Risk and Improvement Committee see **Governance** on pages 145-152.

Flood risk management committee

The Flood Risk Management Committee includes councillors, residents and representatives from business or industry bodies. In addition, the committee has non-voting representatives from the NSW Office of Water, NSW Department of Planning and Environment, NSW Police, NSW State Emergency Services, Sydney Water, Roads and Maritime Services and other ex officio members. The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a focus and forum for discussing differing views and objectives on technical, social, economic and environmental matters for floodplain management and flood risk.

Meetings of the committee are held as required with one meeting held during 2020/21.

Heritage reference committee

The Heritage Reference Committee includes councillors, a community representative and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee was formed in June 2014 to support Council in identifying and managing Ku-ring-gai's cultural heritage. The committee provides advice to Council on heritage matters, promotes an understanding and appreciation of heritage through specific activities and events, and makes recommendations to Council on the allocation of annual heritage homes grant funding to applicants.

The committee meets as required with eight meetings held during 2020/21.

Ku-ring-gai traffic committee

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

Meetings of the committee are held as required with one meeting held during 2020/21.

Marian street theatre community reference committee

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

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

The committee did not meet during 2020/21.

Major projects advisory committee

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

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

The committee reports directly to Council and consists of four members of the public with expertise in finance, construction, commercial and residential property development and large scale public infrastructure.

Committee members were appointed by Council through a public recruitment process conducted in June/July 2018 with appointments made in August 2018. Committee members are Chris Cusack, Monique Reynolds (Chair), Clinton Ostwald and Stuart Suthern-Brunt.

The Advisory Committee meets quarterly or as required. During 2020/21 the committee held three formal meetings, met to discuss an update for the Lindfield Village Hub and were engaged on other occasions on project specific advice to Council.

Sustainability recreation advisory group

The Sustainability Recreation Advisory Group (formally Recreation in Natural Areas – Environmental Advisory Group) was established in 2020 following Council’s adoption of the Recreation in Natural Areas Strategy. The Strategy’s action plan details the requirement to create the advisory group ‘to provide advice on environmental issues and opportunities in relation to recreation in natural areas and to assist Council in promoting responsible and sustainable recreation in the region’.

In July 2020, draft Terms of Reference for the Recreation in Natural Areas – Environmental Advisory Group were approved by Council, along with an expression of interest process to seek members.

Membership for the group consists of Council staff with environmental and recreation/sporting expertise and community members. Councillors are invited to attend as observers.

The group meets as required with three meetings held during 2020/21.



FURTHER INFORMATION
on Council’s Advisory and Reference Committees is
available at www.krg.nsw.gov.au

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 will 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 amount 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

From 1 March 2018, the NSW Minister for Planning and Public Spaces made it mandatory for local planning panels to operate in the Greater Sydney region. Local planning panels (LPPs), formerly known as Independent Hearing and Assessment Panels or IHAPS, are panels of independent experts that determine development applications on behalf of Council and provide advice on other planning matters, including planning proposals.

The Minister has set out the types of development applications (DAs) to be determined by the KLPP, which are usually sensitive, complex or high-value 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 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.

The panel consists of a chair, independent experts appointed by Council from a Minister-endorsed pool of independent, qualified people plus community representatives. Appointments for all members commenced in March 2018. On 16 March 2021, Council considered a report (GB.5) for the re-appointment of existing KLPP members, up to the end of June 2021, as requested by the Department of Planning Industry and Environment (DPIE). At this meeting, Council unanimously resolved (Min.44) to re-appoint all existing KLPP members up to June 30, 2021.

In May 2021, DPIE notified Council of their decision to appoint two new chairs to the KLPP and in June 2021, Council staff appointed experts from the Department's pool of candidates.

In June 2021, Council considered a report (GB.1) in relation to community membership for the KLPP following an expression of interest process during April 2021. During this period 20 nominations were received. The selection panel reviewed applications against relevant selection criteria and shortlisted suitable candidates. At this meeting, Council unanimously resolved (Min.108) to appoint the selected community representatives for a period of up to 3 years, commencing 1 July 2021.

The panel held 10 meetings during 2020/21 with meetings recorded via livestream and made available on Council's website. Due to COVID-19 social distancing requirements, KLPP meetings were held via zoom from April 2020. Meetings held in February and April 2021 were not open to the public or live streamed due to having less than 10 submissions received.



FURTHER INFORMATION

on the Ku-ring-gai Local Planning Panel, including a full list of members and their roles is available at www.krg.nsw.gov.au

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

Sydney north planning panel (SNPP) meetings

Sydney and regional planning panels were introduced to NSW in 2009 to 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 is in place to make decisions on significant development applications affecting the local region.

The Sydney North Planning Panel was created in November 2016. The Chair is Peter Debnam with Brian Kirk and Julie Savet Ward as State Members. Councillor Szatow and Councillor Smith are the appointed members on the panel. Dr Barbara Newman and Suzanne Jolly are appointed as alternate members on the panel.

Due to the COVID-19 social distancing requirements, SNPP meetings were held via teleconference from April 2020 and will remain so until the Department of Planning Industry and Environment authorises otherwise.

There were six Sydney North Planning Panel determination meetings held during 2020/21.



FURTHER INFORMATION

on the Sydney North Planning Panel, including a full list of members and their roles is available at www.krg.nsw.gov.au

See **Engagement and Collaboration** on pages 86-93 for further details on Council memberships for external organisations.

ENGAGEMENT AND COLLABORATION

Engaging with our community

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

In addition to formal committees and reference groups, Council takes a proactive approach to consulting and engaging with local residents, community groups, service providers, businesses, organisations and government.

Council is committed to robust and transparent consultation practices, where 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.

Our objectives

By engaging and consulting with our community we seek to:

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

Feedback and improvement

Council provides updates to participants at the conclusion of engagement as well as information on the outcomes. Policies, strategies and plans are also published on Council's website and communicated through multiple social media channels.

In addition, we continually evaluate the engagement process during and post-completion. This provides valuable feedback on the best methods for engaging with groups in a particular area or the most appropriate times or venues and informs future engagement processes.

Council commenced a review of its consultation practices in 2019/20 to ensure stakeholder views continue to be captured through a range of consultation techniques. The review also responded to the community's growing use of social media and technology to express their views on services and projects and was informed by innovations introduced by Council during the COVID-19 restrictions on face-to-face engagement.

The review included working with the community engagement consultancy OurSay to undertake full evaluation of engagement practices in Council. This included testing community and staff attitudes about community engagement in Ku-ring-gai, assessing current strengths and weaknesses, and comparing the approaches currently used against contemporary practice community engagement.

The review was also informed by extensive input from the community through surveys and interviews and feedback from other community engagement projects.

A revised Community Engagement Policy was exhibited from June to July 2021. The exhibition was promoted via a media release, direct email to participants of the community engagement review, and through Your Say E-news, Ku-ring-gai E-news and Council's website.

Following exhibition Council adopted the policy in August 2021 without amendments.

Key ways Council engages and communicates information

HAVE YOUR SAY ONLINE HUB

Council asks the community for feedback almost

once per week
on key initiatives

(on average)

Over 45
public exhibitions
conducted


'Your Say' webpage visited

20,018 times

SOCIAL MEDIA

FOLLOWERS


31,087
Across 8
Facebook pages


3,448
Instagram


2,781
LinkedIn


3,439
Twitter

REACH

1.32 million people saw a post

WEBSITE

2,962,850
site visits

Most popular pages

- ▶ Home
- ▶ Waste/clean ups
- ▶ Library
- ▶ DA tracking
- ▶ Sportsfields, parks
- ▶ Contact us/my area

NEWSLETTERS

55,189 people
subscribed across
15 e-newsletters

- ▶ Ku-ring-gai Update
- ▶ Ku-ring-gai E-news
- ▶ Business Connections E-news
- ▶ Housing Strategy
- ▶ Ku-ring-gai Art Centre
- ▶ Library E-news
- ▶ Mayor's Message
- ▶ Sustainability E-news
- ▶ Vacation Care Parents' E-news
- ▶ Volunteer for Nature
- ▶ Wildflower Garden E-news
- ▶ Youth Services e-newsletter
- ▶ Activate Lindfield
- ▶ Ku-ring-gai Your Say
- ▶ Destination Connections

1 printed newsletter

mailed to rate payers
once per year

Community engagement in 2020/21

Examples of engagement activities during the year included the following:

Ku-ring-gai Local Character Background Study

Background

A long term objective of the Ku-ring-gai Community Strategic Plan is the preservation of the unique visual character of the Ku-ring-gai Local Government Area (LGA). To date there has been no practical means to implement this objective in planning and statutory documents.

The Local Character Background Study (The Study) is the first step in preparing policy, relating to character, that could be integrated into land use planning. Character refers to the complex interaction between landscape, buildings and culture. Previous studies have primarily considered built heritage.

The Study responds directly to the Local Character and Place Guideline, published by the NSW Government in February 2019. The Guidelines provide a framework for defining character and gives Council an opportunity to have a local character overlay in the Ku-ring-gai Local Environmental Plan (KLEP). This opportunity has not been available to Council previously.

The Study provides a solid baseline of information and is a valuable reference source for future Council studies.

Consultation and engagement

• Phase 1 - Online survey and interactive mapping tool

The primary purpose of this phase was to 'check in' with the local community in the early stages of the background study research, to test the analysis to date. Council sought input from the local community to understand the unique characteristics of Ku-ring-gai and its suburbs using an interactive online mapping tool to allow residents to share important and unique places in defining local character and to tell us what they thought about eight proposed broad local character area descriptions.

Gathering of community feedback was via Council's online engagement platform. The site also hosted an online survey where people could provide similar feedback, albeit in a more simplified format.

Council received 60 comments via the interactive map and 64 responses via the online survey. On balance, the community indicated a strong level of support for the broad local character area character statements. They also provided a range of comments regarding important places in Ku-ring-gai.

The online survey was conducted from 16 October 2020 to 18 December 2020 inclusive.

• Phase 2 – Webinar and public exhibition

As COVID-19 restrictions and social distancing requirements precluded the facilitation of face-to-face workshops with interested members of the community, a webinar was held on 15 March 2021. Invitations to the webinar were sent to 108 residents comprising those who had expressed an interest during the Local Strategic Planning Statement consultation and the Local Character Study online survey from Phase 1 of this study. Sixteen members of the public attended.

At the commencement of the webinar, Council staff responded to key questions raised by the public during Phase 1 of the community consultation.

Consultants SJB Urban presented the key findings to date and together with Council staff, participated in a Q&A session. The webinar was recorded and subsequently published on Council's website for the duration of the public exhibition period, together with frequently asked questions (which were asked by participants during the webinar Q&A session). The webinar coincided with the commencement of the public exhibition period, which ran from 15 March 2021 until 26 April 2021 inclusive.

Promotion of opportunities for involvement in the project during Phases 1 and 2 of the community consultation included the Sydney Morning Herald; Hornsby Ku-ring-gai Post; Ku-ring-gai E-news x 2 (over 13,000 subscribers); Ku-ring-gai Business E-news (1,400 subscribers); Your Say E-newsletter (380 subscribers); Facebook; Council's website and direct email to participants involved in the previous Local Strategic Planning Statement consultation.

Results

In March and April 2021 a survey asked residents to rate the 'accuracy of the study in reflecting the character of Ku-ring-gai'. The majority of responses indicated 'very accurate', 'accurate' or 'somewhat accurate' indicating a good level of alignment.

Changes were incorporated into the study in response to community submissions. Council adopted the Background Study with broad character area statements in June 2021.

Ku-ring-gai Access and Disability Inclusion Plan 2020-2024

Background

In 2014, Council was one of the first councils in NSW to submit an Access and Disability Inclusion Action Plan to the New South Wales Disability Council. Legislation requires that the Plan be reviewed at regular intervals to ensure compliance with legislative requirements, identification of emerging community needs, and gaps in service delivery.

The Plan was placed on public exhibition from 20 October to 16 November 2020, and has now been reviewed and updated to reflect changes in legislation and policy, community needs and recommendations from specialist consultation.

Consultation and engagement

Information about the consultation process was communicated through Council's website and e-news, regional disability networks and newsletters and advertised in the Sydney Morning Herald and North Shore Times.

Opportunities for community feedback were provided through the following channels:

- local disability service providers were formally consulted and engaged
- people with a disability who are residents of Ku-ring-gai were proactively engaged through the support of local disability service providers to provide feedback on priority access improvements across the Ku-ring-gai LGA, and
- a revised plan was exhibited for 28 days with standard and accessible formats available and both written and verbal submissions accepted.

Results

A number of access issues were identified as part of the consultation and exhibition of the draft plan. These were reviewed and changes were made. The plan was adopted by Council in July 2021.

Examples of engagement in 2020/21

The following provides a selection of community consultation and engagement during the 2020/21 year. The majority of the examples were completed before implementation of the COVID-19 restrictions. From March to June 2020 consultation and engagement was entirely online through Council’s webpage, social media platforms and the new Life Online web-based portal.

| Engagement project | Type of engagement |
|--|--|
| Ku-ring-gai Local Character Background Study | <ul style="list-style-type: none"> • online survey • online engagement platform consultation • online interactive mapping tool • webinar • hardcopy, e-news and website advertising • newsletter • direct emails • social media and e-news • media releases |
| Ku-ring-gai Access and Disability Inclusion Plan | <ul style="list-style-type: none"> • direct consultation with providers • proactive engagement with residents with a disability • online consultation through Council’s online platform • hardcopy, e-news and website advertising • contact with regional disability networks • newsletters |
| Community Engagement Policy | <ul style="list-style-type: none"> • surveys • interviews • media release • e-news and website advertising • direct mail to participants from an earlier stage • Council’s engagement platform (consultation) |
| Heritage Strategy | <ul style="list-style-type: none"> • e-news and website advertising • social media • Council’s online platform |
| Draft Retail Centres Strategy | <ul style="list-style-type: none"> • e-news and website advertising • social media |
| Council’s Net Zero communities project | <ul style="list-style-type: none"> • online discussion groups • online survey |
| Ethical Lobbying Policy | <ul style="list-style-type: none"> • e-news and website advertising |
| Companion Animals Management Plan 2020 -2025 | <ul style="list-style-type: none"> • e-news and website advertising • social media |

| Engagement project | Type of engagement |
|--|---|
| Consolidation of development control plans | <ul style="list-style-type: none"> • e-news and website advertising • social media |
| Public Domain Plans | <ul style="list-style-type: none"> • Council's online platform (consultation and information) • e-news and website advertising • social media |
| Business survey | <ul style="list-style-type: none"> • online survey • e-news |
| Parks, sports grounds and facilities, playground upgrades – issues and improvement works | <ul style="list-style-type: none"> • information sessions in local areas – eg sausage sizzles, breakfasts • workshop sessions • e-news and social media • letterbox drops |
| Neighbourhood centres | <ul style="list-style-type: none"> • information and feedback sessions in local areas and streets • e-news and social media • letterbox drops |
| Environmental sustainability programs | <ul style="list-style-type: none"> • information sessions in local areas and streets – eg bush fire preparation, Bushcare • face-to-face workshops • online delivery of workshops and programs from March 2020 |
| Local business | <ul style="list-style-type: none"> • local business group workshops • e-newsletters • workshops and forums |
| Community feedback on programs | <ul style="list-style-type: none"> • surveys of user groups for specific Council programs and initiatives both online and in print |
| Council communications | <ul style="list-style-type: none"> • media releases • newspaper advertising • Mayor's column in local newspaper • e-news and social media information on legislation changes and new policies |

Collaboration

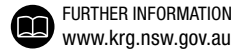
Stakeholder roles

While Council has a number of roles in progressing the long term objectives of the Ku-ring-gai community, it does not have full responsibility for implementing or resourcing all of the community aspirations identified in the Community Strategic Plan – Our Ku-ring-gai 2038.

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

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

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



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

| Stakeholder | How we collaborate with stakeholders |
|--|---|
| <p>Residents and property owners</p> | <ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • participation on community reference or advisory committees • regular Council communications |
| <p>Business community (local businesses, industry and business groups eg Chambers of Commerce)</p> | <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 |
| <p>Community organisations and groups (eg churches, neighbourhood associations, environmental groups)</p> | <ul style="list-style-type: none"> • environmental research partnerships with tertiary institutions • 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 |

| Stakeholder | How we collaborate with stakeholders |
|---|---|
| Sporting organisations and clubs | <ul style="list-style-type: none"> • formal and informal partnerships for the delivery of improvements to facilities and grounds • shared responsibilities • assist and facilitate grant funding applications • joint funding of improvements to facilities • host an annual sports forum for local sporting groups and associations, agency representatives and Council • agreements on usage of Council sporting facilities for training and competitions • host regional forums |
| Non-government organisations (including those supporting special needs and culturally and linguistically diverse (CALD) groups) | <ul style="list-style-type: none"> • planning workshops and forums • assist grant funding applications for support services • promote and support volunteering • work with agencies to deliver services and seek grant funding • offer annual community grants program • regular communications |
| 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 |



VOLUNTEERING

The Ku-ring-gai community has a longstanding role in contributing its time and resources to helping others.

When compared to Greater Sydney¹, estimated volunteering by Ku-ring-gai residents is high, however, as many people do not identify their community activities as volunteering, these estimates are considered conservative.

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.

As COVID-19 public health restrictions eased in 2020/21, many community organisations resumed their services and needed a larger number of volunteers to deliver services. There was a significant increase in younger age groups volunteering to assist the elderly and vulnerable, and utilise time available while working or studying from home during the COVID-19 restrictions. Others found they had more time to volunteer as some social activities had not yet resumed.

Some environmental volunteering programs were heavily impacted by COVID-19 restrictions, with the cancellation of the 2021 National Tree Planting Day and a decrease in volunteers across other programs.

Council and the broader community continue to thank all volunteers whose efforts touched many in the Ku-ring-gai community and assisted their ongoing safety, health and wellbeing.



FURTHER INFORMATION
about the work of volunteers is available in
Theme 1: Community, people and culture on page 176 and
Theme 2: Natural environment on pages 187-210. See following
pages for a detailed summary.

¹ 28.2% of the Ku-ring-gai population reported doing some form of voluntary work in 2016 compared to 16.7% for Greater Sydney (Australian Bureau of Statistics, Census of Population and Housing, 2016).

Environmental volunteering

**BUSHCARE
STREETCARE
PARKCARE**

Bush regeneration

700
VOLUNTEERS

11,000
HOURS

152
SITES

TRAILCARE

Track maintenance

74 VOLUNTEERS

3 SITES

THE SHED

Plant propagation

10
VOLUNTEERS

10,600

PLANTS PROPAGATED AND
DISTRIBUTED TO THE
KU-RING-GAI NURSERY AND
VOLUNTEER PROGRAMS

400
HOURS

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

Cultivating fresh
food, organic
gardens and
friendships

57 VOLUNTEERS

2 SITES

**CORPORATE
VOLUNTEER PROGRAM**

Bush
regeneration

28 VOLUNTEERS

92 HOURS

**WILDFLOWER
GARDEN**

Work placements in Animal
Studies and Landscape
Maintenance

2 PLACEMENTS

290 HOURS

**COMMUNITY
PLANTING DAY**

Planting at
Bannockburn Oval

57 VOLUNTEERS

**ENVIRONMENTAL
VOLUNTEER
TRAINING**

Introduction to
bushcare and
WH&S

24 VOLUNTEERS

72 HOURS

**FAUNA
MONITORING
PROGRAMS**

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

**EASTERN PYGMY
POSSUMS**

13 VOLUNTEERS

84 HOURS

**FAUNA
MONITORING
PROGRAMS**

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

**GREY-HEADED
FLYING FOX**

5 VOLUNTEERS

30 HOURS

**FAUNA
MONITORING
PROGRAMS**

Supporting an annual
monitoring program

MICROBAT

24 RESIDENTIAL SITES

**NATIVE BEE HIVE
PROGRAM**

Supporting distribution
and splitting

11 VOLUNTEERS

140 HOURS

Community volunteering

JUSTICE OF THE PEACE

Services provided at Gordon, Lindfield and Turramurra libraries include witness for statutory declarations, affidavits or certifying copies of original documents

406

HOURS

LIBRARY INDUSTRY PLACEMENT WORK EXPERIENCE

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

2

VOLUNTEERS

25

DAYS

COMMUNITY EVENT ASSISTANCE

Interns assist with the planning and delivery of events

2

INTERNS

800

HOURS

LIBRARY AUTHOR TALKS AND WORKSHOP PRESENTATIONS

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

25

HOURS

AGED CARE SUPPORT

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

1,250

VOLUNTEERS

YOUTH LEADERSHIP

Youth assist with event planning and delivery

12

VOLUNTEERS

30

HOURS

Delivering volunteer initiatives

The Ku-ring-gai Hornsby Volunteer Service

The Ku-ring-gai Hornsby Volunteer Service, a referral service coordinated by Council, links volunteers to organisations which provide a range of services to older people, people with a disability and their carers.

Opportunities available for programs for elderly residents include:

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

The Shed - Ku-ring-gai Community Workshop

The Shed, located within the St Ives Showground, is a facility for the community to participate in a range of activities and projects to connect people, create a sense of belonging within the community and provide access to information regarding mental health for men. Over the years, the volunteers have completed a range of projects including plant propagation, containers for Council's native bee program, assembling and installation of racking for Meals on Wheels, Turramurra and producing educational aids to help promote bush fire planning to our residents.

Volunteers in nature

Council coordinates 8 highly successful environmental volunteer programs. There are over 700 volunteers working to regenerate and preserve the Ku-ring-gai bushland and fauna, and care for community land. Volunteers include individuals, families and corporate groups of all skill levels and experiences. The newest program, Trailcare, launched in 2019, has expanded to over 70 volunteers across three sites including Jubes Mountain Bike Park at North Wahroonga. Trailcare volunteers assist with trail maintenance, rock-armouring, trail auditing, rubbish removal, weeding, minor landscaping works and sediment and erosion control.

Promoting volunteering opportunities

Volunteering opportunities in Ku-ring-gai are promoted through social media, Council's website, flyers, surveys and at volunteering expos and Council run events.

Over 290 potential volunteers were referred by the Ku-ring-gai Hornsby Volunteer Service during 2020/21. Suitable volunteers were offered volunteering roles with the Commonwealth Home Support Program (CHSP) or National Disability Insurance Scheme services or other community organisations, appropriate to their interests, skills, availability and age.

Council provided strong support in recruiting bilingual volunteers for organisations such as Meals on Wheels and the Chinese Australian Services Society (CASS) Group who introduced bilingual volunteers to deliver new services and programs such as training Chinese speaking seniors to use Zoom. Around 15 bilingual volunteers were referred to three community organisations during a six month period with some already trained and successfully engaged in weekly volunteer tasks.

Council also facilitates new volunteering opportunities through:

- the Senior's and Volunteer's Expo - Over 34 local community organisations participated in Council's expo with approximately 724 participants in attendance. Participants were able to explore a range of volunteering opportunities that matched their interests and skill set as well as senior's services and activities available in their local community.

- community events - Over 20 members of the community, from various multi-cultural backgrounds, engaged in volunteer roles at the Lunar New Year celebration. Their outstanding contribution was recognised by Council, the event committee and stakeholders throughout Ku-ring-gai.
- the Volunteer Hub - Council is currently developing a comprehensive local volunteer online platform to connect local residents and community organisations, and provide stronger support to both. The Hub will be launched in late 2021.
- new residents to Ku-ring-gai - Council actively promotes volunteering to new residents through promotional material and translated information.
- seniors out and about - this Council brochure is distributed widely in both the Ku-ring-gai and Hornsby local government areas, and emphasises the importance of volunteering in maintaining wellbeing and social engagement amongst the community.
- Commonwealth Home Support Program and National Disability Insurance Scheme - Council supports service providers along with local community organisations with volunteering requirements.
- Northern Sydney Volunteer Network - Council belongs to the network of four Volunteer Referral Services that work collaboratively in Northern Sydney to develop and support community volunteering.

“ 60% of residents reported that they have access to community groups or support networks

Source: Ku-ring-gai Council Community Satisfaction Research, 2021

Volunteer training and support

Council provides essential training and support to volunteer coordinators, volunteers and volunteer organisations in a variety of ways. Face to face training and sessions were replaced with online activities during COVID-19 restrictions. Training and support included:

- implementing training on manual handling for volunteers who provide support for elderly and frail residents
- a series of online training sessions covering topics on meaningful support and basic counselling skills to improve volunteer's mental resilience in supporting older residents
- two full-day training workshops in volunteer management and accidental counsellor for volunteer co-ordinators in the Ku-ring-gai and Hornsby LGAs
- training for community organisations to engage volunteer intake officers in daily tasks to improve efficiency
- providing training DVDs to local Commonwealth Home Support Program (CHSP) organisations to use in their volunteer training programs covering professional boundaries and understanding challenging behaviours
- developing a closed Facebook page for environmental volunteers to foster the volunteer network, share knowledge and experiences and improve communication
- providing training to introduce environmental volunteers to Bushcare and work, health and safety, and
- practical help to CHSP organisations throughout the COVID-19 period, including the promotion of volunteering and referral of many new volunteers, and widely distributing information regarding altered or increased services to local seniors as their support needs changed due to social distancing. Regular consultation was held with CHSP service providers to ascertain their changing volunteering needs, with adjustments to volunteer recruitment and referrals accordingly.

Volunteer recognition

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

Due to COVID-19 public health restrictions, Council's full program of events including the annual Mayoral Volunteer's Christmas Celebration, the movie and supper evening, and environmental volunteer's thank you lunches were not held. Those that were held include:

- NSW Volunteer of the Year Awards, with local organisations encouraged to nominate their volunteers in the various categories. See **Awards and Recognition** on pages 64-67 for award winners
- Council's annual awards in recognition of outstanding contributions to the Ku-ring-gai community, including Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year and Outstanding Service to the Community for an individual and group. See **Awards and Recognition** on pages 64-67 for award winners, and
- appreciation gifts for volunteers distributed through local organisations.



FURTHER INFORMATION

Council welcomes enquiries and new volunteers to Council programs. See www.krg.nsw.gov.au



Wildflower Garden, St Ives.
Photographer: Wolter Peeters.

LEGISLATIVE CHANGE

During 2020/21, Council continued to respond to legislative and regulatory changes to land use planning, governance policies and procedures, and changes to legislation and regulations in response to the COVID-19 pandemic.

Land use planning

- **Consolidated local environmental plan for Ku-ring-gai**

The consolidation of Ku-ring-gai's local environmental planning instruments into a single Local Environmental Plan came into effect on 28 June 2021. This followed a comprehensive review of the previous plans, public exhibition and finalisation by Council and the Department of Planning, Industry and Environment. The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan was also completed, with the single consolidated DCP coming into effect at the same time as the consolidated Ku-ring-gai Local Environmental Plan (KLEP). Council also amended the Ku-ring-gai Local Environmental Plan to include 13 areas which have high bush fire evacuation risk, due to the number of dwellings within each area and the limited number of exit roads, impacting on the ability of people to evacuate safely in the event of a bush fire. The approved amendments provide appropriate land use zonings and associated development standards, recognising the high bush fire evacuation risks.



FURTHER INFORMATION
www.krg.nsw.gov.au

- **Future housing needs**

Council's adopted Local Strategic Planning Statement (LSPS) includes actions to implement requirements of the State government's regional and district plans. These include adoption of a long term Housing Strategy for the local area.

Council's adopted Housing Strategy was submitted to the Department of Planning, Industry and Environment (DPIE) on 14 December 2020 for formal endorsement. A response had not been received before the end of the financial year. Once the Housing Strategy is formally endorsed by the DPIE, implementation can commence.

Preparation of a position paper on affordable housing also commenced during the reporting period. The position paper will investigate a range of options for Council to address housing affordability issues and any potential planning mechanisms that can be used. Work also continued on an appropriate local response to providing greater housing diversity in Ku-ring-gai including a potential local complying development code. Contemporary data on the mix of dwelling types and occupation by household type in Ku-ring-gai was collected by the 2021 ABS Census, held in August 2021. When available, this data will inform future planning.



FURTHER INFORMATION
www.krg.nsw.gov.au

Governance

During 2020/21, Council prepared and implemented new or modified policies designed to improve transparency, make participation in decision-making more accessible and support effective internal governance. These policies were in response to changes to the Local Government Act and regulations. Key changes included:

- an amended Code of Conduct for staff and Councillors
- an amended Code of Meeting Practice due to legislative changes
- new Councillor Access to Information Policy
- new Interactions with Staff and Records Management Policy
- new Ethical Lobbying Policy
- revised Fraud and Corruption Control Policy, and
- revised Enterprise Risk Management Policy.

Ethical lobbying policy

Unethical lobbying has the potential to negatively influence Council decision-making and could lead to conflicts of interest and unethical behaviour. This policy was drafted to limit that risk and make Council Officials aware of the standards expected of them when dealing with lobbyists.

The implementation of an Ethical Lobbying Policy will assist Council officials in understanding their role and obligations in interacting with lobbyists.

Furthermore, the publication of the Register for Lobbyists on Council's website will increase the accountability and transparency of Ku-ring-gai Council, Council officials and lobbyists.

Contract management

Council implemented a new Request for Tender (RFT) Template and is finalising its Contract Management Framework. Council also continued to action recommendations arising from the shared internal audit service with other northern Sydney councils.

Councillor expenses

Council staff updated and redesigned the Councillors Expenses and Facilities Policy in line with the Office of Local Government best practice template with the goal of having a new policy in place for the newly elected Council in December 2021.

COVID-19 responses

In response to the COVID-19 health crisis the NSW government continued to review and update public health orders and extended changes to planning legislation to ensure social distancing and community wellbeing, continued economic productivity and investment and retention of jobs over the short to medium term.

During 2020/21, some of these measures were relaxed, then reimposed in the lead up to the lockdown in June 2021. The measures were again intended to stay in place until the 2020/21 COVID-19 crisis was over and affected the delivery of Council's services and operations.



Caption ??

OUR ORGANISATION



ORGANISATIONAL STRUCTURE

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

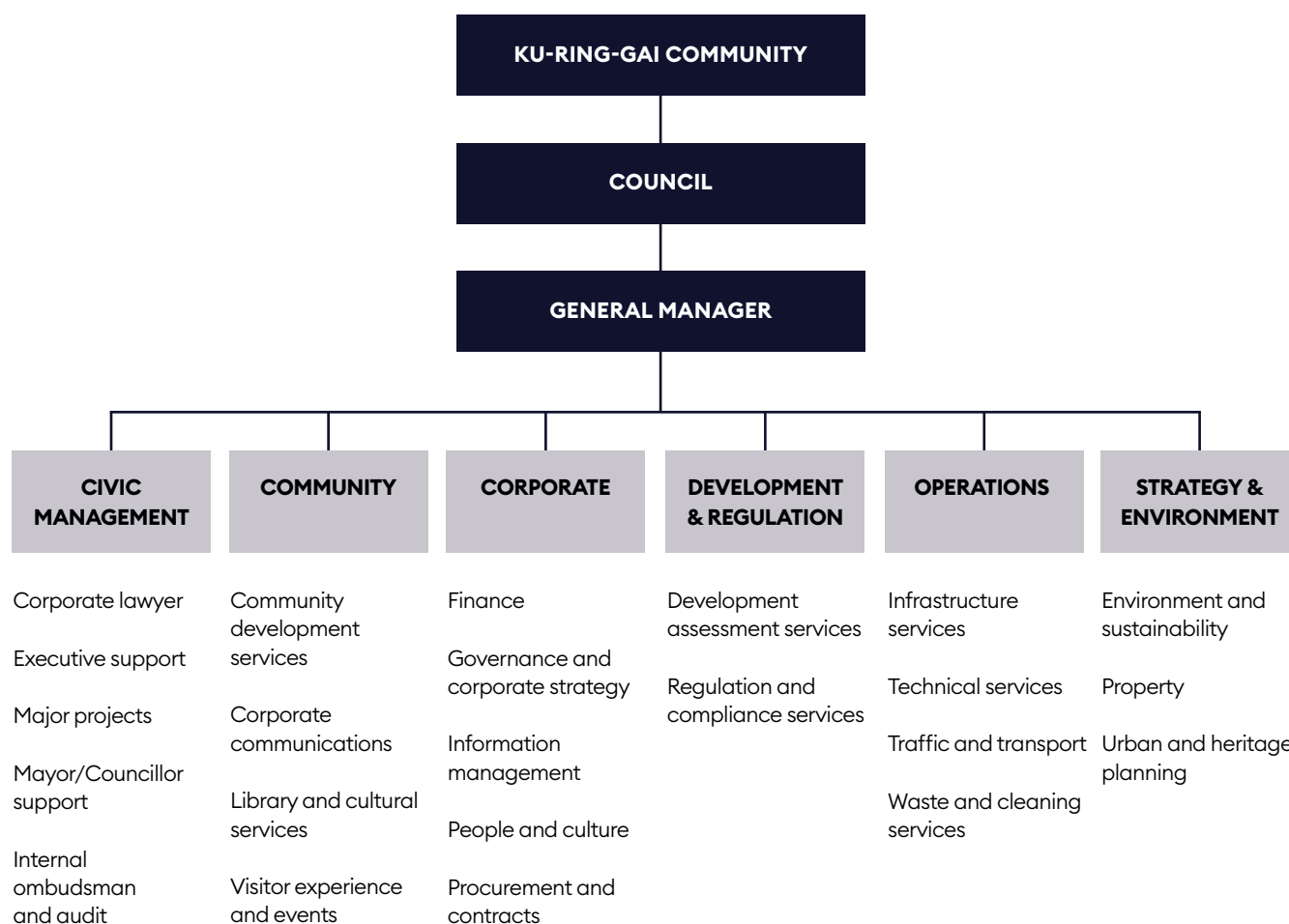


Diagram 2: Ku-ring-gai Council organisational structure

LEADERSHIP

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

Michael 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. Michael also has extensive experience in the private sector as a planning consultant with over 30 years of experience in development assessment, regulatory services, strategic planning and environmental law.

George Bounassif**Director, Operations**

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

George commenced at Ku-ring-gai in 2017 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 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

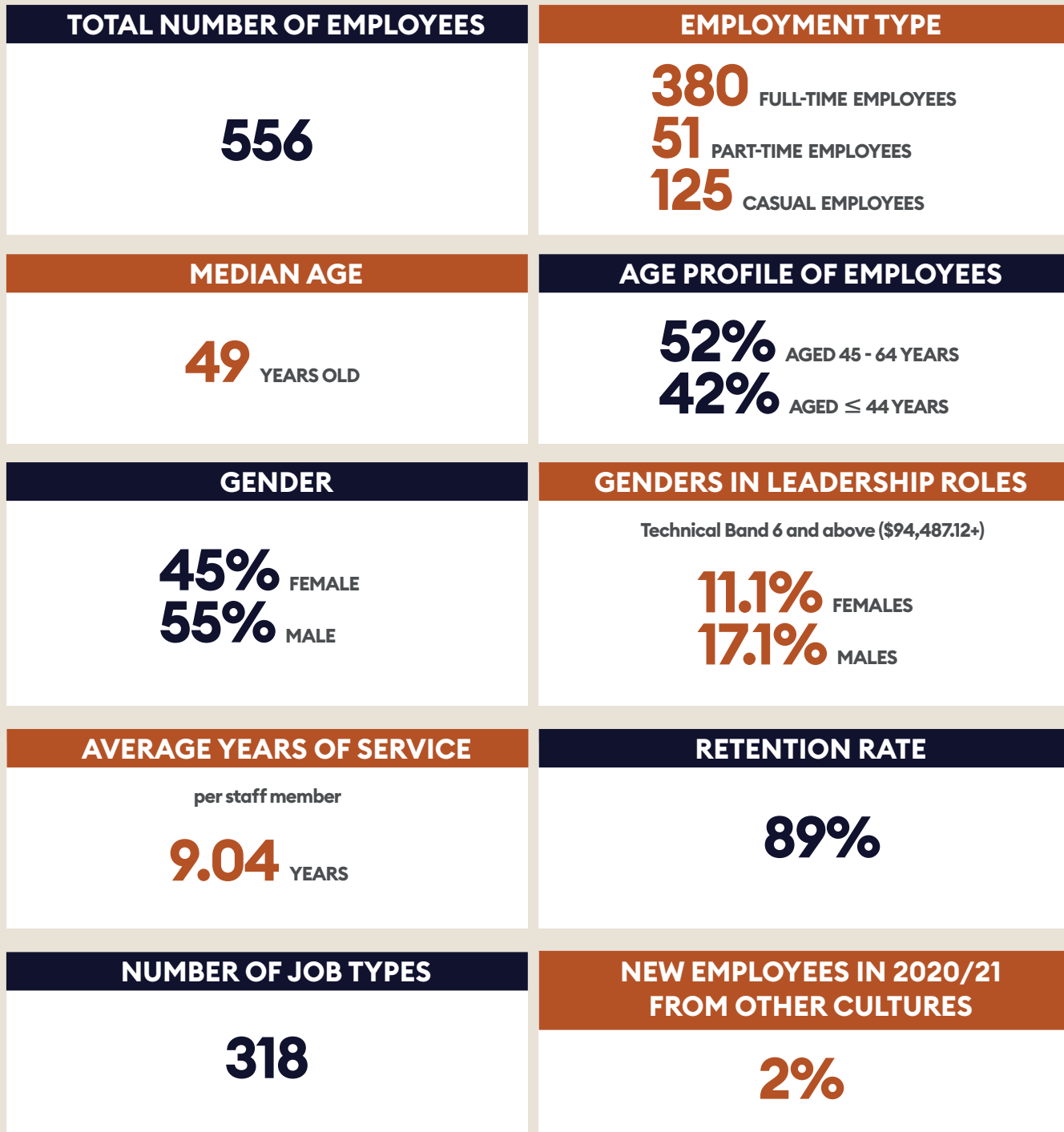


Figure 10: Employee snapshot as at 30 June 2021

Workforce capacity and capability

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

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

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

Council values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly rewarded.

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

The *Local Government (State) Award 2020* came into effect on 6 July 2020 and will be in place for the next 3 years. The new award includes over 30 new or variations to award provisions.

To support staff during the COVID-19 pandemic, Council opted into the *Local Government (COVID-19) Splinter Award*. Details of special arrangements under this temporary award during this time are detailed under **Response to the COVID-19 pandemic** on pages 135-136.

In addition, Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law and in Council's Equal Employment Opportunity Management Plan 2020-2024. See **Recruitment and Retention** on pages 118-121 for further information on human rights.

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 employee surveys and feedback.

Key achievements in 2020/21

- implemented the Equal Employment Opportunity Management Plan 2020-2024 which builds on current best practice and introduces new strategies and initiatives to further drive the organisation's commitment to equity, diversity and respect
- delivered planned activities from the three year WHS Strategic Plan including training, and the review of WHS policies and procedures
- further enhanced reporting capabilities for Enterprise Risk Management, workers' compensation, public liabilities and work, health and safety
- continued to respond to the COVID-19 pandemic in a positive, proactive and confident manner under the leadership of the Crisis Management Team
- developed the Business Continuity Management Policy and Framework and completed the Business Continuity Plans for Council Chambers and Council Depot
- implemented new e-recruitment software
- implemented the Reward & Recognition (R&R) program
- continuous improvement of Council's talent management system (Perform)
- adoption of the succession planning program
- completion and implementation of actions from a review of Council's probation process
- completion and implementation of actions from a review of Council's exit interview process
- completed the annual health and wellbeing program which aims to create positive employee morale, reduce absenteeism and sick leave, reduce employee turnover and workplace accidents, and improve safety and staff productivity
- continued a diverse learning and development program with support for over 630 training or conference attendances, induction, code of conduct, and compliance training, and
- increased Council's capacity to deliver e-learning with a total of 69 eLearning courses.

To support staff during the COVID-19 pandemic, Council opted into the *Local Government (COVID-19) Splinter Award*. Special arrangements under the temporary award are detailed on page 135.

Employee profile

The following table provides a snapshot of Council's employee profile comparisons across five years.

| | 5 year trend | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
|--|--------------|---------|---------|---------|---------|---------|
| Number of employees (full and part-time) | ◀▶ | 431 | 432 | 412 | 426 | 438 |
| Median age range (years) | - | 45 – 54 | 45 – 54 | 45 – 54 | 45 – 54 | 45 – 54 |
| Retention rate | ◀▶ | 89% | 88% | 86% | 83% | 88% |
| Percentage of females | ▲ | 45% | 46% | 48% | 45% | 42% |
| Percentage of males | ▼ | 55% | 54% | 52% | 55% | 58% |
| Females in Band 6 and above (\$94,487.12+)* | ◀▶ | 11.1% | 10.8% | 10.7% | 10.8% | 10.3% |
| Males in Band 6 and above (\$94,487.12+)* | ◀▶ | 17.1% | 17.6% | 16.7% | 16.9% | 17.1% |

◀▶ stable ▲ increasing trend ▼ decreasing trend

* Ku-ring-gai Council salary bands effective 6 July 2020.

Figure 11: Employee profile from 30 June 2017 to 30 June 2021

The most significant change over the five-year period 2016/17 to 2020/21 has been a steady trend of slight increases in females in the workforce from 42% to 45% with a corresponding decrease in males; and the increase of females in leadership positions from 10.3% to 11.1%.

Workforce headcount

As at 30 June 2021, Ku-ring-gai Council employed 431 full and part-time employees and 125 casual employees in a diverse range of service areas including:

- engineering and open space operations
- traffic and transport
- waste operations
- customer service
- finance
- people and culture
- administration and governance
- community and recreation services
- aged and disability services
- youth and children services
- library and cultural services
- regulation and compliance
- development assessment
- project design and construction
- urban and heritage planning
- environment and sustainability
- integrated planning and reporting
- property and assets

| Employment type | Full-time | Part-time | Total full and part-time | Plus casuals |
|---------------------|-----------|-----------|--------------------------|--------------|
| 5 year trend | ▲ | ▼ | ◀▶ | ▲▼ |
| 2020/21 | 380 | 51 | 431 | 125 |
| 2019/20 | 381 | 51 | 432 | 231 |
| 2018/19 | 353 | 59 | 412 | 276 |
| 2017/18 | 361 | 65 | 426 | 179 |
| 2016/17 | 345 | 93 | 438 | 184 |

◀▶ stable ▲ increasing trend ▼ decreasing trend

Figure 12: Workforce total headcount by employment type from 30 June 2017 to 30 June 2021

Workforce age and gender

The median age of our workforce was 49.1 years with 51.9% of our employees aged between 45 and 64 years, and 41.9% per cent of employees aged less than 44 years. This represents a slight aging of the workforce from the previous period 2019/20 as shown in Figure 13.

Figure x shows the workforce percentage by age and gender and the change from 2019/20. There is a comparatively low representation of young 15 – 34 year olds and high representation of older 45 – 54 year olds. Council is addressing any issues with age profiles through the Workforce Management Strategy and specific policies.

| Workforce by age and gender | Male | Female | Total | % | Change from 2019/20 |
|-----------------------------|------------|------------|------------|-------------|---------------------|
| 15 - 24 | 4 | 4 | 8 | 1.85% | ◀▶ |
| 25 - 34 | 32 | 31 | 63 | 14.61% | ▼ |
| 35 - 44 | 60 | 50 | 110 | 25.52% | ▼ |
| 45 - 54 | 52 | 61 | 113 | 26.21% | ▲ |
| 55 - 64 | 72 | 39 | 111 | 25.75% | ▲ |
| 65 + | 15 | 11 | 26 | 6.03% | ▼ |
| Total | 235 | 196 | 431 | 100% | - |

▲ increased ▼ decreased ▶◀ stable

Figure 13: Workforce percentage by age and gender as at 30 June 2021 (rounding applied)

Workforce band and gender

The gender profile of our workforce is 45% female and 55% male with employee positions spread across employment bands.

The high number of males in bands 2 and 3, as shown in Figure 14, reflects the large number of outdoor workers whose roles are concentrated in those bands. The type of work reflected in those roles is primarily undertaken by males in the workforce marketplace and Council reflects the marketplace's general gender bias in this area. There are a number of females in these bands who are also outdoor workers and this number is gradually increasing over time. Council regularly reviews its recruitment policy and procedures and training for staff undertaking recruitment to eliminate potential gender bias in these positions.

In band 3, the larger number of male outdoor workers is offset by the large number of indoor staff working in community roles, and professions with a higher female bias in the general labour marketplace.

| Salary band | 2020/21 | | 2019/20 | | 2018/19 | | 2017/18 | | 2016/17 | | 5 year trend |
|--|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|--------------|
| | Male % | Female % | Male % | Female % | Male % | Female % | Male % | Female % | Male % | Female % | |
| 1 \$45,758.44 - \$52,194.14 | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | ▲ M ◀ F |
| 2 \$52,195.00 - \$60,530.22 | 9 | 4.4 | 9.7 | 4.8 | 9.2 | 4.1 | 9.8 | 3.7 | 11.5 | 4.0 | ▼ M ▲ F |
| 3 \$60,531.64 - \$70,216.93 | 12 | 10.7 | 11.3 | 11.8 | 11.7 | 12.1 | 12.6 | 13.8 | 11.9 | 12.6 | ◀ M ▼ F |
| 4 \$70,218.20 - \$81,452.21 | 7.4 | 8.5 | 7.1 | 7.6 | 6.0 | 8.5 | 6.5 | 8.2 | 7.2 | 7.0 | ▲ M ▲ F |
| 5 \$81,453.32 - \$94,486.23 | 8.5 | 10.4 | 7.8 | 10.6 | 8.7 | 10.7 | 8.9 | 7.9 | 9.2 | 7.9 | ▼ M ▲ F |
| 6 \$94,487.12 - \$109,605.08 | 5.3 | 5.5 | 5.5 | 5.5 | 5.3 | 4.6 | 6.3 | 4.6 | 6.7 | 4.7 | ▼ M ▲ F |
| 7 \$109,606.64 - \$127,143.12 | 6.0 | 3.2 | 5.7 | 3.2 | 6.3 | 3.6 | 4.6 | 3.2 | 4.5 | 3.4 | ▲ M ▼ F |
| 8 \$127,144.16 - \$147,488.64 | 2.3 | 0.6 | 2.5 | 0.6 | 1.9 | 0.7 | 2.8 | 1.1 | 2.7 | 0.9 | ▼ M ▼ F |
| 9 \$149,990.36 - \$171,087.28 | 2.3 | 1.4 | 2.3 | 1.1 | 1.9 | 1.4 | 1.8 | 1.4 | 1.8 | 1.3 | ▲ M ◀ F |
| Senior executive staff** \$192,600+ | 1.1 | 0.2 | 1.1 | 0.2 | 1.2 | 0.2 | 1.1 | 0.2 | 1.1 | 0.2 | ◀ M ◀ F |

◀ stable ▲ increased ▼ decreased

* Ku-ring-gai Council salary bands effective from 6 July 2020. As salary banding is reviewed each year these are a general guide only for years prior to 20/21.

** As at 1 July 2020 the minimum total remuneration package payable under s 332(2)(b) of the *Local Government Act 1993 (NSW)* for senior executive staff was \$192,600 per annum. See **Local Government Reporting** on page 310 for further information on senior executive staff and remuneration.

Figure 14: Workforce percentage by band and gender from 30 June 2017 to 30 June 2021 (rounding applied)

Workforce in senior positions

There was a slight increase in the percentage of females in senior roles (Technical Band 6 and above \$94,487.12+), with women comprising of 11.1% (up from 10.8% in 2019/20) and a corresponding decrease in males at 17.1% (down from 17.6% in 2019/20) in this category. Figure 15 shows the trends for the period 2009/10 to 2020/21.

During 2020/21, the organisation continued to plan and implement strategies to focus on and encourage more females in senior leadership roles through the Workforce Management Strategy 2021-2031. This will continue over future years assisted by:

- the continued rollout of leadership training to both females and males in lower bands
- reviews of the recruitment processes and associated training
- tapping of underemployed talent
- recruitment of skilled migrants and those of culturally and linguistically diverse (CALD) backgrounds
- retaining older workers, and
- succession planning to ensure Council is continually ready to have the right person in the right role at the right time.

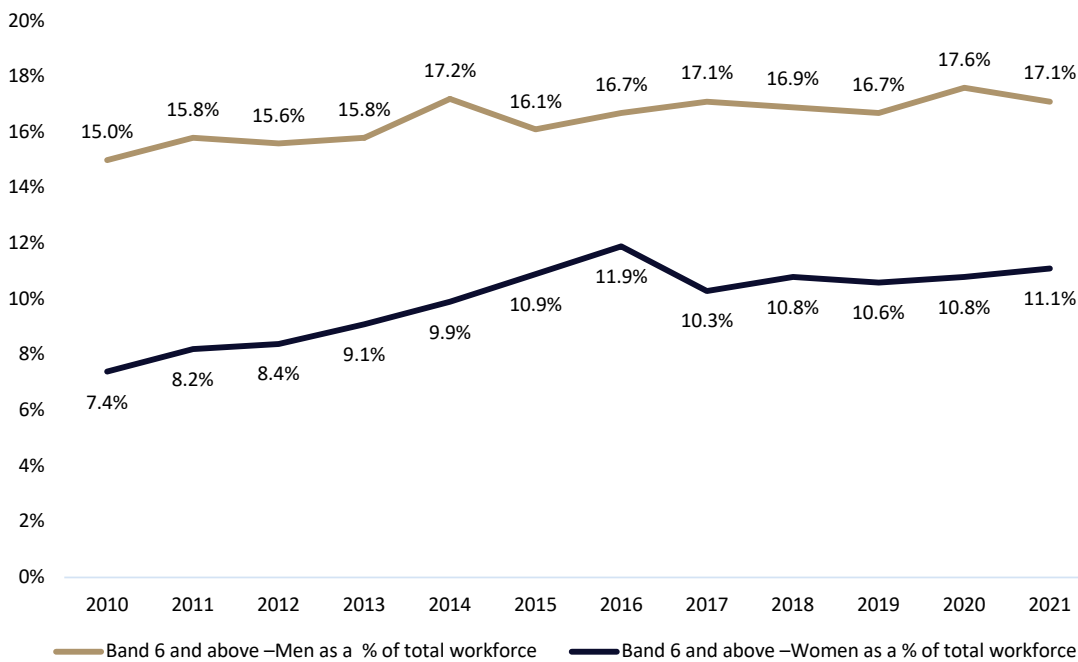


Figure 15: Total % of employees in senior positions (Band 6 and above) from 30 June 2010 to 30 June 2021 (rounding applied)

Workforce department and gender

Full-time and part-time positions remained steady across Council when compared to 2019/20. A reduction in overall casual employment in the Community department was due to the impact of COVID-19 health restrictions on some services, in addition to a change in data collection methods for this employment group.

| | Civic | | Community | | Corporate | | Development and Regulation | | Operations | | Strategy and Environment | | Major Projects | |
|---------------------------------|----------|----------|-----------|------------|-----------|-----------|----------------------------|-----------|------------|-----------|--------------------------|-----------|----------------|----------|
| | M | F | M | F | M | F | M | F | M | F | M | F | M | F |
| Gender | | | | | | | | | | | | | | |
| Full-time | 2 | 2 | 15 | 58 | 28 | 24 | 37 | 28 | 130 | 17 | 18 | 20 | 1 | 0 |
| Part-time | 0 | 1 | 3 | 29 | 0 | 3 | 0 | 5 | 0 | 2 | 1 | 7 | 0 | 0 |
| TOTAL full and part-time | 2 | 3 | 18 | 87 | 28 | 27 | 37 | 33 | 130 | 19 | 19 | 27 | 1 | 0 |
| Casual | 0 | 0 | 15 | 84 | 0 | 0 | 0 | 0 | 7 | 2 | 7 | 10 | 0 | 0 |
| TOTAL staff | 2 | 3 | 33 | 171 | 28 | 27 | 37 | 33 | 137 | 21 | 26 | 37 | 1 | 0 |
| Change from 2019/20 | ◀▶ | ◀▶ | ▼ | ▼ | ◀▶ | ◀▶ | ▼ | ◀▶ | ▲ | ▼ | ◀▶ | ▼ | ◀▶ | ◀▶ |

◀▶ stable ▲ increased ▼ decreased

Figure 16: Number of full-time, part-time and casual staff by department and gender as at 30 June 2021

Workforce diversity

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

Increasing workforce diversity is the result of the organisation's consistently applied merit based selection through recruitment processes. Historical data collection on the organisation's workforce diversity, including CALD backgrounds and people with disabilities, required to accurately track trends, has previously been limited. In recognition of the need to improve assessment in this area, Council commenced collecting diversity data during recruitment processes in 2019/20 and will continue to improve data collection systems.

In 2020/21, 2% of new employees were people from other cultures, or who spoke another language.



FURTHER INFORMATION

Refer to **Corporate Culture** on page 127, **Equal Employment Opportunity** on page 132 and **Recruitment and Retention** from page 118.

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.

Recruitment and selection policy

Council's Recruitment and Selection Policy details the requirements that must be followed and accountabilities in any recruitment and selection process, and is designed to ensure that the organisation's recruitment standards are consistent, appropriate and free from discrimination or bias.

Council has a longstanding commitment to ensuring that recruitment and selection decisions are based on the principle of merit. This means that a person will only be recommended for appointment to a position based on their skills, knowledge, behaviours, qualifications, experience, work performance and their willingness and ability to comply with Council's policies, values and standards. The recruitment process provides the mechanisms to enable the assessment of the applicant's skills and abilities against the advertised selection criteria in order to identify the most meritorious applicant. Key principles underlying the Policy include:

- Council is an equal employment opportunity employer and is committed to ensuring that its recruitment and selection practices are free from unlawful discrimination
- Council will ensure that appointments are made based on the principles of fairness and equity, which are fundamental to compliance with all legislative requirements, and
- Council's Corporate Values will be used during the recruitment and selection process in order to determine an applicant's fit with the organisational culture.

Ku-ring-gai Council takes its responsibilities regarding fairness and equity seriously. The Recruitment and Selection Policy is therefore, complemented by a range of other Council policies developed to ensure ongoing fairness and equity in the workplace. They include:

- Equity and Diversity Policy
- Bullying and Harassment Free Workplace Policy
- Code of Conduct
- Salary System Policy
- Learning and Development Policy
- Employee Reward and Recognition Policy
- EEO Management Plan
- Ageing Workforce Strategy.

While NSW does not have a Human Rights Act, the government, local councils and other organisations must act in accordance with the *Australian Human Rights Commission Act, 1986*, enacted by the Federal Government. NSW councils must also act in accordance with anti-discrimination, access and equity and social justice principles and requirements built into various NSW and federal government legislation that must underpin council employment policies and operations. This legislation includes:

- Local Government Act, 1993 (NSW)
- Anti-Discrimination Act, 1977 (NSW)
- Age Discrimination Act, 2004
- Disability Discrimination Act, 1992
- Racial Discrimination Act, 1975
- Sex Discrimination Act, 1984
- Children and Young Persons (Care and Protection) Act, 1998 (NSW)
- Child Protection (Working with Children) Act, 2012
- Children's Guardian Act, 2019
- Crimes Act, 1900
- Privacy and Personal Information Protection Act, 1998
- State Records Act, 1998.

IN 2020/21:

42 new employees

50% were females

2% were people from other cultures, or who speak another language

43% were aged 45+

0% identified special needs

There were 318 different job types or roles identified across Council in 2020/21 indicating Council is a substantial employer of a widely diverse set of skills and knowledge in the employment marketplace.

As part of continuous improvement activities, Council's new e-recruitment software, Scout Talent was approved for implementation following a comprehensive review of a number of market leading systems. 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.

The new software improves the overall end user experience, making it easier for candidates to apply and features a more professional and interactive application experience. Processes have significantly improved with clear workflows in place from applicant submission through to new hiring and on boarding.

The succession planning program and system was adopted and is ready for implementation. The roll-out was put on hold pending the return of staff into the workplace and the easing of COVID-19 related restrictions.

As a pivotal pillar to Council's Talent Management model, succession planning is critical in ensuring we are continually ready to have the right person in the right role at the right time. The program paves way for strategically building a deep and diverse talent pipeline that is consistent with our organisation's direction and priorities, and ensures that we continue to build upon the knowledge and capabilities we have acquired to successfully execute the work that we do.

Workforce retention and turnover

Council's retention rate increased to 89% (turnover rate of 11%) from 88% in the previous year.

Lower turnover in 2020/21 reflects the impact of the pandemic. With the uncertainty in the marketplace resignations significantly declined in the final quarter of the year.

Turnover rates across the five-year period, shown in Figure 17, are within Council's targets and reflect the ability of Council to renew and refresh its corporate skills and knowledge while retaining its historic skills and knowledge base.

| Turnover rates by age and gender | 2020/21 | | 2019/20 | | 2018/19 | | 2017/18 | | 2016/17 | | Total (age) |
|----------------------------------|---------|----------|---------|----------|---------|----------|---------|----------|---------|----------|-------------|
| | Male % | Female % | Male % | Female % | Male % | Female % | Male % | Female % | Male % | Female % | |
| Age | | | | | | | | | | | |
| 15 - 24 | 1 | 1 | 0 | 1 | 1 | 6 | 3 | 2 | 1 | 1 | 17 |
| 25 - 34 | 7 | 8 | 5 | 7 | 9 | 9 | 9 | 8 | 11 | 7 | 80 |
| 35 - 44 | 7 | 7 | 7 | 6 | 7 | 10 | 10 | 10 | 5 | 8 | 77 |
| 45 - 54 | 1 | 4 | 3 | 6 | 11 | 3 | 5 | 9 | 3 | 4 | 49 |
| 55 - 64 | 3 | 6 | 4 | 6 | 10 | 4 | 6 | 4 | 6 | 6 | 55 |
| 65 + | 3 | 1 | 5 | 2 | 3 | 1 | 6 | 2 | 1 | 3 | 27 |
| Total (gender) | 22 | 27 | 24 | 28 | 41 | 33 | 39 | 35 | 27 | 29 | |
| Total % (gender) | 5.1% | 6.2% | 5.6% | 6.5% | 10% | 8% | 9.2% | 8.2% | 6.1% | 6.6% | |
| Total % (year) | 11.3% | | 12.1% | | 18% | | 17.4% | | 12.7% | | |

Figure 17: Turnover rate by age and gender from 30 June 2017 to 30 June 2021 (with rounding applied)

Workforce years of service

The average years of service per staff member in 2020/21 is 9 years indicating that Council continues to remain an attractive employer for prospective applicants. See Figure 18 for a comparison of average service years between departments across a 5-year period.

| Department | Average years of service | | | | |
|-----------------------------------|--------------------------|------------|----------|----------|------------|
| | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 |
| Civic | 20.2 | 19.2 | 18 | 17.2 | 16.4 |
| Community | 7.6 | 7.3 | 7 | 6.4 | 6.4 |
| Corporate | 8.8 | 9 | 8 | 8.4 | 8.8 |
| Development and Regulation | 7.9 | 7.5 | 8 | 8.6 | 8.7 |
| Operations | 10.6 | 10.1 | 12 | 12.2 | 11.2 |
| Strategy and Environment | 6.2 | 5.8 | 6 | 5.8 | 6.3 |
| Major Projects | 2 | 1 | 0 | - | - |
| Ku-ring-gai Council | 9 | 8.6 | 8 | 9 | 8.8 |

Figure 18: Workforce total headcount of full and part-time employees by years of service from 30 June 2017 to 30 June 2021

Future workforce planning

Council continued to plan and implement strategies through the Workforce Management Strategy 2021-2031 to meet future workforce needs.

For Council, this encapsulates the tapping of underemployed talent, the re-engagement of former employees, a focus on women in leadership, increasing the participation of Indigenous Australians and those from a CALD background, and the recruitment of skilled migrants.

The strategy further promotes diversity by supporting the retention of older workers through the adoption of the Ageing Workforce Strategy. This strategy helps to ensure Council's workforce remains diverse and talented.

Achievements to support these initiatives in 2020/21 included:

- development of a succession planning framework to ensure Council is continually ready to have the right person in the right role at the right time (implementation was delayed due to COVID-19)
- development of the Reward & Recognition Policy and Total Rewards Program (implementation is currently underway)
- ongoing review of the recruitment process
- continuous improvement of the performance management system (Perform)
- ongoing development of the e-learning library
- completion and implementation of actions from a review of the probation process
- completion and implementation of actions from a review of the exit interview process
- ongoing implementation of the Ageing Workforce Strategy, and
- the ongoing implementation of the Leadership Development Program.



FURTHER INFORMATION
Workforce Management Strategy www.krg.nsw.gov.au

Learning and development

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

As Council's workforce is already highly technically competent, the learning and development program focused on the following three main areas during 2020/21:

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

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

In 2020/21, 11 staff received study assistance in a range of disciplines including environment, conservation and land management, arboriculture, plumbing, training and assessment, leadership and local government.

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

Compliance training

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

Compliance training includes:

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

SafeStart

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

Leadership development

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

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

Additional programs are planned for the coming years to build on the foundational work commenced in 2014 and draw from a variety of sources that contribute to the development of individual, team and organisational emotional intelligence.

Council recognises that leadership does not reside only with the managerial positions but that all employees contribute to achieving Council's objectives by striving for excellence and contributing their skills and knowledge to their team's successes.

• 7 Habits Of Highly Effective People

All new staff complete the 7 Habits of Highly Effective People program during their probation period. 7 Habits of Highly Effective People is a foundational program that provides a range of skills, behaviours and attitudes that assist staff to develop their full potential.

The program aligns with Council's organisational values of accountability for personal actions and decisions, demonstrating respect, doing the right thing and striving for excellence through continuous improvement and innovation. It also closely aligns with the development of emotional intelligence in the leadership program.

In 2020/21, all non-essential training (ie training that was not legally mandated) was postponed due to the COVID-19 pandemic and the various requirements of public health orders. It is anticipated that training will resume in 2022 with a catch up program planned.

• The 7 Habits for Managers

Managers participate in the ongoing Leadership Development Program with specific program content delivered each year that contributes to their personal and professional development. In 2020/21, leadership training was postponed due to the COVID-19 pandemic and the various requirements of public health orders. It is anticipated that training will resume in 2022.

Training attendance

Training attendances have increased over the past five-year period with a peak in 2017/18 as the foundational program of the Leadership Development Program was delivered across all eligible staff regardless of band or gender.

The increased emphasis on staff development is reflected in the total training day attendances and average training hours per staff member as shown in Figure 19. Average training hours per staff member have continued to increase over the five-year period as Council has increased its focus on staff development through formal integrated programs like the Management Development Program and Council's performance management process, Perform. As a part of the Perform process, managers and their staff formally identify training needs associated either with maintaining or increasing workplace competencies or with learning that will contribute to career development.

However, in 2020/21, training was significantly impacted due to restrictions and the COVID-19 pandemic with decreases shown in all areas as shown in Figure 20. The focus during this time remained on compliance training. Council has maintained opportunities for learning and development activity throughout the year where possible and completed all essential training with appropriate COVID safe strategies including social distancing in place.

291 TRAINING DAY ATTENDANCES

(2020/21)

| | |
|---------|-------|
| 2019/20 | 966 |
| 2018/19 | 885 |
| 2017/18 | 1,085 |
| 2016/17 | 569 |

4.8 AVERAGE TRAINING HOURS/STAFF MEMBER

(2020/21)

| | |
|---------|------|
| 2019/20 | 15.6 |
| 2018/19 | 15.1 |
| 2017/18 | 17.8 |
| 2016/17 | 9.0 |

288 ONLINE COURSES COMPLETED

(2020/21)

| | |
|---------|-----|
| 2019/20 | 793 |
| 2018/19 | 267 |
| 2017/18 | 326 |
| 2016/17 | 0 |

2,037 HOURS OF COURSE DELIVERY

(2020/21)

| | |
|---------|-------|
| 2019/20 | 6,762 |
| 2018/19 | 6,195 |
| 2017/18 | 7,595 |
| 2016/17 | 3,983 |

OVER 50 DIVERSE TOPIC AREAS COVERED

including business skills development, leadership, communication, compliance, aboriginal heritage and threatened species awareness, safety and wellbeing.

11 STAFF HAVE APPROVED STUDY ASSISTANCE

(2020/21)

in a range of disciplines including environment, conservation and land management, arboriculture, plumbing, training and assessment, leadership and local government.

Figure 19: Training breakdown from 30 June 2017 to 30 June 2021

As shown in Figure 20, the majority of staff attendances occurring in the band 2 and band 3 cohorts reflect the high levels of work, health and safety compliance training delivered to primarily outdoor staff engaged in activities requiring this training and mandated qualifications. In 2021, many of the traffic management courses moved from tri-annual training to ongoing recognition of prior learning. This is reflected in the significant decrease in male training in bands 2 and 3 where these qualifications are held. Decreases in 2020/21 across other bands reflect the ongoing restrictions due to the COVID-19 pandemic.

| Training day attendances by salary band and gender | 2020/21 | | 2019/20 | | 2018/19 | | 2017/18 | | 2016/17 | |
|--|------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|
| | M | F | M | F | M | F | M | F | M | F |
| BAND/SALARY RANGE* | | | | | | | | | | |
| 1 \$45,758.44 - \$52,194.14 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 \$52,195.00 - \$60,530.22 | 51 | 15 | 109 | 50 | 133 | 17 | 149 | 29 | 149 | 12 |
| 3 \$60,531.64 - \$70,216.93 | 55 | 19 | 104 | 64 | 137 | 83 | 148 | 112 | 111 | 37 |
| 4 \$70,218.20 - \$81,452.21 | 35 | 14 | 55 | 69 | 65 | 66 | 104 | 72 | 57 | 21 |
| 5 \$81,453.32 - \$94,486.23 | 32 | 21 | 107 | 98 | 99 | 94 | 97 | 111 | 27 | 30 |
| 6 \$94,487.12 - \$109,605.08 | 12 | 15 | 74 | 43 | 29 | 25 | 65 | 43 | 32 | 18 |
| 7 \$109,606.64 - \$127,143.12 | 9 | 6 | 46 | 59 | 27 | 51 | 57 | 47 | 26 | 26 |
| 8 \$127,144.16 - \$147,488.64 | 1 | 1 | 35 | 10 | 15 | 9 | 20 | 4 | 8 | 4 |
| 9 \$149,990.36 - \$171,087.28 | 2 | 6 | 24 | 8 | 18 | 11 | 14 | 7 | 9 | 2 |
| Senior executive staff** \$192,600+ | 3 | 1 | 10 | 1 | 5 | 1 | 5 | 1 | 0 | 0 |
| Training day attendances by gender | 200 | 98 | 564 | 402 | 528 | 357 | 659 | 426 | 419 | 150 |

* Ku-ring-gai Council salary bands effective from 6 July 2020. As salary banding is reviewed each year these are a general guide only for years prior to 20/21.

** As at 1 July 2020 the minimum total remuneration package payable under s 332(2)(b) of the *Local Government Act 1993* (NSW) for senior executive staff was \$192,600 per annum.

Figure 20: Training day attendances by salary band and gender from 30 June 2017 to 30 June 2021

Workforce learning and development spending

The significant decrease in average training hours per staff member (shown in Figure 21) can be directly attributed to the COVID-19 pandemic with limits on capacity in training courses and venues, lock downs in areas of Sydney and a change in the certification requirements for traffic control qualifications. SafeWork NSW has implemented recognition of prior learning protocols in issuing new traffic control qualifications and significantly reduced the re-training requirements of previous administrations.

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 the Leadership Development Program (as shown in Figure 21).

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

| Learning and development expenditure | 2020/21 \$ | 2019/20 \$ | 2018/19 \$ | 2017/18 \$ | 2016/17 \$ |
|--------------------------------------|---------------|---------------|---------------|---------------|---------------|
| Total | \$208,584.13 | \$262,050.01 | \$230,499.96 | \$284,949.21 | \$170,273.71 |

Figure 21: Workforce learning and development expenditure from 30 June 2017 to 30 June 2021

Organisation

Ongoing structure reviews

Following the successful implementation of the 2018/19 major organisational restructure where over 200 positions transferred into restructured service units, Council adopted strategies to ensure key objectives continued to be met well into the future.

Ongoing reviews of existing structures continue to be a priority and remain largely a primary focus in balancing current services, resources and productivity with stakeholder demands and expected deliverables.

A comprehensive review of the existing Ku-ring-gai Library Service structure was undertaken during 2020/21. The service plays a vital role in the community, and Council, and will be key in the delivery of a new library and community space within the Lindfield Village Hub. A primary objective of the review was to ensure the operational and service strategy remains relevant and highly valued to the community.

As a result of the review and restructure, 22 new positions were created, and 18 existing positions were significantly impacted.

Council will continue to adopt a methodical approach in assessing and evaluating current structures with a view of further enhancing our position in the market place whilst exceeding stakeholder expectations.

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 2021-2031 to pave way for shaping and improving our culture.

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

One of the key themes is retaining and attracting a diverse workforce. The diversity of the workforce encapsulates the tapping of underemployed talent, the re-engagement of former employees, a focus on women in leadership, increasing the participation of Indigenous Australians and those from a culturally and linguistically diverse (CALD) background, and the recruitment of skilled migrants.

The strategy further promotes diversity by supporting the retention of older workers through the adoption of the Ageing Workforce Strategy. This strategy helps to ensure Council's workforce remains diverse and talented.

Employee opinion survey

The Employee Opinion Survey is used to measure employee attitude, satisfaction and motivation, while also allowing Council to gain meaningful insight into organisational performance.

Following the success of the 2017/18 Employee Opinion Survey, an action plan was devised to ensure the key priority areas of innovation, accommodation, cross unit cooperation, performance management and technology were addressed.

Since then, a number of actions have either been delivered or are well on track for completion by the agreed timeframes. The priority area requiring the most improvement, as suggested in the survey results, was accommodation. There have been significant developments and progress in this space with major works completed in, and around, Council Chambers. A five-year plan has been established which will see all major sections of the building completely restored and refurbished.

Whilst Council had endeavoured to implement the 2020 Employee Opinion Survey, it has been deferred due to the COVID-19 pandemic. It is anticipated the survey will be implemented in 2021/22.

Employee productivity

Staff productivity is one of the most critical factors in driving and sustaining Council's success. It forms the basis of our overall achievements and contribution, and is the foundation upon which we rely on heavily to serve our community.

Our organisation has progressed over the past five years with the introduction of well-grounded models, frameworks and processes that aim to exponentially drive productivity.

The introduction of the new performance review process, Perform, saw a shift in focus in delivering the day to day outputs, to a more forward thinking approach that challenges and encourages staff to continually think outside the square, and explore ways to improve productivity, safety, service, sustainability and financial revenue.

To support the concept of innovative work and lateral thinking, a Reward & Recognition (R&R) policy and program was established in 2019/20. While not yet fully implemented, the R&R program promotes this concept, and recognises and rewards staff for behavioural excellence, performance excellence, customer service excellence and innovative excellence. It encourages staff to leap towards striving for the best possible outcome and making small contributions that potentially yield big impactful results.

Celebrating staff achievements

The introduction of Council's new Reward & Recognition (R&R) program lays the foundation for staff achievements and success to be recognised and celebrated. This is supported by an online R&R module.

The R&R module will be available to staff in late 2021 via the Talent Management System.

The module features:

- peer-to-peer 'Make a Difference' (MAD) recognition - enabling employees to recognise peer achievement by making recommendations and assigning MAD badges online
- trophies - employees can receive trophies online in recognition of significant achievements, and
- awards - allows employees to nominate and vote across 4 Excellence Awards categories.

Staff continue to be appraised informally through regular discussions and meetings with their supervisor, and formally through the Perform mid-year and year-end performance assessment process. A key objective of Perform is to encourage high performance from all staff whilst driving a more collaborative and inclusive culture through the assessment of staff behaviours.

Staff are formally recognised by the General Manager and Directors for their commitment and years of service at an award ceremony at the end of each year. In December 2020, 19 Council staff were presented with service certificates and anniversary gifts.

Promoting a healthy balance

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

To support staff health and wellbeing, Council promoted a number of key initiatives throughout the year.

• Wellness program

Council has an ongoing commitment to its employees' wellbeing at work, which is supported by the Wellbeing Program Benefit Policy.

• Wellbeing activities

Council provides support for wellbeing activities to all permanent staff members. Qualified employees receive a financial reimbursement of up to \$100 for the valid participation of activities that contribute to an individual's wellness.

• Flu vaccinations

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

Commencing from 1 March 2021, it is a mandatory requirement to report all vaccinations to the Australian Immunisation Register (AIR).

- **Skin screening**

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

Preventative measures including sun safety education and skin protection equipment are used to minimise long-term risk of skin cancer and other sun related injuries. A toolbox talk on skin cancer was conducted by Health and Safety Representatives and skin protection posters are displayed across all sites by Council's Health and Safety Committee.

- **Audiometric testing**

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

In 2020/21, Council commenced development of a comprehensive Audiometric Testing Register which collects details such as GP referral information and materialisation of hearing loss claims. This allows for more in-depth analysis of results and the development of additional proactive WHS strategies.

Council has also developed an action plan associated with noise control, which aims to improve safety measures for staff and reduce Council's workers' compensation exposure specifically relating to this type of claim. The action items include toolbox talks and training, a review of hearing protection equipment, workplace inspections, a review of Safe Work Method Statements and Standard Operating Procedures and noise level assessments.

- **Employee assistance program**

Council's Employee Assistance Program (EAP) ensures that all employees are able to seek independent, confidential support and advice regarding issues in their work, personal and family lives through the EAP.

Council commenced with a new EAP service provider, AccessEAP, in January 2020. Assistance is offered in a multitude of areas including conflict, relationships,

trauma, grief and loss, depression and anxiety, parenting, financial and legal concerns, drug and alcohol abuse, LGBTIQ and indigenous support.

Council extended the service offerings during the current pandemic by offering online webinars to proactively empower staff to build resilience and self-caring skills during this difficult time. The webinars are typically pre-recorded 30-minute programs that are available for all staff to view over a month long period.

- **Pre-employment health assessments**

Job-specific functional pre-employment screening is conducted for all successful candidates prior to employment by a qualified screening provider with sound understanding on the physical requirements of Council's various workplaces. The screening assessment process ensures that staff have the physical capabilities to perform their inherent duties. Drug testing and audiometric testing are included as a routine part of the process to ensure Council's workforce is fit, healthy and well matched to the physical tasks required of them.

Council's preferred pre-employment provider Suremploy reverted to offering virtual screening, instead of screening checks in person, to limit the exposure to their workers as part of their risk mitigation strategy in early 2020 due to the COVID-19 pandemic. As a result, audiometric and drug testing could not be included as part of the assessment.

Council completed a review of the current provider's services and the risks associated with not having these services as part of the pre-employment screening, which concluded:

- staff, particularly operational staff have a higher potential for workplace injury due to the high risk activities they perform and the hazardous environments they work in, and
- pre-employment screening is a critical part of Council's safety culture as it establishes clear expectations around health, safety and work capacity.

As such, Council changed its provider to Injurynet who is able to offer a full range of face-to-face pre-employment screening services in a COVID safe way.

130

In 2020/21,
Council
delivered
to staff:

218
flu vaccines

130
skin cancer
screening
checks

73
audiometric
tests

- **Flexible workplace**

- **Working from home framework and policy**

The purpose of this policy is to facilitate a more flexible approach to working arrangements. It aims to support employees 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. Council's philosophy stems from the notion that work used to be somewhere you went; now it is something you do. This forward focus philosophy is the backbone to empowering and entrusting our staff, and sets the foundation for an outcomes driven organisation.

- **Purchased leave**

This policy provides staff with an opportunity to purchase additional leave to use for family commitments, travel, study or other personal reasons. An employee may purchase an additional one or two weeks (five or ten days) annual leave by choosing to receive 51 (for five days of self-funded leave) or 50 weeks (for 10 days of self-funded leave) of pay spread over the full 52 weeks of the calendar year.

- **Flexible working hours policy**

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

- **Study allowance and examination leave**

Council assists permanent part-time and permanent full-time employees up to \$1,500 who wish to undertake a course of study which will enhance work related knowledge and skills, improve job performance and ensure employees are trained for specific workforce requirements both now and in the future. As well as Council providing support and assistance for study, employees have a joint responsibility in not only ensuring the success of their study program, but in sharing the investment in terms of time and cost.

- **Transition to retirement**

Council assists eligible employees to transition to retirement by ensuring retirement is planned and managed in a sensitive manner, providing a framework for a smooth transition and a systematic approach to retaining and transferring knowledge.

28 staff purchased self-funded leave

282 staff utilised flex leave, and 89 staff worked a 9-day fortnight

21% of staff have approved work from home agreements

9 staff members successfully applied for examination leave or financial allowances for study

Equal employment opportunity

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law.

We keep abreast of legislative and industry changes in this area and undertake regular reviews of human resources practices and processes to ensure that Equal Employment Opportunity (EEO) principles are applied accordingly.

Diversity and inclusion

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.

Council is committed to leading strategies to strengthen our diverse and inclusive environment. Our Workforce Management Strategy 2021-2031 sets the foundation for retaining and attracting a diverse and talented workforce.

In order 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. It is a course designed to not only increase staff understanding of diversity, but to also explain the benefits and challenges of diversity across society and within workplaces, and provide ways in which they can be more inclusive.

There have been no matters related to discrimination raised through the EEO Committee in the last five years.

Council has adopted an 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.

The following strategies are key to retaining Council's older staff:

- gain a greater understanding of our ageing workforce
- promote and celebrate the multigenerational workforce

- support older workers with the mental and physical effects of ageing, and
- transform contemporary HR practices, policies, and processes to explore opportunities for addressing the issues associated with an ageing workforce.



Council is introducing a new category in the Employee Opinion Survey in 2021/22 to measure the overall effectiveness of Council's approach to diversity and inclusion.

Activities to implement EEO Management Plan

Council's Equal Employment Opportunity (EEO) Management Plan 2020-2024 sets out the objectives and strategies to be delivered across the timeframe. This enables management and employees to understand equity and diversity principles and their responsibilities in relation to its implementation.

For further information on the objectives and achievements under the plan, refer to **Local Government Reporting** on page 309.

WORK, HEALTH AND SAFETY

Council is dedicated to continuous improvement of work health and safety performance.

Council has reviewed the current work health and safety management system 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. Additionally, in December 2020, Council reviewed and updated Council's Work, Health and Safety Policy, with staff training and education to be provided.

Council continues to implement a risk-based approach to hazards and risks so that risks are identified and controlled in accordance with the *Hierarchy of Controls from the WHS Regulations 2017*.

Safe working environment

Council's Work Health and Safety (WHS) initiatives for 2020/21 included:

- undertaking risk assessments in accordance with legislative requirements
- review of Council's WHS Management System and development of three year strategic plan
- review of Council's Work, Health and Safety Policy
- continuous improvement of the WHS Strategic Committee and consultation process
- development of the draft First Aid and First Aid Response Procedures
- conducting first aid risk assessments across business units
- review of the Emergency Management Response Procedures and site-based Emergency Management Plans
- continuous review of injury and incident reporting and management processes
- health monitoring of workers such as audiometric testing, and
- providing access to the Employee Assistance Program to all workers.

Health and safety committees

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

Council conducts ongoing internal consultation with staff and their representatives on work health and safety matters through the following:

- **Health and Safety Strategic Committee**

The Health and Safety Strategic Committee sits at a strategic level and sets overall directions for the committees.

- **Health and Safety Representative Committee**

Each department elects health and safety representatives from their identified workgroups to become members of the Health and Safety Representative (HSR) Committee. Members of this committee facilitate consultation between various parties and assist them to assess, eliminate and mitigate risk in the workplace by:

- representing the work group in matters relating to work, health and safety (WHS)
- monitoring and reviewing WHS measures undertaken by Council
- enquiring into matters that relate to WHS risk for the work group, and
- facilitating toolbox talks.

In December 2020, Council reviewed work, health and safety consultation procedures, with the approval of The Health and Safety Committee Charter and the new Consultation Cooperation and Coordination Procedure.

The purpose of these documents are to outline Council's consultation and communication across business units when addressing work health and safety matters within the workplace. This allows a two-way exchange of information between Council's leadership team and staff to provide opportunities to express views and share information about health and safety.

The Health and Safety Strategic Committee postponed their bimonthly meetings at the start of the pandemic. These were re-commenced in July 2020 with a focus on:

- consultation charter and procedure feedback
- COVID-19 response, and
- wellness programs.

Along with regular meetings, the Health and Safety Representative Committee participated in online training events in February 2021 to assist members to understand their roles and implement work, health and safety related functions.

Emergency management

The Emergency Planning Committee (EPC) implement Council's Emergency Management Plans along with the coordination of the Emergency Control Organisation (ECO) at a site level.

The ECO facilitates the safe and orderly implementation of the emergency management plan in Council buildings including evacuation of staff where necessary. They are a structured organisation of staff within the building who take command on the declaration of an emergency, pending the arrival of the fire brigade or other emergency service. Each Council site has a site group that comprises of chief wardens, deputy wardens, area wardens, first aid officers and facilities staff.

The ECO site groups have responsibilities as follows:

- organise and participate in site specific training
- review emergency plans ensuring contact information is up to date
- review procedures and personal coverage that include the current pandemic crisis, and
- review emergency reporting processes and templates.

In 2021, the Emergency Management and Response Procedure Template and Emergency Management Plans were reviewed, along with Emergency Evacuation training. These were referred to the Emergency Planning Committee and the Emergency Control Organisation for further consultation.

Emergency evacuation and fire extinguisher training was completed for site ECOs in April 2021 and for Chief Wardens who work near the chemical shed in May 2021.

First aid

First Aid Officers were in regular and frequent consultation with chief wardens to ensure adequate and effective work arrangements were in place to protect workers' safety from COVID-19 risk while performing their required duties. Such arrangements included:

- cover for the key roles
- availability and distribution of additional personal protective equipment (PPE), and
- clear understanding of roles and responsibilities by relevant workers.

First aid officers, when being alerted to the emergency, make contact with the chief warden and proceed to the emergency assembly area with equipment to render first aid when required.

Council conducted first aid risk assessments in 2020 to ensure the first aid requirements business units were met and factors that impact first aid requirements were considered. The risk assessments identified a gap in the maintenance of Automated External Defibrillator (AED) units across Council. A workgroup was formed to discuss AED in the workplace, and to develop an AED Management Plan. The new plan is currently undergoing approval.

In 2021, Council developed the draft First Aid and First Aid Response (FA&FAR) Procedure which specifies the minimum requirements and responsibilities for the provision of first aid. It applies to workers, contractors and visitors who conduct activities under the management and control of Council. The new procedures are currently undergoing approval.

Response to the COVID-19 pandemic

Ensuring the ongoing health, safety and well-being of all Council employees is of critical importance in responding to the COVID-19 pandemic.

On 23 March 2020, the Crisis Management Team (CMT) considered current working arrangements in view of advice from the Government and the level of risk associated with the COVID-19 pandemic. It was determined that where possible staff should work from home. Consequently, the majority of professional and administration staff worked from home until February 2021. In late June 2021, staff were again required to work from home due to the COVID-19 Delta variant outbreak in Greater Sydney.

Additionally, the following measures were implemented to mitigate identified risks and address concerns relevant to the workforce:

- staff are provided with regular updates on decisions made by the CMT together with useful COVID-19 resources and information from Council's Employee Assistance Provider
- hand sanitiser was installed at entry and exit points of all Council workplaces
- staff working onsite were provided with spray sanitiser and paper towel for use at their workstations
- staff working in key support services were split across different locations throughout Council buildings
- where possible, staff worked remotely to facilitate social distancing guidelines by reducing the number of people in the workplace
- all non-essential internal and external meetings/conferences/workshops and training courses were modified, cancelled or postponed or delivered in an online format, and
- face masks were made available to staff in front facing roles that have contact with the community or customers. (Note: the wearing of face masks was not mandatory in NSW as personal protective equipment at this time)

Local Government NSW and the relevant staff unions have agreed to a unified approach to staffing matters during the pandemic, which were documented in a Joint Statement and a new temporary award titled the Local Government (COVID-19) Splinter Award.

Council is supporting staff and acting in accordance with the relevant provisions of the Joint Statement and temporary award as follows:

- flexible working arrangements are available to staff which will be managed in accordance with the Local Government (State) Award
- where a staff member is unable to work due to illness associated with COVID-19, access to sick leave will be provided in the first instance and other leave options will be made available to staff who have exhausted their sick leave allocation
- where a staff member is not sick but excluded from the workplace due to COVID-19 isolation requirements, working from home arrangements (undertaking substantive or alternate duties) will be looked at as a first option and where this is not possible, paid special leave will be offered for the period of the required isolation

- where a staff member is unable to work due to caring responsibilities (schools or caring facilities closed) or transport disruption associated with COVID-19, up to 2 weeks paid special leave will be offered and other accrued entitlements will be available following this
- where the workplace is closed due to COVID-19, working from home or an alternate location undertaking substantive or alternate duties will be looked at as a first option. Where this is not possible, three stages of temporary stand down provisions will be afforded to permanent staff as follows:
 - Stage 1: Paid special leave for a period of up to 4 weeks at the ordinary rate of pay
 - Stage 2: Paid Job Retention Allowance for a period of up to 3 months at an Award base rate which can be topped up with accrued leave entitlements
 - Stage 3: Leave without pay.
- special provisions for staff confirmed as being 'regular' casuals - up to 2 weeks paid special leave will be offered to a 'regular casual' where they are required to isolate.

Council is committed to ensuring that staff continue to have meaningful and productive work during this challenging time. To date, the departments that were directly affected by the pandemic have been able to effectively respond by redirecting and refocusing their resources in order to manage fluctuating demands.

Reducing workplace injury

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

In 2020/21, Council focused on achieving a high performance workers compensation insurance program to measure and monitor early intervention, return to work performance, claims and injury management efficacy to safeguard payable insurance premiums.

In particular, Council observed a significant decrease (17%) in total lost time hours in 2020/21 compared to 2019/20 as shown in Figure 25 on page 140. Lost Time is the total number of working hours lost subsequent to a work-related injury measured from the date of injury in which an employee is deemed totally/partially incapacitated for work by way of a Certificate of Capacity issued by the nominated treating doctor. A summary of yearly comparisons for the past five years for the total number of workers compensation claims lodged against Council is shown in Figure 24 on page 139.

Workforce training

Council continued to ensure that all workers were trained appropriately in skills related to their work. Safety awareness training minimises the risks to the broader community and workers and ensures that work is carried out in the safest possible way.

During 2020/21, hazard-specific training programs were delivered to associated workers and volunteers through site inductions, first aider training, warden training, health and safety training and toolbox talks. Due to COVID-19 all non-essential training was postponed in response to the health advice from the state government.

Incident reporting

Council is continuously refining the metrics to better assess the efficacy of Council's injury and claims management program. The key performance indicators used to measure Council's injury and claims management program performance are claims notification delay, average/median costs of claims, claims finalisation rate, wage loss by business units and average wage loss by body parts.

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 allow Council to develop and implement more effective and forward-looking strategies.

Number of incidents

Reported incidents have increased in 2020/21 with overall figures remaining high over the five-year period (Figure 22) due to a change in classification methodology. There continued to be a strong focus on ensuring all incidents were reported across Council. With the adoption of the electronic incident reporting system, Council will continue to see an increase in minor incident recording. These numbers also reflect the inclusion of property damage due to the change in reporting methodology.

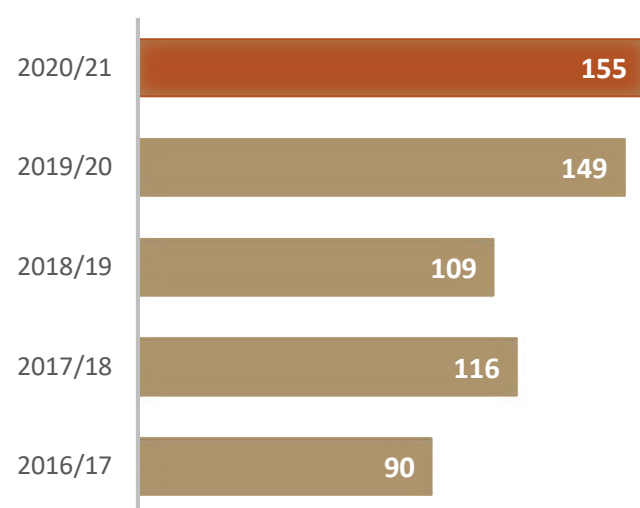


Figure 22: Total incident reports from 30 June 2017 to 30 June 2021

Types of incidents

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

In 2020/2021, there was a slight increase in the number of incidents lodged compared to 2019/2020. The majority of incidents were classed as 'other and unspecified mechanisms of incident'. This classification includes near miss events, vehicle, and multiple mechanisms of incident and unspecified mechanism of incident. Property damage (sub-class vehicle) continued to have the highest number of incidents, resulting from minor incidents and damage, which is a reflection of the time spent on service delivery tasks in vehicles performed by Council operational employees. See Figure 23.

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

The number of 'mental stress' incidents has slightly increased compared to the previous reporting period. The majority of these incidents were related to customer service. Training, along with the development of clear safety processes and procedures for staff and customers continue to be delivered.

In 2020/21, there was also an increase in incidents related to 'chemicals and other substances'. While there were no unusual practices identified in operational processes, this may be attributed to increased work activities in this area during the period outside of COVID-19 restrictions.

Asbestos is one of the most significant hazards Council has exposure to in public spaces such as parklands. Council has developed a draft asbestos procedure and flowchart to identify responsibilities of staff and managers; to establish an escalation process for removal of the identified asbestos waste; and to enable systems to minimise physical contact with asbestos waste. Council is also reviewing the Asbestos Management Plan to ensure current practices meet the requirements set out in the *Local Government NSW Model Asbestos Policy 2015*.

| Type of incident | 2020/21 | 2019/20 | 2018/19 | 2017/18 | 2016/17 | TOTAL |
|--|------------|------------|------------|------------|-----------|------------|
| Falls, trips and slips of a person | 23 | 21 | 19 | 14 | 13 | 90 |
| Hitting objects with a part of the body | 16 | 21 | 13 | 2 | 4 | 56 |
| Being hit by moving objects | 14 | 19 | 8 | 14 | 13 | 68 |
| Sound and pressure | 3 | 3 | 0 | 0 | 0 | 6 |
| Body stressing | 20 | 16 | 15 | 17 | 22 | 90 |
| Heat, electricity and other environmental factors | 2 | 0 | 1 | 1 | 1 | 5 |
| Chemicals and other substances | 24 | 10 | 6 | 14 | 12 | 66 |
| Biological factors | 0 | 0 | 1 | 0 | 0 | 1 |
| Mental stress | 11 | 7 | 7 | 2 | 4 | 31 |
| Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage) | 42 | 52 | 39 | 52 | 21 | 206 |
| Total | 155 | 149 | 109 | 116 | 90 | 619 |

Figure 23: Types of incidents recorded from 30 June 2017 to 30 June 2021

Workplace injury

StateCover claims by year

Compensation claims in 2020/21 remain steady, with a decreasing trend over the five-year period as shown in Figure 24. This is attributed to continued staff awareness and improved return to work culture.

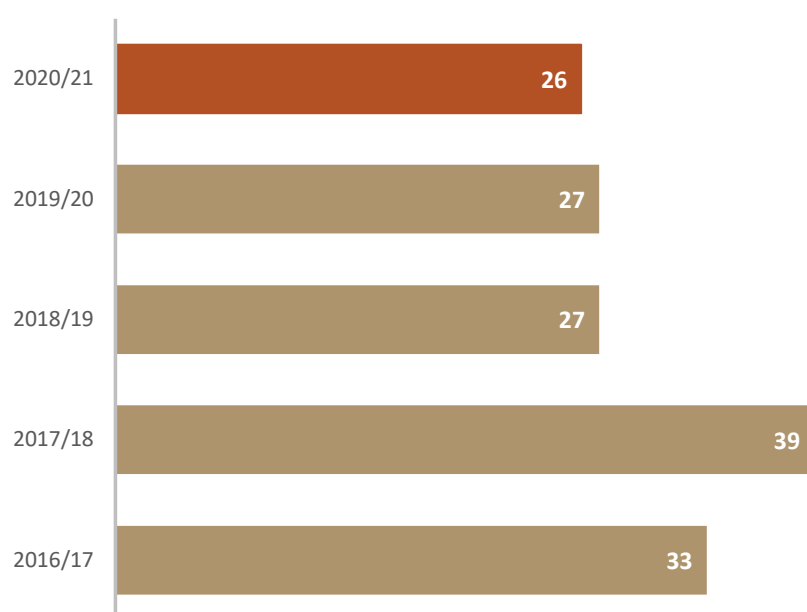


Figure 24: Number of StateCover claims by year from 30 June 2017 to 30 June 2021

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

Lost time

Lost time is the total number of working hours lost subsequent to a work-related injury. It is measured from the date of injury in which an employee is deemed totally/partially incapacitated for work by way of a Certificate of Capacity issued by the nominated treating doctor.

The total number of workers compensation claims lodged between 2019/20 and 2020/21 (as shown in Figure x) are very similar. However, there has been a 17% reduction in lost time between 2019/20 and 2020/21 from 1,079 hours to 893 hours, as shown in Figure 25. Overall, lost time has been decreasing since 2018/19.

The continued reduction in lost time is due to several factors:

- improved employee-employer engagement at the onset of work-related injuries, and
- internal refinement with the support of StateCover to execute effective and timely injury management strategies, from early intervention to workplace rehabilitation.

The most common injuries are musculoskeletal in nature or injuries to hands and fingers. A review of factors contributing to these injuries will inform future work practices and training.

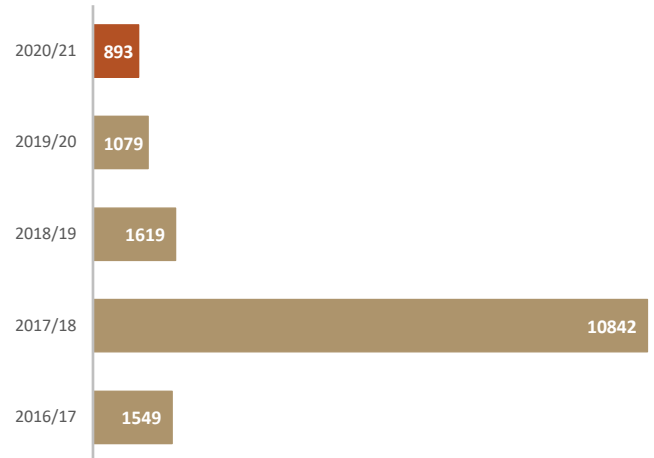


Figure 25: Lost time (hours) due to workplace injury from 30 June 2017 to 30 June 2021

Note: Figures have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period. In 2020/21, Council commenced reporting lost time due to work related injuries in alignment with the NSW WC insurance premium calculation formula, and previously reported figures have been adjusted accordingly.



17% reduction in lost time hours in 2020/21

StateCover premium and performance rating comparison

A reduction in lost time in 2019/20 and 2020/21 has translated to a decrease in renewal premium from \$1,385,960.54 to \$962,332.33 as shown in Figure 26.

Council is performing well, with an average worker's compensation performance rate that is considerably below the Industry, StateCover and Office of Local Government (OLG) averages (Figure 26).

| Financial year | Worker's compensation premium | Ku-ring-gai Council's average rate | WIC* rate/ industry rate | StateCover average | OLG average |
|----------------|-------------------------------|------------------------------------|--------------------------|--------------------|-------------|
| 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% |
| 2016/17 | \$ 567,739.50 | 1.43% | 2.594% | 2.94% | 2.46% |

* Worker's Compensation Industry Classification

Figure 26: StateCover premium and performance rating comparison from 30 June 2017 to 30 June 2021



Council officers upgrading Two Creeks Track, East Lindfield.

Reward and recognition policy, program and module

- further implementation of the program including access for staff to nominate peers for efforts and achievements

Succession planning

- finalise and implement the succession planning program and system modules

Payroll systems

- development and implementation of a new payroll platform with improved functionality and an employee self-service tool that allows staff to actively manage their leave and access individual payroll information

Employee Opinion Survey

- delivery of the Employee Opinion Survey with the introduction of a new category that will measure the overall effectiveness of Council's approach to diversity and inclusion

Child safety standards

- improve and support child safety within the organisation and across the community with the guidance of the Child Safe Standards published by the Office of the Children's Guardian

Work, health and safety

- develop an integrated Work, Health and Safety (WHS) system to automate reporting of WHS events and interaction with other related functions such as enterprise risk management, worker's compensation and public liability
- provide ongoing training to staff to improve their awareness of the overall WHS event management process
- review and update the WHS Standards & Protocol and COVID-19 Safety Plan to ensure they are current and consistent with the restrictions and Public Health Orders
- work collaboratively with managers to review COVID-19 safety plans of work areas in line with any new requirements and are reflective of the current restrictions
- provide ongoing support to management and staff during the pandemic, and
- continue to deliver on committed initiatives under the WHS program and overarching Enterprise Risk Management Framework.

Injury and claims management

- monitor closely, and report timely, on near-miss and hazard events to allow comprehensive investigations and appropriate corrective actions to be taken to eliminate and mitigate the triggers for potential or further exposure (eg: workers compensation, public liability and motor vehicle claims)
- increase mental health awareness and support through regular staff communications, ongoing support for managers and team leaders to manage difficult situations and continuous delivery of online webinars programs, and
- continue to enhance the claims management system and processes in collaboration with Council's subject matter specialists.



Caption ??

GOVERNANCE

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 2020/21 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)
- transitioning Council and Committee Meetings to a mix of virtual and face to face meetings from October 2020 in accordance with the revised legislation, codes and guidelines issued by the Office of Local Government (OLG). Virtual meetings were only reintroduced in June 2021
- enhancing Council's governance framework through the implementation of an amended Code of Conduct for staff and Councillors and amended Code of Meeting Practice required as a result of legislative changes
- adopting a new or revised Councillor Access to Information, Interactions with Staff and Records Management Policy, Ethical Lobbying Policy, Fraud and Corruption Control Policy and Enterprise Risk Management Policy
- updating and redesigning the Councillors Expenses and Facilities Policy in line with the Office of Local Government best practice template
- continuing to host a shared internal audit service with other northern Sydney councils and actioning recommendations from the service
- implementing a new request for tender template and progressing a new contract management framework
- continuing the review of key Council policies to ensure they address current legislation and reflect best practice
- reviewing the functions of Council's risk advisory service to ensure they are aligned with strategic directions and business needs, and
- completing other governance reporting and compliance requirements.

Audit, risk and improvement

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. The Charter, adopted in June 2019 by the elected Council, includes an expanded responsibility of improvement. This recognises the Committee's role in identifying opportunities for improvements to service delivery through enhanced organisational processes, compliance, controls and reporting mechanisms.

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 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. Six meetings were held in 2020/21, 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 – Re-appointed in 2020 for a further term of two years until 2022.

- two councillors:
 - Councillor Sam Ngai
 - Councillor Martin Smith

In addition to the voting members, other non-voting attendees include the Mayor, 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 Risk Advisory.

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 standing 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 claim 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.

Internal audit

Council continued to maintain an effective and compliant internal audit function during 2020/21. The internal audit plan is shared with the external auditors in order to avoid potential duplication of coverage and for them to be aware of work being completed during the year.

The COVID-19 pandemic initially slowed some activities but the work of the internal audit continued, although with reduced resourcing due to a staff resignation. Audits and fieldwork involving staff were managed through Zoom meetings, sharing online documents and emailing documentation.

Three audits were completed during the 2020 calendar year:

- contract management - limited
- development applications processing and compliance - limited
- grants administration and sponsorships – full, and
- an additional high level review of COVID-19 considerations against the ICAC report was conducted in April 2020.

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 following internal audits were deferred to 2021:

- privacy and information awareness risk assessment was not completed across the shared service due to a lack of internal audit resources. Due to social distancing restrictions it was also decided to defer a workshop approach until 2021.
- an internal audit of food inspections was carried forward into 2021 across the shared service, and
- completion of a review of payments (high volume, low value transactions) was completed in May 2021.

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.

Internal audit recommendations

The following are examples of management actions implemented as a result of internal audit findings.

• Fraud and corruption control policy

The fraud and corruption risk assessment completed by Council's Internal Auditors in December 2019 identified that Council's Fraud and Corruption Prevention Policy was outdated and not reflective of current best practice, increasing the risk of non-compliance with key requirements.

Council's Fraud and Corruption Prevention Policy was reviewed and a new Fraud and Corruption Control Policy prepared to replace it, in consultation with internal stakeholders and Internal Audit.

The new policy is based on the NSW Audit Office's Fraud Control Improvement Kit 2015 and Australian Standard 8001-2008 Fraud and Corruption Control.

It outlines the high-level commitment by Council to the implementation of strategies and actions that support fraud and corruption control and sets out responsibilities under the fraud and corruption risk management framework for implementing and monitoring appropriate actions.

The policy will be supported by a Fraud & Corruption Control Strategy and Fraud & Corruption Control System.

This suite of documents will further enhance Council's overall fraud and corruption risk management framework and keep it up-to-date and compliant with current practice and requirements.

• Ethical lobbying policy

Council exhibited and adopted this policy during 2020/21. The intention of this policy is to implement controls over the activities of lobbyists and establish standards of behaviour for both lobbyists and council officials.

Councillors are frequently required to make decisions that have long-lasting effects on the entire community. As a result they are often lobbied by people who seek to influence the decision-making process. Free and open access to councillors and other council officials is vital for efficient and effective local government and is a significant source of public participation through which residents can have their say on issues. However

lobbying activities should be carried out ethically, transparently and fairly, and council officials must make decisions in an open and transparent manner without undue influence or the perception of undue influence by external parties.

The aim of the policy is to implement specific controls over the activities of lobbyists engaged to act on the behalf of third-party clients and allows officials who are approached by lobbyists to establish whose interests they represent so that informed judgements can be made about the outcome they are seeking to achieve. Furthermore, the policy intends to outline the standards and behaviour expected by council officials and lobbyists in engaging in lobbying activities with council.

Shared audit service

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 efficiently and effectively deliver the North Shore Internal Audit service during 2020/21.

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. Specific benefits realised for Council through the past year include a re-invigorated internal audit methodology that takes a risk based approach towards planning and conducting internal audits.

A consolidated internal audit plan was 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 in order to avoid potential duplication of coverage and for them to be aware of work being completed during the year. Every internal audit report is shared with the external auditors.

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 in 2021. The interim management letter for the year ended 30 June 2021 was presented to the ARIC with one medium and three low risk issues raised.

In September 2021, the Committee considered a report from the Audit Office and discussed the audited financial statements and audit coverage.

The committee also received and endorsed actions on control matters identified during the annual financial audit. Council's Finance Manager also provides the ARIC with an overview of Council's financial performance and investment portfolio.

Governance

Quarterly reports are presented to the Audit, Risk and Improvement Committee (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 - a summary of actions taken by responsible managers in regard to relevant circulars, legislation and other matters arising that impact the local government sector
- an overview report of individual obligations under the *Privacy and Personal Information Protection Act 1998*, *Government Information (Public Access) Act 2009* and the *State Records Act 1998*. This is included as part of induction training for all new staff, 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 receive regular reports outlining policies that are due to be reviewed. Five policies were updated during the reporting period.

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

Council has a contract in place with the NSW Electoral Commission to administer the Ku-ring-gai Council Election. During 2020/21, Council's governance staff created an election web page and prepared all necessary non-residential roll documentation. Council also liaised with the Commission to locate pre-poll and returning officer premises for the election. Council's first candidate information session took place on 10 June 2021.

Code of conduct and procedures

Council's Code of Conduct includes requirements for the conduct expected of Council staff and councillors and their adherence to ethical standards.

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

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

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

The code and other associated policies must address and be consistent with a number of acts and guidelines. The procedures to the code detail the administrative framework and processes to be followed when complaints are made. This includes:

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

To ensure that staff, councillors and external committee members are aware of their responsibilities under the new code, a comprehensive communication and training program was implemented in 2018/19 and an ongoing compulsory e-learning module on the Code of Conduct is required to be completed by all staff during induction training.



FURTHER INFORMATION
www.krg.nsw.gov.au

Code of conduct complaints

Council is required to report complaints annually to the NSW Office of Local Government for the twelve month period to 31 August each year. Information is provided in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2018. This reporting timeframe does not coincide with the Annual Report financial year. Based on the availability of reporting information for different categories during the period:

For the most recent Code of Conduct report received within the 2020/21 financial year:

- one complaint was received regarding councillors and referred to a conduct reviewer, and
- two complaints were finalised with a finding of no breach.

For the twelve month reporting period 1 September 2020 to 31 August 2021:

- there were six (6) complaints received related to potential breaches of the Code of Conduct by staff members, and
- following initial assessment of these complaints, three (3) formal investigations were undertaken, of which all investigated complaints were found to have breached the Code of Conduct.

Referrals to External Authorities

- Council referred two (2) matters to ICAC during the reporting period. To date, no further action has been required of Council in relation to these matters.

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 to track developmental milestones of 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, ERM Strategy and Risk Appetite Statement which will set the overarching direction for Council's risk management approach and risk-taking boundaries. Activities to support this included:

- upskilling and engaging the Leadership Team through a range of risk refresher training and one-on-one or group workshops
- enhancing overall organisation risk culture and awareness
- improving staff engagement through embedding a risk management mindset in business processes
- a comprehensive review of Council's risk management methodology leading to a consolidation and reduction of defined risks, and
- a review and further refinement of strategic and operational risk registers against the parameters contained within the risk matrix.

Business continuity management (BCM)

Council engaged risk consultants, InConsult in early 2020 to partner with to develop a BCM Policy and Framework. The following progress has been made:

- development of the draft BCM Policy and Framework
- completion of a Business Impact Analysis (BIA) for the two major sites of the Council Chambers and Depot
- completion of Business Contingency Plans for Council Chambers and the Depot, and
- completion of Business Continuity Management training and scenario testing.

The BCM Policy and Framework and related Business Contingency Plans are currently in the stages of finalisation with senior management and related work groups.



Section 24
Caption 29

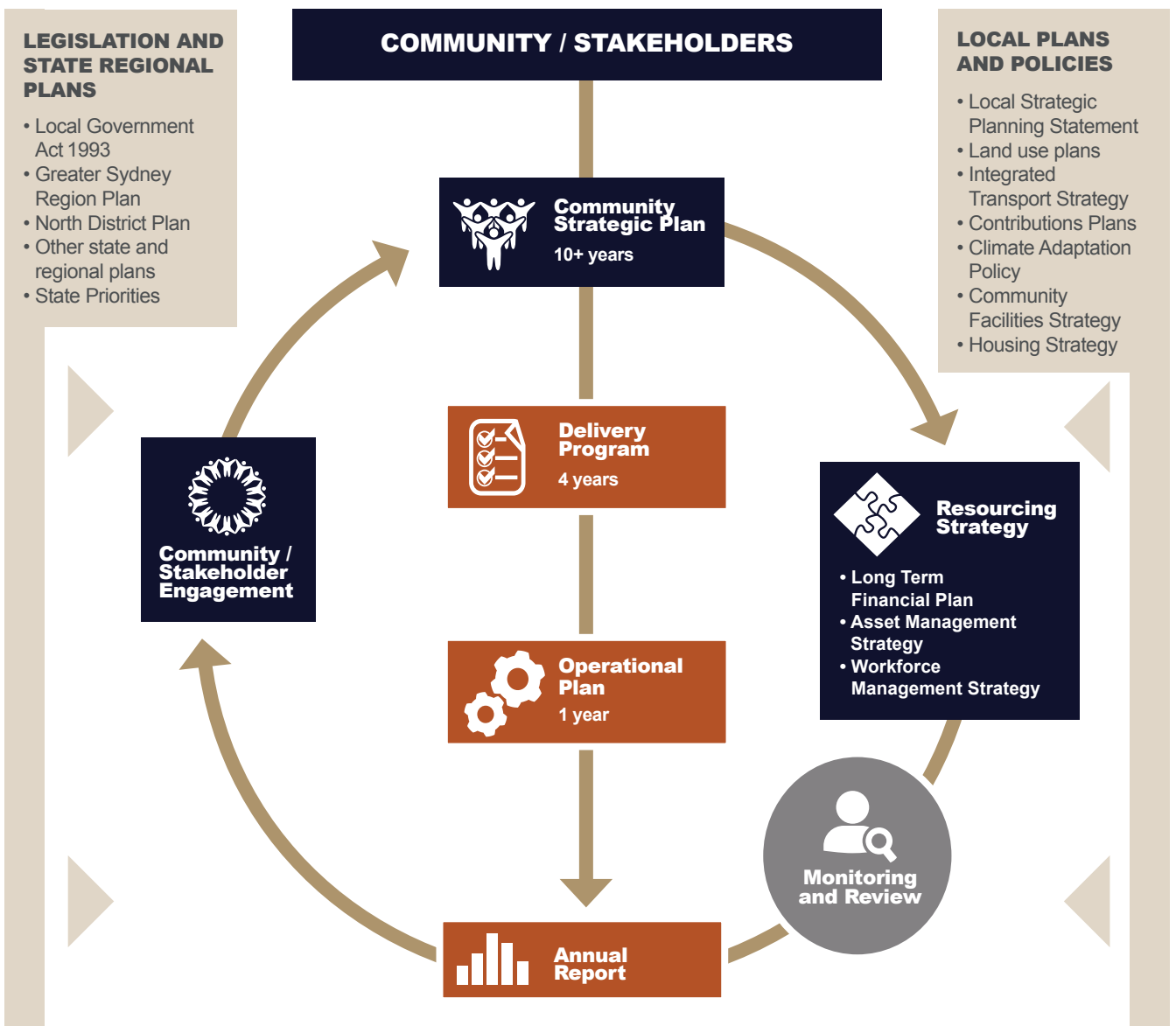
PERFORMANCE – DELIVERING THE VISION

INTEGRATED PLANNING AND REPORTING

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

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

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



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

Website: www.olg.nsw.gov.au

Diagram 3: Integrated planning and reporting framework

MEASURING OUR PERFORMANCE

Themes

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

End of Term Report 2017- 2021

In the year of an ordinary election, Council is required to present an End of Term Report at the last Council meeting of the outgoing Councillors. This report details the effectiveness of the Community Strategic Plan in progressing the community's long term objectives. This is measured by:

- the completion of Council's Term Achievements – those outcomes Council said it would do to progress the Community Strategic Plan over the Delivery Program and Operational Plan 2018-2022
- the outcomes for progress indicators set for long term objectives, and
- an assessment of long term objectives as being 'on track' for completion in 2038.

Council's End of Term Report 2017-2021, as required by the Office of Local Government, is attached to Council's Annual Report 2020/21.

Council's Operational Plan 2020-2021 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.

Summary of performance 2020/21

Council successfully completed or progressed a substantial capital works program, operational projects and actions outlined in the Operational Plan. The outcomes from these address a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

The ongoing COVID-19 pandemic and related Public Health Orders, continued to present Council with challenges in the delivery of services, programs and projects. Service areas continued to modify activities in line with government legislation and mandatory restrictions, to be able to deliver effective and efficient services to the community. Despite the COVID-19 financial impact, Council maintained a satisfactory financial position and delivered a high level of service delivery across all areas. This supports Council's ongoing financial sustainability and capacity to deliver services and facilities. Where relevant, impacts to service delivery and performance reporting can be viewed in **Performance – Delivering the vision** on pages 153-282.

* Council's adopted 3 year Delivery Program 2018-2021 was extended to 4 years, as part of the Office of Local Government's deferral of NSW local government elections to September 2021, which were subsequently deferred to December 2021.

How we measure our progress

| | |
|--------------------------------------|---|
| <p>QBL TREND INDICATORS</p> | <p>Quadruple Bottom Line (QBL) indicators</p> <ul style="list-style-type: none"> • Measures performance for key economic, environmental, governance and social indicators • Presented by theme for 2020/21 including a five-year trend result |
| <p>LONG TERM OBJECTIVES*</p> | <p>Long term objective progress and/or completion</p> <ul style="list-style-type: none"> • Measures progress as outlined in Council’s Community Strategic Plan – Our Ku-ring-gai 2038 • Results presented in Council’s End of Term Report 2017-2021 |
| <p>TERM ACHIEVEMENTS</p> | <p>Term achievement progress and/or completion</p> <ul style="list-style-type: none"> • Measures progress of four-year term achievements as outlined in Council’s Revised Delivery Program 2018-2022 • Presented by theme for 2020/21 |
| <p>OPERATIONAL PLAN TASKS</p> | <p>Operational Plan task completion</p> <ul style="list-style-type: none"> • Measures overall performance and shows how effective Council were in achieving planned activities during the financial year • Presented by theme for 2020/21 |
| <p>PERFORMANCE INDICATORS</p> | <p>Performance indicator achievement</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 2020/21 in Annual Report |

* Performance for Long Term Objectives and related Performance Indicators, as per the adopted Community Strategic Plan, was included in Council’s End of Term Report 2017-2021.

Performance monitoring and reporting in 2020/21

QUARTERLY REPORT

- Reports presented to Council quarterly:
 - ✓ Annual budget – including progress and expenditure on capital and operating projects and all Council services
- Reports presented to General Manager/Directors September 2020 and March 2021:
 - ✓ Operational Plan – progress and/or completion of annual tasks

BI-ANNUAL REPORT

- Reports presented to Council:
 - ✓ December 2020 - progress of term achievements and annual tasks
 - ✓ June 2021 - progress and/or completion of term achievements, annual tasks and achievement of performance indicators
- Bi-annual reports are available at www.krg.nsw.gov.au

ANNUAL REPORT

- Presented to Ku-ring-gai community and Office of Local Government:
 - ✓ 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
- Council's audited financial statements are on pages 327-444.

END OF TERM REPORT AND STATE OF THE ENVIRONMENT REPORT

- End of Term Report 2017-2021 and State of the Environment Report 2017-2021:
 - ✓ Included in Council's Annual Report in the year of ordinary local government elections
 - ✓ The End of Term Report details the effectiveness of the Community Strategic Plan in progressing the community's long term objectives over Council's term. The Report is presented at the last Council meeting to outgoing Councillors
 - ✓ The State of the Environment Report covers the state of the environment in the local government area and details progress on the implementation of long term objectives for the environment established by the Community Strategic Plan
- Council's End of Term and State of the Environment Reports are available at www.krg.nsw.gov.au

SERVICE PERFORMANCE

- Implemented recommended actions from Council's review of services and results of 2021 community satisfaction survey, in line with community needs and strategic outcomes
- Community feedback reports are available at www.krg.nsw.gov.au

Garden Literature.
Photographer: Natalie Pitchers.



Theme 1

COMMUNITY, PEOPLE AND CULTURE



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

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Community, people and culture** within the Revised Delivery Program 2018–2022.

COVID-19 support

By the end of May and early June 2020, the NSW Government commenced relaxing restrictions for the pandemic. While Council's essential services had continued to operate throughout the pandemic the relaxation of restrictions enabled many community facilities to reopen and community programs to recommence later in 2020.

Council services were still required to operate in accordance with government requirements including restrictions around the number of people gathering, hand hygiene and ensuring adherence to social distancing practices.

Some services continued to be suspended, postponed or modified in accordance with health restrictions. This included major face-to-face community events, Citizenship ceremonies, Anzac Day celebrations and Active Ku-ring-gai fitness programs.

Due to the ongoing uncertainty regarding the pandemic and its impacts on Ku-ring-gai residents, Council continued to work with community groups and organisations to support residents, particularly the more vulnerable and less mobile.

In June 2021, COVID-19 restrictions and lockdowns were re-imposed on some parts of southern and western Sydney. These were eventually extended to cover the whole of the Sydney Metropolitan area including Ku-ring-gai. As a result, Council facilities were again closed in response to the Sydney-wide lockdown.

During the periods of restrictions, Council provided funding from its community grants program for the Ku-ring-gai Connect service, including a food bank grocery service and food hampers for needy residents. Ku-ring-gai Meals on Wheels also provided a meals service to frontline workers, disadvantaged and homeless people.

Council assisted in the promotion of NSW Health's COVID-19 testing clinic at St Ives Showground, which opened daily during the year, through electronic signage and regular e-news. The temporary clinic at the Turrumurra Community Centre was closed at the end of January 2021.

Council continued to respond to the COVID-19 pandemic with many of Council's services for children, young people, aged, and disability residents and library services adapted to comply with public health orders and to meet emerging needs in the community. Services continued to target working parents, essential workers and vulnerable members of the community and particularly addressed issues of social isolation and dislocation.

Services for children, youth and seniors

Children

Council's Thomas Carlyle Children's Child Care Centre remained open throughout the period, with strict social distancing and hygiene rules in place for children, parents and staff. A promotional campaign for Council's family day care service was ongoing to attract educators and new families.

Vacation care centres were very busy during the October 2020 and January 2021 school holidays, with centres at St Ives, Pymble and West Lindfield all booked to near capacity. The centres offered children aged 5 to 14 a wide variety of arts, crafts, games, sports and a limited number of COVID-safe excursions.

Following the June 2021 lockdown, the centres cancelled excursions and out-of-centre activities during the winter school holidays. However, children were cared for in the centres following strict COVID-safe plans.

The Wildflower Garden welcomed back its educational program and vacation care activities with social distancing safeguards in place from late 2020 to early June 2021. The Garden presented numerous educational programs and vacation care activities during this period. Following the June 2021 lockdown, the Wildflower Garden July School Holiday Program and other educational programs were suspended.

Youth

In the second half of 2020, Council's youth services team conducted online counselling sessions with at-risk young people, with face-to-face contact limited due to the ongoing pandemic. During the HSC study period in August 2020, the youth team hosted Chat and Create sessions via Zoom. The Council organised a RUOK Day event for parents of teenagers, particularly Year 12 students in their final year of high school. An online session for parents and carers was held in October with a senior psychologist from The Resilience Centre.

With many end of school events such as formals, graduation ceremonies and parties postponed or cancelled, young residents were feeling some COVID-related stress.

A successful National Youth Week celebration was delivered in partnership with Northern Sydney Councils with 300 young people in attendance.

The Council's youth centres at St Ives reopened for some activities, including the January and April 2021 school holiday programs. Young people aged between 12 and 18 were offered photography workshops, excursions, BBQs, movies and games.

• New facilities for youth

Work commenced on the St Ives youth precinct during this period. This includes a redesign of the St Ives Village Green as a recreation precinct with a new children's playground and skate park. The design for the recreation precinct has been developed with the community's help, with young people and local residents contributing their ideas to the project as part of the consultation phase.

Work on the upgrade to the St Ives youth centre was also completed. However, a public launch of the new centre was postponed due to the June 2021 COVID outbreak.

In February 2021, Council decided to proceed with the preparation of a development application for two additional indoor basketball courts as part of the St Ives Indoor Sports Centre. This community facility will adjoin two other basketball courts at St Ives High School currently being completed. When built, a total of four indoor courts will be available for use by the community outside school hours.

Council also partnered with local mountain bike riders and young people to redesign and build the Jubes Mountain Bike Park to make it a more exciting experience for riders.



*Jubes Mountain Bike
Park, Wahroonga.
Photographer: Matt Ward.*

Remodelling of Jubes Mountain Bike Park

Jubes Mountain Bike Park is a purpose-built facility located at the back of Golden Jubilee Field off Esk Street in Wahroonga. Originally constructed over 10 years ago, the site has recently been revitalised under the guidance of local youth and professional track builders to create a more up to date and challenging experience for riders.

Jubes has three distinct areas:

- Skill development - Designed to help riders improve off-road cycling with rock, wood and narrow sections
- Pump track - Easy to intermediate difficulty levels to encourage the rider to use their upper body to 'pump' through the course, and
- Jump trails - Four new jump trails ranging from easy, intermediate and difficult. Council and volunteers are currently finalising works on this area, including new signage and minor site works.

The mountain bike community were invited by Council to give their ideas for a redesign of the Jubes Mountain Bike track early in 2021, over two successful design days.

The recent works build on the ideas collated on a map during the design days. A drone was used to mark out ideas, trail alignment and features such as jumps. The Single Track trail has been excavated in preparation for new jumps to be built. Large piles of clay and sandstone crush will be provided by Council for track and jump building. Mountain bikers are also being invited to help construct the new tracks once excavation is completed by joining Council's Trailcare program.

To help keep Jubes at its peak condition, Council Trailcare volunteers, the 'Jubes Trail Crew', spend their free time maintaining the trails and surrounds. The crew are responsible for closing the trails for maintenance or rain and/or windy conditions, trail safety and education, repairs and maintenance and emergency trail works.

The Jubes Mountain Bike Park will be designed, built and maintained by the community. There will also be more design days and workshops with professional trail builders in the future.

Seniors

Due to the cancellation of many 2020 activities for seniors, the following initiatives were implemented:

- Hornsby Ku-ring-gai Community Transport provided a door-to-door service for older residents to shopping centres and Ku-ring-gai Neighbourhood Centre also offered older residents assistance with shopping.
- Ku-ring-gai Neighbourhood Centre and Lifeline Community Aid provided a phone contact service staffed by volunteers to arrange phone calls to isolated and vulnerable residents to check on their wellbeing.
- Ku-ring-gai Meals on Wheels were awarded a grant through the Council's COVID-19 assistance program to provide a meals service for disadvantaged older residents, including those experiencing homelessness.
- Online delivery of events and programs with positive outcomes for both residents and Council staff, resulting in new or updated computer skills and experience delivering events on a virtual platform.
- Virtual tours of some of the world's beautiful and fascinating places organised by Council's aged services team were held with group discussions afterwards by phone or online. Booklets on the 'venue' were created and distributed by post or email. The virtual tours attracted between 10-20 attendees for each session and ran weekly for approximately four months. Feedback was particularly enthusiastic from those residents who received the printed booklet by mail. These residents often did not join the Zoom chat, however returned comments such as 'they transported me to wonderful places' and 'Even though I have not joined in any of the Zoom chats I have so enjoyed receiving and reading the booklets'.

One of the more positive outcomes of COVID-19 was the delivery of online events and programs by Council staff. The opportunities for continuing online delivery options include the potential to reach target groups within our community that may not attend in-house events due to work, family, or personal commitments.

In early January 2021, face to face excursions and activities were restarted, with events such as a Spanish cooking demonstration and visits to Hyde Park Barracks, the Australian Museum and the Ken Duncan Gallery at Copacabana offered. Feedback from attendees at these excursions was extremely positive.

'Love the social interaction'

'These outings give me something to look forward to'

'Really enjoy meeting other people and hearing their experiences'

'Gives joy to my life'

'Very enjoyable interesting day'



*Remembrance Day,
Roseville. Photographer:
Natalie Roberts.*



The Seniors Festival was held in March and April, with the highlight an expo at Turramurra on 21 April featuring talks throughout the day, free trials of dancing, sport or exercise classes, plus information stalls on joining clubs, help-at-home services and volunteering, with free morning tea and lunch offered.

For those older residents reluctant to go out in group outings or attend activities, the Council's aged services team continued hosting virtual tours with group discussions afterwards.

The 'Love the Life' program of activities continued in early June 2021, with excursions to the Hawkesbury, the Gunners Barracks at Mosman and the Norman Lindsay Gallery in the Blue Mountains. However, due to the lockdown announced in June planned visits to the Archibald Exhibition and the University of NSW were postponed.

The lockdown prompted further assistance for older residents similar to that provided during the 2020 lockdown. Hornsby Ku-ring-gai Community Transport provided a door-to-door service for older residents for shopping and medical appointments and Ku-ring-gai Neighbourhood Centre also offered older residents assistance with shopping. Ku-ring-gai Connect, a food bank service partially funded by a Council grant is providing food parcels for vulnerable residents.

All Ability

During the year, Council officers continued to implement actions to make Ku-ring-gai a more accessible and inclusive community. Some of the actions include removing physical barriers to community facilities and spaces, promoting positive attitudes and behaviours within the community, increasing access to services and information and supporting access to more meaningful employment.

In August 2020, AWOL Youth Hub at Gordon held a movie night for young people aged 14 to 30 with a disability. This was a free event with parents and carers also invited to attend.

The second Explorations Exhibition was hosted by the Ku-ring-gai Art Centre and Council's customer service centre with 41 entries. The exhibition is a direct result of Ku-ring-gai Council's Disability & Inclusion Action Plan, which seeks to include people with a disability in local activities. The event involved a partnership with Boona, Inala, Studio Artes, Unisson Disability Services,

Artful Therapy and Macquarie University and Council to present the exhibition.

Additionally, the community were invited to provide feedback on two accessible designs proposed for playgrounds at Robert Pymble Park and Kendall Village Green, Pymble during the period.

Community events

In recognition of the impacts of the pandemic on the lives of residents, Council continued delivering community events as a means of alleviating isolation and bringing residents back together socially.

Several major annual events were cancelled in 2020/21 due to the ongoing COVID-19 pandemic. These included the St Ives Medieval Faire, the Festival on the Green at St Ives and the annual Australia Day celebrations in Bicentennial Park at West Pymble.

Despite these cancellations a number of successful events were held as follows:

- Spring Flower Celebration in Roseville and Turramurra local centres, following a successful trial in Wahroonga in 2019. Over a four week period in September 2020, installations of colourful displays of spring flowers in planters and hanging baskets were provided at central locations. Both displays attracted very positive feedback from residents and businesses.
- A series of drive in movies were held in October at St Ives Showground, although some screenings had to be cancelled due to poor weather.
- St Ives Showground hosted a COVID-safe festival of food and entertainment on 20-21 November 2020. Organisers coordinated unlimited rides for children, market stalls, food trucks, a gourmet dessert section and live music between 4pm and 10pm.
- Council co-hosted a Remembrance Day service on 11 November 2020 at Roseville RSL Memorial Club, with COVID-19 health regulations restricting guests. The event was livestreamed. Several local schools took part in the service, alongside a number of veterans. Community-based services were also held across Ku-ring-gai on the day.

Australia Day Drive In,
St Ives. Photographer:
Wolter Peeters.





- Australia Day was celebrated with a citizenship ceremony at Knox Grammar, an afternoon of water-based fun at the Ku-ring-gai Fitness & Aquatic Centre and in the evening a free drive in movie at St Ives Showground featuring the Australian film *Go!*, attended by around 500 people.
- Christmas 2020 celebrations at the Ku-ring-gai Wildflower Garden included an innovative and socially distanced Santa at the Garden during December, where families could be photographed with Father Christmas in an outdoor setting.
- A Mayoral Christmas Appeal was conducted on behalf of Lifeline, seeking donations of food and gifts for distribution in hampers to isolated residents in Hornsby and Ku-ring-gai.
- A new and COVID-safe festival of food and entertainment took place in February 2021 at St Ives Village Green to celebrate the Lunar New Year. This involved a successful collaboration with the local Chinese and Korean resident groups and included market stalls, food trucks, a gourmet dessert section and live music between 4pm and 10pm. Other Lunar New Year events included calligraphy demonstrations, storytelling, dancing and an art exhibition at Gordon Library.
- Another new event called Enliven Ku-ring-gai was hosted by Council during March 2021. Enliven Ku-ring-gai was a series of 'pop-up' live street events held across four locations - Gordon, West Pymble, North Turramurra and East Lindfield - with live entertainment and roving performers, Council staff were at each location to talk about projects in the area. The community was encouraged to show their support for business by dining and shopping locally. Artists performing over the month included Viva The Band, Bubble Girl, Danni Da Ros and Ben Brown.
- The Heritage Festival was a month long series of events including photo exhibitions, open homes, historical talks, walking tours, fashion exhibitions and author talks. Highlights included a guided walking tour of Ku-ring-gai's smallest suburb Warrawee; a virtual tour of the iconic Tulkiyan House in Gordon; a self-guided tour of the classic Rose Seidler House in Wahroonga; a walk through Sheldon Forest and Rofe Park exploring Ku-ring-gai's indigenous heritage; a Mother's Day afternoon tea at the stately home, Eryldene and a fashion exhibition of the swinging 60s presented by The Cavalcade of History and Fashion museum in Roseville.
- The Gai-mariagal Festival celebrating northern Sydney's indigenous culture was held between early May and June 2021, however events planned in July were cancelled due to the lockdown announced in June.
- The Warakirri Dining Experience at the Wildflower Garden's Caley's Pavilion on 5 June 2021 was a sold-out highlight, immersing guests in traditional food, music and cultural rituals. Other Gai-mariagal Festival events included children's art workshops and guided bush walks at the Ku-ring-gai Wildflower Garden and an Author Talk with Nardi Simpson with her book *Song of the Crocodile* at Gordon Library. The free screening of the film, *Song Keepers*, on Tuesday 6 July was cancelled.
- In June 2021, Council co-hosted events to mark Men's Health Week. This included events for fathers and male carers of children with a disability, a Men's Health Expo and mental health information sessions.
- Council delivered Australian Citizenship Ceremonies in March, April and June 2021 with 353 people receiving Australian Citizenship. Face-to-face citizenship ceremonies were suspended again at the end of June 2021 due to the lockdown.

Future event planning will consider delivery methods that target our diverse community and specific needs within particular segments. A hybrid delivery model including both face-to-face and online approaches has the potential to benefit individuals who are unable to physically attend and is therefore more inclusive.

Art Centre

From July to late 2020, the Art Centre hosted online exhibitions and virtual tours of its tutors' studios. The centre reopened for classes in December with social distancing safeguards in place. Visits to exhibitions were capped due to COVID restrictions and as a result were also available to be viewed on the centre's Facebook page.

Due to COVID-19, visits to exhibitions were by appointment only. This saw a good number of visitors to the exhibition, despite COVID, as students, tutors and their family and friends came to view the artworks.

Exhibitions held during this period included the Annual Tutors Show 2020, The Sound of Silence, Land, Sea, Sky, Explorations 2, Cornucopia, Let's Dance and Recovery Exhibitions. The Recovery exhibition received many entries drawing from the theme of recovery during the pandemic, with many raw and heart-warming artworks.

During the January school holidays the Ku-ring-gai Art Centre hosted a COVID-safe program of activities and classes for school-aged children, including pottery workshops, printmaking, jewellery making, sewing, drama, writing and gardening.

The Art Centre was closed again on 26 June for all classes and visits due to the COVID lockdown announced by the NSW Government.



Library staff continued to serve the Ku-ring-gai community in a COVID-safe way.

Libraries

Libraries reopened their doors to the public in October 2020, with pre-bookings for some services.

Once restrictions began to ease, delivering COVID-19 safe in-house services was investigated and measures that considered COVID-19 safety guidelines were implemented. Due to social distancing guidelines, restrictions for in-library events delivered at Gordon Library were considerably impacted, with numbers attending events between 20 to 25 people. In normal circumstances, the space can hold up to 100 people.

The highlight of introducing in-house events back into the library was delivering a hybrid event in collaboration with the Sydney Writers Festival. Due to COVID-19 restrictions, the Sydney Writers Festival author events were cancelled. An alternative delivery method of live streaming an author talk directly from the State Library NSW to NSW public libraries was proposed.

The event was well received with participants enjoying an alternate format of watching the event via the big screen in the library space. Participants had the opportunity to submit questions to the guest speaker.

The library conducted limited 75th birthday celebrations in November, with a video outlining its history, and a morning tea for library users also celebrating their 75th birthdays.

Ku-ring-gai libraries held a variety of activities for children during the January and April school holidays with workshops on animation, robotics and coding for primary school aged children booked out.

Between January and February the library service participated in the first state-wide reading program, NSW Reads. Participants read *Lucky's* by Sydney author Andrew Pippas. Central to the theme of *Lucky's* is the iconic Greek milk bar businesses found in so many Australian towns and suburbs. NSW Reads celebrated the heritage of these venues and the migrant experiences of food and community in what was described as NSW biggest book club.

The libraries also promoted the state-wide 1,000 Books Before School initiative, encouraging literacy in young children from babies to the age of five. Each child will receive a bag after reading 100 books with patches that can be added to the bag when reading goals are met.

During the period, libraries made available Book Club Kits for people wishing to start their own book clubs.

Up to late June 2021, most library services had returned to usual business with social distancing in place. As a result of the June lockdown all library branches were again closed, with borrowers able to access the library's e-library service. Justice of the peace services, which operate free of charge from Ku-ring-gai libraries, remained suspended at the end of the financial year.

Planning for cultural facilities

Marian street theatre

In June 2018, Council resolved to upgrade and re-open Marian Street Theatre in Killara. The project objective is to provide additional community infrastructure, with both indoor and outdoor community spaces, that will ensure Marian Street Theatre becomes a vibrant and popular place to meet and recreate for all ages. A development application for the upgrade continued to be assessed during the year. For further details see the **Major Projects** section on pages 50-55.

New cultural and education centre

During 2020/21, the proposed Cultural & Environmental Education Centre (CEEC) at the St Ives Showground Precinct was included in a new Plan of Management (PoM) for the Precinct, as a requirement for a new facility on Crown Land.

The PoM must be approved before a Review of Environmental Factors (REF) for the Centre can be progressed. Design work for the centre continued into 2020/21.

Indigenous culture and heritage

Council has been working with several community organisations and businesses to help promote heritage and indigenous opportunities within Ku-ring-gai.

In 2020/21, there was significant growth in indigenous cultural programming including the Gai-mariagal Festival and NAIDOC Week, Healing Country Art Workshop, Warakirri Dining Experience, Guided Bush Tucker Walk and Message Stick Weaving. The Junior Rangers, Nature Play and school holiday programs at the Wildflower Garden also feature cultural programming. The indigenous culture program has grown by 400% since 2019/20, despite COVID-19 restrictions, and Council plans to continue to expand the program.

Also, in early 2021, Council voted to seek stronger measures to protect indigenous artefacts and sites in the local area.

Council previously assessed the value of its indigenous cultural heritage in 1994, through a study that identified a number of sites and artefacts in the local area. The latest review will include and update the appropriate management of Ku-ring-gai's indigenous heritage, the investigation of funding opportunities through grants and additional protection measures.

Council already works with the Aboriginal Heritage Office to register indigenous heritage with the NSW Aboriginal Heritage Information Management System and are in regular contact with the Metropolitan Local Aboriginal Land Council about indigenous matters.

Warakiri Dining Experience.
Photographer: Natalie Roberts.



Volunteering

Volunteers continued to play an important role in helping more vulnerable and isolated residents during the COVID-19 pandemic in 2020/21.

Council continued its support for volunteering in Ku-ring-gai through the coordination of extensive community volunteering programs, training and recognition of volunteer contributions.

Further details of volunteering during 2020/21 can be found on pages 95-100.

Companion animals

Following community consultation, Toolang Sportsground in St Ives Chase was designated as a leash free dog park. Council also proposed Bryce Sportsground in St Ives to be created a leash free park, following Council's decision not to proceed with the creation of a regional hockey centre at Barra Brui Oval.

The Council's guide to companion animals was updated during this period and is now available for distribution to the public. Another series of visits to local parks to talk to dog owners was planned by Council staff during this period but was postponed due to the June 2021 COVID-19 lockdown.

Emergency preparedness

Ku-ring-gai Council has a longstanding active role in local emergency management and bush fire management planning for the northern Sydney region with plans developed and implemented in partnership with NSW emergency service agencies and key stakeholders.

This includes active participation on the Local Emergency Management Committee and the Hornsby/Ku-ring-gai Bush Fire Management Committee with annual programs of hazard reduction, community information workshops, regular fire trail maintenance and restoration works and portable fire equipment located in bush fire prone residential streets.

Council staff were actively involved with the review of the Local Emergency Management Plan with all stakeholders. This has included the update of demographic information for Hornsby and Ku-ring-gai local government areas as well as the update of all related management guides in consultation with committee members.

Council will also be actively participating in the development of the new Hornsby Ku-ring-gai Bushfire Risk Management Plan. The plan will provide strategic direction for bush fire hazard reduction works from 2022-2027. Council was successful in receiving NSW Rural Fire Service (RFS) funding (Fire Access & Fire Trail Plan) to upgrade the strategic Grosvenor - Gwydir fire trail to meet the new RFS Fire Trail Standards. The trail provides a strategic link for bush fire suppression activities from North Wahroonga to North Turrumurra. The estimated value of the project is \$800,000 with the works to be delivered by NSW Soil Conservation Services.

Further details of emergency preparedness for bush fire can be found on page 191.

Preparedness for flood risk is another priority for Council. During the year Council adopted a Flood Prone Land Policy and updated planning certificates for properties with relevant flood notations. Staff continued to oversee flood studies for the Middle Harbour - Southern Catchments and Middle Harbour - Northern Catchments, which are due for completion in late 2021 and 2022.

Future housing needs

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

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

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

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

Council's planning approach to the provision of housing across Ku-ring-gai is responsive and seeks to address the supply, choice and affordability needs of the community and the changing population.

During the year Council adopted a Housing Strategy, which was submitted to the Department of Planning, Industry and Environment (DPIE) in December 2020 for formal endorsement.

Work progressed on an affordable housing position paper which will detail a range of options for Council to address housing affordability issues including potential planning mechanisms that could assist this objective. Work also continued on an appropriate local response to providing housing diversity for Ku-ring-gai, including a potential local complying development code.

Development applications for new residential flat building and townhouse developments, in addition to aged care housing and single residential dwellings, continued to be received and determined during the year. Contemporary data on the mix of dwelling types and occupation by household type in Ku-ring-gai will be collected by the 2021 ABS Census, to be held in August 2021. When available, this data will inform future planning.



THE YEAR AHEAD

- Continue responding to COVID-19 government health directives
 - Continue community support in response to COVID-19
 - Continue online activities and programs
 - Obtain development approval for the Marian Street Theatre upgrade
 - Implement actions for future housing in Ku-ring-gai
 - Review emergency management plans
 - Progress Middle Harbour Catchments' flood studies
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key social indicators for the 2020/21 year, under this theme, compared to the previous four years.

| SOCIAL | | | | | | | |
|--|------|---------|---------|---------|---------|--------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Library loans | No. | 936,792 | 908,294 | 905,138 | 879,278 | 818,283 | ▼ |
| AWOL Youth Hub (previously known as the Student Resource Centre visits (Gordon)) | No. | 2,015 | 2,397 | 2,438 | 2,161 | 1,220 ¹ | ○ |
| Utilisation rate of Council's Family Day Care service and Thomas Carlyle Children's Centre | % | 87 | 90 | 91 | 84 | 86 ² | ○ |
| Vacation care | No. | 6,772 | 8,329 | 7,500 | 6,192 | 4,946 ³ | ○ |
| Seniors Week Program | No. | 3,100 | 2,595 | 1,454 | 2,791 | 1,858 ⁴ | ○ |
| Immunisation | No. | 296 | 182 | 0 | 0 | 0 ⁵ | N/A |
| Environmental Volunteers | No. | 628 | 687 | 762 | 962 | 888 | ▲ |

◀ stable ▲ increasing trend ▼ decreasing trend ○ monitor

1. Due to the COVID-19 Pandemic, Council's Youth Centres were closed for 3 months and also operated with strict capacity restrictions.

2. COVID-19 restrictions had significant impact on utilisation as families withdrew children from services with some not returning as more parents and carers started working from home, family day care educators closing services both permanently and during COVID-19 restrictions.

3. COVID-19 restrictions had significant impact on numbers as families withdrew children from services with some not returning as more parents and carers started working from home, and families choosing to care for older children at home due to less excursion offerings. Additionally, the St Ives Getaway, usually operating from St Ives Community Hall, was closed to vacation care all year due to refurbishments.

4. A decline in numbers occurred due to COVID-19 restrictions and some seniors' reluctance to participate in public events.

5. The immunisation service was discontinued on 30 June 2018.

Performance against Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.

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 | 100% progressing as scheduled (see detailed list below) |
| TASKS | 94% completed 3% on track 3% behind schedule |
| PERFORMANCE INDICATORS | 43% achieved 57% not achieved |

Term achievements 2018 - 2022

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

LEGEND progress on track behind schedule significantly behind schedule


Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|---|---------------------|---------------------|---------------------|-------------|
| Utilisation percentage rate for Council's children's services. | 87% | 86% | ▲ | ● |
| <p>Comment: COVID-19 restrictions had a significant impact on utilisation as families withdrew children from services with some not returning as more parents and carers started working from home, family day care educators closing services both permanently and during COVID-19 restrictions, and reduced utilisation of vacation care services where families chose to care for older children at home due to less excursion offerings. Additionally, the St Ives Getaway, usually operating from St Ives Community Hall, was closed to vacation care all year due to refurbishments.</p> | | | | |
| Number of participants in youth service programs. | 6,240 participants | 3,250 participants | ▼ | ● |
| <p>Comment: COVID-19 restrictions had a significant impact on participant numbers with centre closures, although online programs were offered where possible.</p> | | | | |
| Number of participants in aged and disability programs. | 3,097 participants | 2,567 participants | ▼ | ● |
| <p>Comment: Many seniors activities and outings were cancelled due to COVID-19. Exercise class numbers were limited to half the usual number by room capacity restrictions. Although online programs were offered where possible, some seniors found these difficult.</p> | | | | |
| User satisfaction with Council's community services and programs. | 85% | 96% | ▲ | ● |
| Number of participants in Council's major local events. | 45,000 participants | 46,500 participants | ▲ | ● |
| <p>Comment: Council events have been significantly impacted by public health restrictions. The events program delivered COVIDSafe events to align with Council's Destination Strategy including online programs and the Sunset Cinema in late 2020.</p> | | | | |
| Number of enrolments for art centre courses. | 2,000 enrolments | 2,162 enrolments | ▲ | ● |
| Number of visits to Council libraries. | 500,000 visits | 251,552 visits | ▼ | ● |
| <p>Comment: The library has been impacted by COVID-19 public health order restrictions including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting visitation.</p> | | | | |
| Number of visits to the library website. | 176,000 visits | 159,214 visits | ▼ | ● |
| <p>Comment: During the 2020/21 reporting period, Council introduced a new website with a new address and access arrangements to the Library Management system. This temporarily impacted resident access with a likely impact on the overall result for the year.</p> | | | | |

| Description | Target | Achieved | Change from 2019/20 | Performance |
|---|-------------------|-------------------|---------------------|-------------|
| Number of physical loans per resident. | 7 loans | 4.5 loans | ▼ | ● |
| Comment: The library has been impacted by COVID-19 public health order restrictions including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting physical loans. | | | | |
| Number of registrations in active recreation programs supported by Council. | 738 registrations | 537 registrations | ▼ | ● |
| Comment: Participant numbers were impacted by COVID-19 restrictions resulting in exercise classes being limited in numbers by capacity restrictions or cancelled. | | | | |
| Percentage of swimming pool barrier inspection program completed. | 100% | 100% | ◄► | ● |
| Percentage registration of companion animals within Ku-ring-gai. | 95% | 95% | ▼ | ● |
| Percentage completion of fire trail improvement program. | 100% | 100% | ▲ | ● |
| Comment: In 2020/21, 8.2km of the fire trail network was improved. | | | | |
| Percentage completion of hazard reduction program. | 45% | 22% | ▼ | ● |
| Comment: In 2020/21, 19ha of the program was achieved with 86.4ha outstanding. It should be noted that 19.9ha were carried over from previous years. Unsuitable weather conditions were experienced during the 2020/21 hazard reduction season which limited 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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 27.

Reports and full results of research is available at www.krg.nsw.gov.au

| | | |
|--|---|---|
| Resident satisfaction for services and facilities | Services for older people 92% (2021) 89% 2019 88% 2017 | Services for people with a disability 84% (2021) 86% 2019 88% 2017 |
| | Services for young people 74% (2021) 83% 2019 83% 2017 | Services for children 88% (2021) 88% 2019 91% 2017 |
| | Services for people from diverse cultural and language backgrounds 87% (2021) 88% 2019 89% 2017 | Availability of community facilities 88% (2021) 87% 2019 93% 2017 |
| | Local community festivals and events 89% (2021) 86% 2019 87% 2017 | Initiatives for community safety/ crime prevention 87% (2021) 88% 2019 92% 2017 |
| | Variety of cultural experiences and performing arts 75% (2021) 78% 2019 81% 2017 | Provision and operation of libraries 95% (2021) 92% 2019 95% 2017 |

Figure 27: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.

Bancroft Park, Roseville.
Photographer: Nikki Collett.



Woolisia pungens.



Theme 2

NATURAL ENVIRONMENT



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

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Natural environment** within the Revised Delivery Program 2018–2022.

For further information on Council’s diverse sustainability initiatives and programs see **Sustainability Commitment** on pages 42-48.

Environmental Levy program

In 2018/19, Council was successful in its application to IPART for the permanent continuation of the Environmental Levy, commencing on 1 July 2019.

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 2020/21, 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 x below shows the percentage of actual expenditure across the key program areas (themes) for the 2020/21 year. The Community Engagement and Environmental Education theme includes expenditure attributed to the Cultural and Environmental Education Centre, which is currently in the design phase.

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.

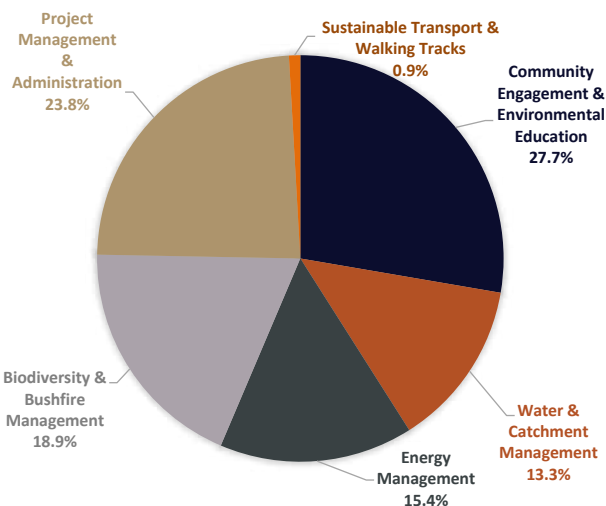


Figure 28: Environmental Levy expenditure by theme for 2020/21

Climate wise community

Council exceeded its 2020 greenhouse emissions target and now has its sights set on zero emissions by 2040. Having already reduced operational emissions by 24% and annual energy costs by around \$200,000, the new targets mean Council will aim for 100% renewable energy by as early as 2025 and net zero emissions by 2040.

In August 2020, an updated Climate Change Policy and Action Plan was adopted by Council.

Among the key actions proposed by the policy are:

- a commitment to respond to climate change challenges
- aligning Council targets with the Paris Agreement and the latest climate science
- investment in solutions to transform the Council’s electricity supply, transport and energy use, and
- more support for the community to reach zero emissions.

A range of solutions such as electric vehicles and renewable energy are being communicated to the public, with the aim of supporting residents to achieve zero emissions over the next 10-20 years.

One of the goals of the action plan is to introduce community-wide targets so that Ku-ring-gai can become a Net Zero Community and reduce community greenhouse gas emissions to zero by the year 2040.

The action plan will help residents, schools and businesses achieve zero emissions by 2040 through energy efficiency and renewable energy options.

See page 191 for more details of Council’s community consultation program to achieve a net zero Ku-ring-gai community.

Net Zero Communities

Council's Action Plan

- Net zero emissions by 2040, or earlier, and a 50% reduction, by 2030
- Achieve 100% renewable energy by 2030, whilst pursuing efforts to reach this target by 2025
- 100% reduction in fleet emissions by 2040
- Guiding investment in proven and emerging technologies such as electric vehicles, building efficiency and renewable energy.

Council is saving around \$338,000pa on energy and has reduced emissions by more than 20% by:

Sourcing 30% of Council's electricity from the Moree Solar Farm

The Moree Solar Farm has supplied 30% of Council's electricity with clean energy since 2019, and in 2021, Council committed to source 100% renewable energy through a joint electricity tender with 24 other Sydney Councils. The outcome will accelerate Council's transition towards net zero emissions, ensuring that the electric vehicles used by Council's fleet and all Council facilities are powered by the wind and the sun.

3 electric vehicles within the Council fleet

Rooftop solar at 10 Council sites

Solar hot water at 10 community sites

LED lighting upgrades at 13 community sites

Heat pump upgrades at 2 community sites

Improvements to HVAC (air conditioning) controls at 7 Council sites

Smart metering and/or automated monitoring systems at 18 Council sites

Energy efficiency upgrades - pool filtration and pool heating plant at the Ku-ring-gai Fitness and Aquatic Centre

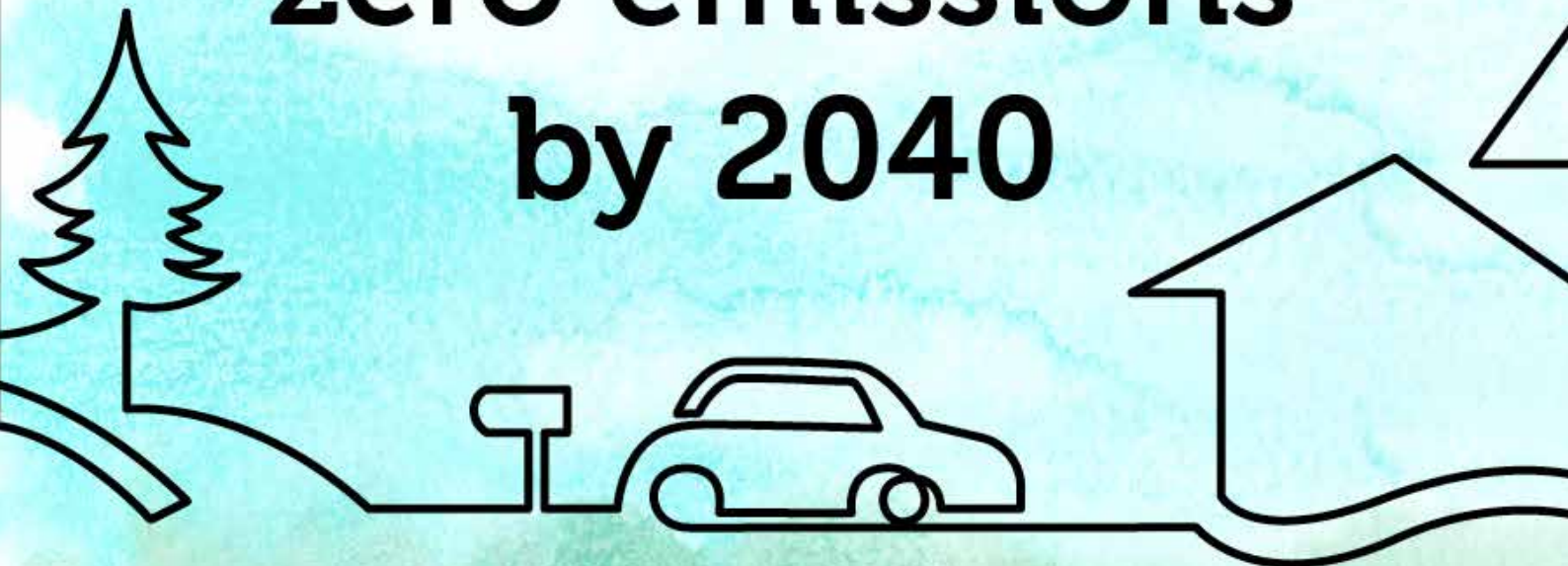
Intelligent lighting controls at Gordon Library

Participant in The Cities Power Partnership, to accelerate the emission reduction and clean energy successes across Australia



with your help

**We want to reach
zero emissions
by 2040**



Ku-ring-gai – a Net Zero community

In June 2021, Council launched the Net Zero Communities Program, to work towards Council's goal of zero emissions by 2040. Council held an online survey, a series of webinars and a well-attended community evening in Killara. Nearly 600 people responded to the online survey via Council's OurSay page and there were 140 participants across the face-to-face and online community workshops.

We asked our residents, schools and businesses, how we can address these problems locally and build healthy, resilient communities. What are the barriers to people taking action in their own lives and what would help them to do more. Is it innovative waste solutions, smarter transport or financial incentives that will help us achieve net zero?

“89% of participants said that individual action is crucial and 85% that Council should be a leader in the transition to net zero”.

The results provide good clarity on what the community sees as the most important actions to take to reduce emissions. They highlight very strong support from respondents across the areas of waste, energy, and transport to reduce emissions in the Ku-ring-gai community.

The analysis of both barriers and enablers highlights much the same thing – that is, broad-based education, information and communication resources, as well as infrastructure improvements targeting improved active transport (cycleways and footpaths) and EV charging, represent the community's views on how some of the opportunities to reduce emissions can be unlocked.

The community also wants to see greater or enhanced incentives for solar and battery storage in the community and incentives available to help with the switch to electric vehicles.

For further information about the outcomes of the consultation and how you can be involved in the next phase of the program see www.krg.nsw.gov.au

Bush fire preparedness

As part of its 2020 summer bush fire readiness program, Council offered local residents bush fire retrofit rebates, which could be claimed for any eligible retrofit changes made to a home that strengthens it against bush fire. Homeowners could apply for up to \$1,000 in funding to go towards items such as toughened window glass, gutter shields and sprinkler systems.

Over 14,000 houses in Ku-ring-gai are located in high risk zones and eligible to apply for the rebate. The rebates offered are funded by the Environmental Levy.

In September and October 2020, local residents were also invited to join in a series of online workshops to help get their homes ready for dangerous summer conditions.

This included a bush fire retrofit presentation with architect Nigel Bell, a bush fire home assessment screened live from a local home and a 3D bush fire simulation workshop with the Rural Fire Service (RFS). All three events were delivered by Council's Climate Wise Communities program, which builds local preparedness for extreme weather events through an innovative website - www.climatewisecommunities.com.au

The website generates personalised reports to help residents create bush fire survival plans and assess how prepared their properties are for bush fires.

The campaign aimed to raise awareness of the need for residents to plan ahead for the bush fire season. Get Ready Ku-ring-gai used an innovative 3D simulation tool called the SimTable to show residents how a bush fire could start and spread in their neighbourhood, as well as videos, a social media campaign and workshops jointly hosted with RFS and SES volunteers.

Council assists with disaster recovery in Port Macquarie

Along with Resilience NSW disaster recovery staff, Ku-ring-gai staff assisted residents in Port Macquarie to produce a community resilience plan based on lessons learned from past disasters. The Port Macquarie Hastings area has suffered both severe flooding and bush fires in the last 12 months.

Council staff presented on the Climate Wise Communities program and demonstrated the award-winning Simtable to the Mid North Coast Joint Organisation.

The Simtable provides 3D simulations of past and potential future bush fires and storms, based on local topography, wind speeds and fuel loads. Both Council's Simtable and Climate Wise Communities website was incorporated into the community led planning exercise.

Council staff gained a deeper understanding of the on-the-ground work required when a community is hit by successive extreme weather events, as Ku-ring-gai has its own storm and bush fire challenges and seeing how another community deals with the aftermath and recovery was helpful for future disaster planning.

Climate Wise Communities is an award-winning initiative developed by Ku-ring-gai Council in consultation with emergency management agencies and government. Since 2010, it has grown to include an online platform for building community resilience and a shared information model with other councils.



Energy

In July 2020, Council joined 10 other Sydney councils in an agreement which could mean savings of around \$30,000 a year on gas costs. The Southern Sydney Regional Organisation of Councils (SSROC) has taken advantage of a five-year low in wholesale gas pricing and signed a ground-breaking agreement on behalf of 11 NSW councils that allows gas to be purchased at wholesale prices with a fixed retail margin.

The 11 participating councils are Campbelltown City Council, City of Canada Bay, Central Coast Council, City of Sydney, Fairfield City Council, Inner West Council, Ku-ring-gai Council, City of Lake Macquarie, Liverpool City Council, Sutherland Shire Council and Woollahra Municipal Council.

Three electric vehicles replaced petrol-driven vehicles as part of a long-term plan that could ultimately see the majority of the Council's fleet powered by electricity sourced from renewable energy. Two Renault Kangoo vans and one Hyundai Ioniq are being used to conduct site visits and deliver supplies. The vehicles are recharged at charging stations at the Council's Depot in Pymble before going on the road.

See pages 195-197 for more information on Council's energy saving initiatives.

Community taking action

Over the last 3 years, households participating in Council's SMART programs have reduced their energy use by over 1,489MWh and saved an average of \$522pa in energy costs. Community actions include:

- **231 solar PV systems with 10 battery storage**
- **59 insulation upgrades**
- **10 heat pump and solar hot water systems**
- **19 window upgrades**
- **252 efficient pool pumps**
- **580 compost bins**
- **273 worm farms**

Community education

In July 2020, Council encouraged residents to reduce their plastic use and also take part in a series of online environmental workshops and events. All events were held on Zoom and included a workshop on how to create a native bee hotel in your garden; a special plastic free workshop and a live demonstration on how to make your own beeswax wrap.

A free screening of the documentary film A Plastic Ocean was offered showing the dangers posed by the 'great garbage patch' of plastic circulating through the world's oceans.

Council's Loving Living Ku-ring-gai program of face-to-face community workshops and events was reactivated during 2020/21. Events were also hosted online. During the year Council's Envirotube channel on YouTube was improved and a number of sustainable living webinars were archived online for access by the community.

Achievements during the year included:

- Significant growth of social media and electronic platforms including increased subscribers and views on Council's Loving Living Ku-ring-gai Facebook page and Twitter account, Envirotube channel and the new sustainability webinar library on Council's website.
- Council's programs including WildThings, What's On Calendar, Sustainability eNews, Bushcare, fauna monitoring and others continue to be well subscribed and receive positive feedback from the community. These programs are supported by Council's expanded online presence through social media and website updates.

Some positive outcomes from COVID-19 including greater access for our audiences via online, less set-up time, ability to engage presenters from all over the country removing limitations to only local speakers, cost savings as hiring of event spaces was not needed and digital presentation training for staff.

Challenges from COVID-19 included capacity limits on zoom, the loss of an element of engagement, especially for hands-on, practical events, not being able to engage with nature and less face-to-face conversations with our residents.

Solar my school

In August 2020, Council launched its 2020 Solar My School program to help local primary and secondary schools install energy-saving solar panels. Solar My School is a free program helping schools install solar power and access the financial, educational and environmental benefits of clean energy.

Council is partnering with four local schools – Lindfield East Public, West Pymble Public, Sir Eric Woodward School and Brigidine College – which have joined the program and are on the path to making savings by installing solar.

Schools joining the program get free access to:

- independent assessments to recommend the best size and location for solar panels
- an estimate of system costs and bill savings
- financial advice and help with grant funding to pay for the system
- tender and contractual documentation to help select a supplier and facilitate installation
- tailored presentations to school boards, and
- curriculum-linked educational resources.

Corporate sustainability – water and energy usage

Council’s Corporate Sustainability Program Action Plan continued to drive initiatives across the organisation to improve sustainability outcomes for both the community and within our own operations and service delivery. Achievements in water and energy consumption included the following:

▼
Potable water consumption from Council facilities

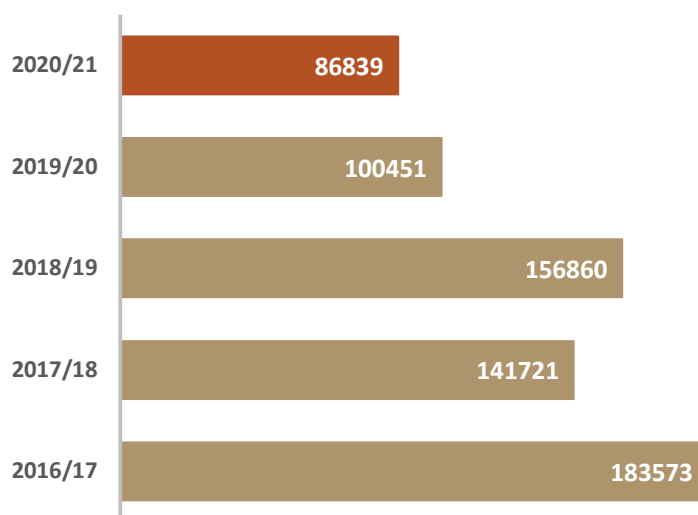


Figure 29: Potable water consumption (kL) from Council facilities - 5 year trend

Potable water consumption was impacted early in the 5 year period due to the Ku-ring-gai Fitness and Aquatic Centre pool recharge and the irrigation load from the establishment of turf at the new/upgraded fields at North Turrumurra Recreational Area, Koola Park, Howson Oval, Acron Oval and Allan Small Oval. Since 2019/20, Council has significantly reduced consumption.

◀▶
Improving water re-use and recycling

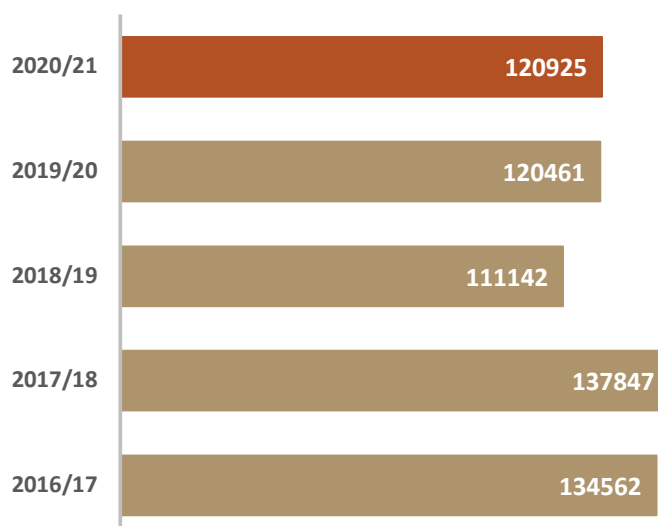


Figure 30: Water reuse/recycling (kL) in Council operations - 5 year trend

Despite the impacts of the drought, water reuse/recycling used by Council operations (leachate re-use, sewer mining and stormwater harvesting systems) shows an improving trend. Council is continuing to monitor and improve the level of re-use and recycling.

Greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting)

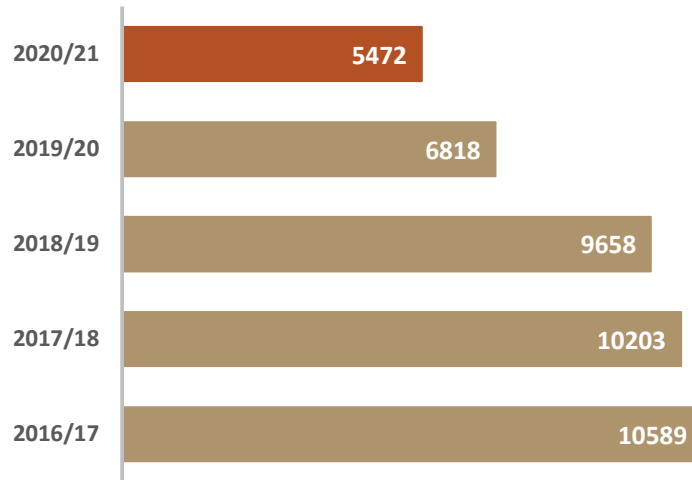


Figure 31: Greenhouse gas emissions (tonnes CO2-e) from Council operations - 5 year trend

Council continued to reduce emissions during the 5 year period. The key contributions to the 2020/21 reduction is a result of a full 12 months of renewable energy from the Moree Solar Farm (5%), street lighting energy efficiency upgrades (3%), and facilities powered down during public health restrictions (7%). This is a 40% reduction compared to Council’s baseline GHG emissions from 2000.

Electricity consumption of Council’s fixed assets

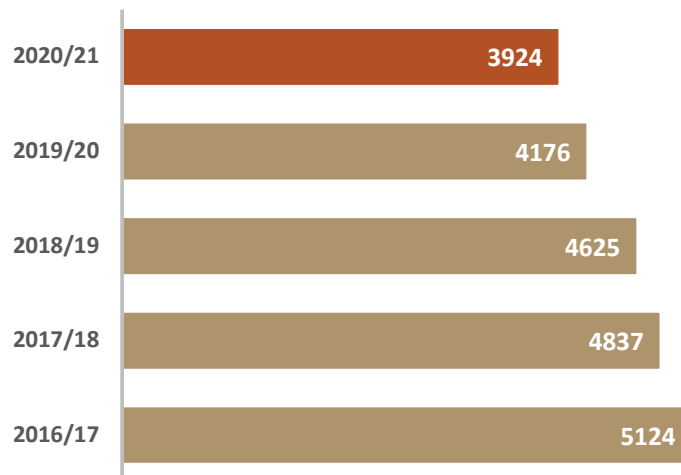


Figure 32: Electricity consumption (MWh) in Council's fixed assets - 5 year trend

Council continues to reduce electricity consumption. A contributing factor in 2019/20 and 2020/21 was the impact of COVID-19 public health restrictions on usage.

▼
**Energy
consumption of
street lighting**

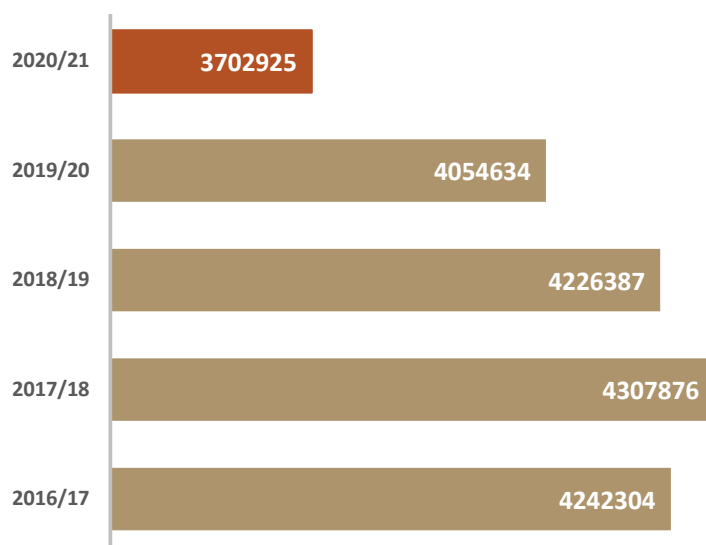


Figure 33: Energy consumption of street lighting (kWh) - 5 year trend

Council continued to reduce energy consumption through the accelerated replacement, developed with the Street Lighting Improvement Program, of old lights with LED luminaires on residential streets.

Managing council's water use sustainably

Council continues to build on its Integrated Water Cycle Strategy by developing a Water Sensitive Cities Strategy. 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.

Council will build on the successes to date, which include the following in 2020/21:

Sewer mining and leachate harvesting in 2020/21

St Ives Showground

5,254 kL of treated recycled water was produced for irrigation of the showground.

Low level contaminated groundwater is captured from the sub-soil drainage system which undergoes filtration treatment and disinfection prior to reuse.

Completion: 2010

Gordon Golf Course

44,317 kL of treated recycled water was produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

Completion: 2011

North Turramurra Golf Course

51,455 kL of treated recycled water was produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

Completion: 2013

Golden Jubilee Playing Field

104 kL of treated recycled water was produced for irrigation of the playing fields and toilet flushing. Low level contaminated groundwater captured from the sub-soil drainage system undergoes filtration treatment and disinfection prior to reuse.

Completion: 2011

Stormwater harvesting

18 harvesting projects

(16 of these are harvesting stormwater and 2 harvesting roof water)

Stormwater harvesting involves collecting, storing and treating stormwater from urban areas, which can then be used as recycled water. Sites are in St Ives, East Killara, South Turramurra, Wahroonga, Lindfield, West Pymble and Roseville Chase.

Rofe Park

NEEDLE BUSH
* *Acacia saligna* (L.) Link.
* *Acacia saligna* (L.) Link.
* *Acacia saligna* (L.) Link.

ROFE PARK
* *Acacia saligna* (L.) Link.
* *Acacia saligna* (L.) Link.
* *Acacia saligna* (L.) Link.

Dogs must be on a leash and under control at all times in this area.
Companion Animals Act 1998

ROFE PARK
BUSHCARE
Neighbours working for the community
Meets 3rd Sunday
9 - 11am
Volunteers@ncc.com.au

Rofe Park, Turramurra.

Council's electric vehicle fleet.



Better Business Partnership

Since the beginning of 2020/21 Ku-ring-gai Council has hosted the Better Business Program (BBP), which has been in operation since 2009.

With the unexpected intervention of COVID-19 in late March 2020, the program was prevented from engaging face-to-face with businesses in the usual manner due to social distancing, business closures or limited operations. Email and telephone contact was maintained with accredited member businesses, however the focus on sustainability shifted to economically remaining in business.

During the year the focus was principally on the delivery of the Better Business Awards with less focus on the recruitment of new business members. All 52 finalists needed to be re-accredited and have detailed case studies prepared for judging. Some staffing issues also impacted progress in member councils and these have since been resolved.

Waste management and recycling

A new waste strategy was exhibited and adopted in April 2020. This followed earlier consultation with a cross section of residents to assist in determining how waste services can best be delivered in Ku-ring-gai in the future.

While the community survey results continued to indicate a high level of community satisfaction with the domestic waste, recycling, green waste and clean-up services being delivered by Council, they also provided a basis for tailoring services to meet the demands of increasing multi-unit residential living, more extreme weather conditions, the need for increased bush fire preparation and changing population demographics.

Uncertainty over the future of kerbside waste recycling was also a factor considered in the preparation of the new strategy, due to the significantly reduced overseas markets for recycling. Long-term solutions to these issues and opportunities for future resource recovery and diversion from landfill continue to be investigated by local and state governments.

During 2020/21, Council approved a new contract for an improved waste service consistent with its adopted strategy, with the new service coming into effect on 6 September 2021.

The new service aims 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)
- booked clean-up collections will include electronic waste, mattresses, metals and whitegoods for recycling. Prebooked collections will increase to five days from the current four days a week, and
- a new booked bulk green waste collection for larger items such as tree branches. This will replace the current mobile chipping service and green waste vouchers for properties on bush fire prone land.

Recycling

Reverse vending machines for recycling bottles and other containers in return for cash were installed in Turrumurra and St Ives in January 2021. Council approved the installation of reverse vending machines after community consultation at the end 2020, which showed overwhelming support for them. See page 266 for further details.

Reducing clothing waste

More local schools joined Council's initiative Worn Up to reduce clothing waste by recycling unwanted school uniforms into usable products. The Council joined the Worn Up project in response to the results of a waste audit carried out in Ku-ring-gai last year. The audit found that on average 3% of red bin waste and 3.7% of booked waste kerbside collections was unwanted clothing.

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 even school desks.

Upcycling of furniture

In November, St Ives Business Shed Eleven presented an online seminar on upcycling old unwanted furniture. Using environmentally friendly decorative chalk paint, they take unloved tables, chairs, dressers and cupboards and repurpose them into stylish pieces for the modern home.

Shed Eleven is part of the Better Business Partnership, a free business sustainability program funded by Ku-ring-gai, North Sydney and Willoughby City Councils to promote and support small and medium sized businesses to be more successful and sustainable.

Protecting Ku-ring-gai's tree canopy

During 2019/20, Council adopted an Urban Forest Policy to assist in the sustainable management of Ku-ring-gai's Urban Forest and in particular the protection and renewal of Ku-ring-gai's tree canopy.

In 2020/21, a community wide education campaign was commenced 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.

Aspects of the campaign are being progressively rolled out and include:

- translations in the Ku-ring-gai Update rates newsletter emphasising the value of trees and how to get permission on pruning or removing trees
- publicity for illegal tree lopping operators in Ku-ring-gai
- translated information on Council's website pertaining to trees on private land
- an animation explainer on encroachment, and
- video explainers about tree management in several languages.

Biodiversity

Achievements during the year included:

- Discovery of a rare native orchid at a secret location in Ku-ring-gai. The discovery of the Eastern Australian Underground Orchid in the local area is one of only a handful in NSW where the native orchid has been found. In an attempt to locate other specimens of the orchid in Ku-ring-gai, Council staff are teaming up with NSW Department of Planning Infrastructure and Environment researchers, who will use a specially trained detection dog to locate other specimens of the orchid growing in the local area.
- In July 2020, Ku-ring-gai residents were asked to participate in a citizen science project coordinated by the University of Sydney surveying what wildlife is visiting local gardens. The survey asked residents to observe wildlife visiting their garden, describe what plants they eat and if any methods are used to protect plants.
- Local residents were surveyed in January 2021 as a first step in updating the Ku-ring-gai Flying-Fox Reserve Plan of Management. The Council's current plan of management was adopted in 2013 and is due to be updated in accordance with state legislation. Council received a grant from the Department of Planning, Industry and Environment to update the plan.
- During March, Council staff and the National Parks and Wildlife Service (NPWS) monitored the endangered Southern Brown Bandicoot in the Wildflower Garden as part of the NSW Government Saving Our Species program. Three cameras were installed to try to detect the bandicoots in the Garden.

Council partners with Taronga Zoo

Golden Bamboo is considered an invasive species in Ku-ring-gai and the fast-growing plant can displace other native vegetation and become a nuisance.

However, Golden Bamboo is also the favoured food of Taronga Zoo's red pandas, with Zoo staff constantly looking for new sources of the tasty plant. Taronga Zoo has twelve red pandas and Golden Bamboo is the only bamboo species they eat.

Under a new agreement, Taronga Zoo staff will harvest local supplies of Golden Bamboo to feed the Red Pandas from public land in suburbs such as Pymble, Roseville, Turramurra and Wahroonga. Even such areas as the Moree Street car park at Gordon will be the target of selective harvesting by Zoo staff.

The Golden Bamboo will also help supplement the diet of giant pandas at the Zoo.

The agreement between Council and Taronga Zoo, signed in 2020, is widely seen as a 'win-win' for the pandas and the local environment, and is the first of its kind between Ku-ring-gai Council and the Zoo.



*Wildflower Garden, St Ives.
Photographer: Wolter Peeters.*



THE YEAR AHEAD

- Preparing the community for the 2021/22 bush fire season
 - Implement priority actions from environmental management policies
 - Continue online activities and programs
 - Implement new Waste Strategy
 - Progress approvals for new Cultural and Environmental Education Centre
 - Hosting the Better Business Program partnership
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key environmental, social and economic indicators for the 2020/21 year, under this theme, compared to the previous four years.

| ENVIRONMENTAL | | | | | | | |
|--------------------------------------|-------|-----------|-----------|-----------|-----------|------------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Bushland regeneration (area) | Ha | 60 | 60 | 60 | 60 | 60 | ◀▶ |
| Waste kg/resident | kg | 208.19 | 179.07 | 185.27 | 206.49 | 189.73 | ○ |
| Recycling kg/resident | kg | 101.15 | 96.32 | 88.73 | 88.59 | 83.75 ¹ | ▼ |
| Green waste kg/resident | kg | 157.13 | 139.68 | 152.10 | 172.13 | 163.04 | ○ |
| Pile burns | No. | 20 | 58 | 26 | 25 | 10 ² | ○ |
| Hazard reduction burns | Ha | 36.5 | 4 | 99 | 25.3 | 19 ³ | ○ |
| Fire break maintenance | km | 24.5 | 24.5 | 24.5 | 16.8 | 23.8 | ◀▶ |
| Energy consumption street lighting | kWh | 4,242,304 | 4,307,876 | 4,226,387 | 4,054,634 | 3,702,925 ⁴ | ▼ |
| SOCIAL | | | | | | | |
| Identified Aboriginal heritage sites | Sites | 106 | 105 | 106 | 106 | 105 | ◀▶ |
| Fire trail maintenance | km | 44 | 44 | 44 | 44 | 44 | ◀▶ |
| Major fire trail upgrades | km | 0.1 | 0.1 | 0.65 | 4.3 | 8.2 ⁵ | ▲ |
| ECONOMIC | | | | | | | |
| Energy consumption street lighting | \$ | 632,519 | 647,803 | 751,719 | 711,364 | 632,477 ⁶ | ○ |

◀▶ stable ▲ increasing trend ▼ decreasing trend ○ monitor

1. There is a continued decline in paper recycling. Paper tonnages are now less than mixed containers. Historically, paper tonnages were double those of mixed containers.
2. Improved mechanical clearing of Asset Protection Zones (APZ) resulted in a decrease in the requirement for pile burning.
3. Unsuitable weather conditions (attributed to above average rainfall associated with a La Nina event) was experienced during the 2020/21 hazard reduction season which limited burning activities.

4. The accelerated replacement, developed with the Street Lighting Improvement Program, of old lights with LED luminaires on residential streets has significantly reduced energy consumption.
5. In addition to Environmental Levy funded fire trail upgrade works, Council was successful in receiving NSW Rural Fire Service Fire Access Fire Trail (FAFT) funding (\$1.3 million) to upgrade the strategic Grosvenor – Gwydir fire trail network (6.5km) works which commenced in May 2021 and are expected to be completed in November 2021.
6. The accelerated replacement, developed with the Street Lighting Improvement Program, of old lights with LED luminaires on residential streets has significantly reduced energy consumption.

Performance against Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.



Theme 2: Natural environment

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

| | |
|-------------------------------|--|
| TERM ACHIEVEMENTS | 100% progressing as scheduled (see detailed list below) |
| TASKS | 85% completed 7% on track 4% behind schedule 4% significantly behind schedule |
| PERFORMANCE INDICATORS | 100% achieved |

Term achievements 2018 - 2022

| | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Increased community understanding of the value of the natural environment and local environmental issues and impacts. |
| <input checked="" type="checkbox"/> | Increased community action that benefits the natural environment. |
| <input checked="" type="checkbox"/> | The condition of bushland and the conservation of native flora and fauna have improved. |
| <input checked="" type="checkbox"/> | Ecological protection and understanding is integrated into land use planning. |
| <input checked="" type="checkbox"/> | The condition of natural waterways and riparian areas have improved. |
| <input checked="" type="checkbox"/> | Utilisation of water harvesting and reuse has increased at Council owned facilities. |
| <input checked="" type="checkbox"/> | The community is effectively informed and engaged on climate change impacts and responses. |
| <input checked="" type="checkbox"/> | Council's vulnerability to climate change is reduced. |
| <input checked="" type="checkbox"/> | The community is effectively engaged in improved waste reduction, reuse and recycling. |
| <input checked="" type="checkbox"/> | The community is effectively engaged in energy and water conservation and efficiency programs. |

LEGEND progress on track behind schedule significantly behind schedule

Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|--|------------------|------------------|---------------------|-------------|
| Number of residents involved in community environmental programs. | 5,348 residents | 5,836 residents | ▼ | ● |
| Number of residents at a household or individual level who carried out actions to benefit the environment. | 2,843 residents | 2,764 residents | ▲ | ● |
| <p>Comment: With more residents at home due to COVID-19 health restrictions, there has been an increase in sustainability rebates and resulting actions. This was offset by the impacts of health restrictions on programs requiring face-to-face contact.</p> <p>Data collection methods were amended following the baseline year of 2016/17 which has led to a reduced baseline figure assumption and altered results throughout the period. These will be revised as part of the preparation of the next Community Strategic Plan.</p> | | | | |
| Number of hectares of bushland/habitat regenerated. | 60 hectares | 60 hectares | ◄► | ● |
| Percentage of creeks tested that maintain or improve their stream health score. | 100% | 100% | ◄► | ● |
| Tonnes of rubbish diverted from our waterways. | 2,295 tonnes | 2,616 tonnes | ▲ | ● |
| Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites. | 86% | 93% | ▲ | ● |
| Number of residents involved in climate change adaptation activities. | 294 participants | 731 participants | ▲ | ● |
| <p>Comment: The significant increase is due to the commencement of Council's Net Zero Communities program.</p> | | | | |
| Kilograms of waste generated per resident. | 208.19 kg/capita | 189.73 kg/capita | ▼ | ● |
| Percentage household waste diverted from landfill. | 60% | 61.44% | ▲ | ● |
| <p>Comment: More waste was generated from households last year instead of workplaces and entertainment venues as a result of public health order restrictions on movement and gathering.</p> | | | | |
| Household potable water consumption per capita. | 79.38 kL/capita | 77.74 kL/capita | ▲ | ● |
| <p>Comment: Based on population of 127,153.</p> | | | | |
| Household electricity consumption per capita. | 2,980 kWh/capita | 2,790 kWh/capita | ▼ | ● |
| <p>Comment: Based on the most recent data available from Ausgrid (2019/20) and population of 127,153.</p> | | | | |

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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 34.

Reports and full results of research is available at www.krg.nsw.gov.au

| | | |
|--|--|---|
| Resident satisfaction for services and facilities | Initiatives to reduce waste and improve recycling 83% (2021) 79% 2019 91% 2017 | Initiatives to reduce water use 87% (2021) 82% 2019 81% 2017 |
| | Initiatives to reduce energy use 79% (2021) 75% 2019 77% 2017 | Conditions of waterways and creeks 91% (2021) 88% 2019 89% 2017 |
| | Protection of natural areas and bushland 95% (2021) 92% 2019 94% 2017 | |

Figure 34: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.



Theme 3

PLACES, SPACES AND INFRASTRUCTURE



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

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Places, spaces and infrastructure** within the Revised Delivery Program 2018–2022.

Council's planned program of services, projects and programs were generally completed during the year in response to community needs and defined levels of service, despite some delays caused by staff vacancies and ongoing COVID-19 health regulations and restrictions.

Council spent \$54 million on capital works including roads and footpaths, new and upgraded parks and playgrounds, improvements to community buildings and facilities and continued revitalisation works in local centres.

Planning

Strategies, plans and processes continued to be put in place to protect and enhance Ku-ring-gai's visual and landscape character and effectively manage the impact of new development.

Land use plans

The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan was completed and came into effect on 28 June 2021, at the same time as the previously approved consolidated Ku-ring-gai Local Environmental Plan (KLEP) commenced. A house keeping review of the DCP was also completed to correct identified errors and inconsistencies in response to issues raised in Land and Environment Court appeals. The draft DCP amendments were reported to Council in April 2021 and placed on public exhibition in May/June 2021.

Local character study

Between October and November the public were asked their opinions on what makes Ku-ring-gai unique from a planning perspective. The feedback received was used to prepare local character statements for areas and suburbs.

An online interactive map was used by residents to identify areas of special character relating to views, landscape and topography, as well as a web-based survey.

At its December 2020 meeting, Council resolved to exhibit a draft Ku-ring-gai Local Character Study, with further community engagement completed through workshops.

The Ku-ring-gai Local Character Background Study was finalised and adopted by Council in June. The study will inform future projects such as the Urban Forest Strategy and the Green Grid Strategy.

Housing strategy

Council's draft Housing Strategy, was placed on public exhibition between April and May 2020. It followed several months of early consultation with local residents, businesspeople and other stakeholders through surveys, online discussion forums and focus group meetings.

A report on the draft strategy including public feedback was presented to the July 2020 Council meeting. At this meeting Council voted to defer the Strategy for two months to seek advice from the NSW Premier and the NSW Department of Planning, Industry and Environment on proposed housing targets for Ku-ring-gai, and also to further consider community feedback.

In October 2020, Council resolved not to proceed with a draft housing strategy based on future development targets set earlier this year by the Greater Sydney Commission. Instead, Council adopted a strategy that would provide new housing to the year 2036 from existing capacity within Ku-ring-gai's current planning controls. See page 177 for more information on planning for housing.

Public domain plans for local centres

In March 2021, public domain plans for Gordon, Lindfield and Turramurra were placed on public exhibition for comment. Council uses public domain plans to guide the design and construction of street and park upgrades within and around the centres. Following the public exhibition and review of submissions Council decided in June 2021 to defer further consideration of the draft plans to enable site inspections in Lindfield, Turramurra and Gordon local centres. Due to the COVID-19 lockdown in Sydney from mid-June, these were required to be postponed.

Revitalising local centres

Plans to revitalise local centres were progressed with the objective to achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. This work took place in tandem with preparation of the Local Centres Public Domain Plans and technical manual upgrades, open space planning for new parks, streetscape improvements and local centres transport planning.

Key revitalisation projects at Lindfield local centre were significantly progressed during 2020/21. These projects will transform Council's own significant land holdings within the centres into new community facilities, vibrant town squares and a renewed focus for shopping, eating and community activities. The Activate Ku-ring-gai program has been previously recognised through regional, state and national awards as a best practice program to re-invigorate Ku-ring-gai's major centres in Gordon, Turramurra and Lindfield.



FURTHER INFORMATION

on the progress of these projects in 2020/21 can be viewed in **Major Projects** on pages 50-55 or www.krg.nsw.gov.au

Eat street destination – Gordon Local Centre

Work is continuing on converting St Johns Avenue and the Henry Street area in Gordon into a pedestrianised area with a focus on outdoor dining. The design has been developed in consultation with business owners and the community.

Features include wider footpaths, outdoor dining, new pavements, street furniture and tree planting. Heritage Square will also be revamped so it is more accessible and better integrated into the St Johns Avenue public domain. The work is expected to be completed later this year.

It is envisaged that the reconstruction of Wade Lane, with new/widened footpaths and integration with the station area, under the High Pedestrian Activity Area Scheme, will be coordinated with the St Johns Avenue Streetscape project works. See page 236 for more information on works in Gordon local centre.

Revitalising neighbourhood centres

Council's Neighbourhood Centres Revitalisation Program aims to make local shopping centres more pedestrian friendly and improve their attractiveness to shoppers through modified layouts, new street furniture and landscaping.

During 2020/21, detailed design commenced for the Fox Valley Road, Wahroonga Neighbourhood Centre Revitalisation which will be put to tender by end of 2021.

The redesigned shopping area will have new paving and footpaths, bike parking, improved seating and landscaping. Parking will be reconfigured to allow for a similar number of car spaces while providing a larger paved area outside the front of cafes and shops for pedestrian access and outdoor eating.

St Ives Showground.
Photographer: Chris Houghton.

Litter free Ku-ring-gai – our commitment

Ku-ring-gai residents value a clean, green environment around them. Litter makes an area look dirty and uncared for, damages our natural environment and harms our marine and wildlife. Cleaning up litter costs ratepayers.

Using NSW EPA Waste Less, Recycle More funding from the waste levy, Council has conducted litter assessments across Ku-ring-gai's centres. Results have been mixed, with a few centres rated as highly littered. Cigarette butts, takeaway containers and plastic drink bottle containers are the main litter items.

In response to these results, Council has prioritised litter prevention and committed to meeting the State Government target of 40% litter reduction by 2021.

Council introduced the Litter Free Ku-ring-gai Program, installing new bins and mall seats in centres, removing litter and improving landscaping. Between 2014 and 2018 the program has delivered a significant reduction in litter. Council has exceeded the Premier's target of 40% with an average of 90% reduction in litter across all sites.

Heritage

During 2020/21, Council continued to review and put in place strategies, plans and processes to effectively protect and preserve Ku-ring-gai's heritage assets. Key programs included heritage home grants, heritage policy development, expert advice from the Heritage Reference Committee, Aboriginal heritage management and management of Council's own heritage assets. Key achievements included:

Local heritage grants

Council distributed approximately \$50,000 in grants to local heritage property owners. The grants program funds a range of projects such as repairing original roofs, repairing architraves and window frames and restoring gates and verandahs to their original condition. Grants of between \$1,000 and \$5,000 are allocated on a dollar for dollar basis, and reviewed by Council's Heritage Reference Committee, which includes community representatives, heritage experts and councillors.

New heritage strategy adopted

The draft Heritage Strategy was placed on public exhibition in November/December 2020 and adopted by Council in April 2021 following public exhibition.

Council's administration building

Repairs to the heritage features of Council's administration building at 818 Pacific Highway, Gordon were completed in May. This involved the removal and reinstallation of the entire heritage tiled roof with new gutters, downpipes and eaves. The building dates back to the early 20th century.

Protection of indigenous artefacts and sites

In April 2021, Council resolved to seek stronger measures to protect indigenous artefacts and sites in the local area. The Council previously assessed the value of its indigenous cultural heritage in 1994 through a study that identified a number of sites and artefacts in the local area. The decision means Council staff will make contact with the First Nations department within the Australian Museum for advice on how to manage

Ku-ring-gai's indigenous heritage and investigate grant funding for further studies and additional protection measures. For further information see page 174.

Parks and playgrounds

Council completed or progressed projects within its Open Space Capital Works Program for 2020/21 including the construction of parks and playgrounds which incorporate accessible and inclusive passive recreation facilities.

Some construction delays were experienced due to staff vacancies as well as some ongoing disruptions caused by COVID-19 restrictions. Any delayed projects will be completed during 2021/22. Works completed or progressed during 2020/21 included:

Kissing Point Village Green - completed

At Kissing Point Village Green existing picnic shelters and the junior bike path were upgraded, with an accessible car space added and a pathway linked to the playground.

Gordon Recreational Area - completed

The second stage of improvements to Gordon Recreation Ground was completed in August 2020. This included the refurbishment of the heritage-listed tennis pavilion/amenities block, including toilet facilities and an improved internal layout. The remaining landscaping works for the site including new lighting and picnic shelters were also completed.

St Ives Showground Regional Playground - completed

A new regional playground was completed at the St Ives Showground in late 2020. See page 218 for more details.

Abingdon Road Reserve - playground upgrade progressed

The Abingdon Road Reserve playground upgrade was substantially completed in 2020/21. The works were partially funded by a grant of \$50,000 from the Everyone Can Play program, a state government initiative aimed at creating accessible and inclusive play spaces.

Putarri Reserve - playground upgrade - progressed

Work was substantially completed on an upgrade to the playground at Putarri Reserve in St Ives. In addition to a new playground, outdoor exercise equipment and animal sculptures were also installed at the reserve.

Both the Abingdon and Putarri playgrounds include accessible pathways and play equipment, new fencing, drinking fountains, seating, and areas where children can enjoy nature play.

Amenities upgrades

Amenities buildings including toilets continued to be upgraded across Ku-ring-gai as part of an amenities improvement program. Many of these projects now have a Cloud base security system installed to facilitate their schedules for opening and closing.

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.

Upgrades to the St Ives Community Hall and the St Ives Youth Centre were completed during this period. Due to the COVID-19 lockdown an open day planned in July to showcase both buildings was postponed.

Construction of the new inclusive playground and skate facility commenced during 2020/21 and the entire recreation precinct is expected to be completed by the end of 2021. See page 161 for further information.

Upgraded sportsfields and facilities

A series of capital upgrades for existing recreation, sporting and leisure facilities were completed or progressed.

North Turramurra Recreation Area.
Photographer: Wolter Peeters.



St Ives Regional Playground

St Ives Regional Playground is Ku-ring-gai's largest playground. Located within the popular St Ives Showground, it is set within an expansive semi-rural bushland environment and has been designed as an accessible inclusive destination playspace offering opportunity for interactive play across a range of equipment-based and nature-based play experiences.

The playground was partly funded through the NSW Metropolitan Greenspace Grant Program (totalling approximately \$700,000) and since its opening in December 2020 it has proven to be very popular with families, schools and friendship groups.

The playspace has been designed to facilitate accessible and inclusive play for the broader community. Activities are contained within an expansive fenced area with visitors able to select from a variety of distinct play areas, designed for different age ranges and abilities. Swinging, spinning, balancing, rocking, climbing, running, sitting and sensory nature play experiences are all available.

The design also draws inspiration from the site's natural setting and is interspersed with references to the Showground's agricultural and military past.

Some of the key features of the innovative playground include:

- Younger children's area - Offering smaller scale play elements with junior swings, a carousel, a rocker, cubby house with low slide and an imaginative farm play setting for developing motor-skills as well as social, cognitive and emotional capabilities.
- Older children's area - Offering more challenging larger scale active play with tall rope climbs, elevated walkways, high slides, cable rides and a giant bird's nest swing.
- Rocky creek area - Offering timber balancing logs, boulders, water and stepping stones intermingled with plants to promote opportunities for open-ended nature play for all ages.
- Cultural heritage - Themed play elements such as tractors, windmills and timber animal sculptures, along with rustic materials and fences, reflect the Showground's agricultural background. Military history is also acknowledged through the retention of WW2 architectural artefacts and the use of a sympathetic material and colour palette.
- Ecological heritage - Planting is drawn from species found within the surrounding Duffy's Forest vegetation community. Extra trees have been planted to supplement existing shade trees retained on site and the playground fencing serves to further protect the surrounding Duffy's Forest Endangered Ecological Community from users.
- Site facilities - The design caters for children and for their carers. Wide circulation paths link accessible site facilities and seating, picnic tables, shade structures, bubblers, bins, bike racks, information signs, toilets and parking are all provided to enable all visitors to be part of the fun.
- Accessible Adult Change facility - This is Ku-ring-gai's first Accessible Adult Change Facility and is available for use by MLAK key holders.

Areas beyond the playground are also benefitting from protection and staged regeneration of trees and other vegetation.



St Ives Regional Playground.
Photographer: Natalie Roberts.

Partnerships and grants

Council continued to engage with community sporting club partners to deliver improved sporting, leisure and recreational facilities through partnerships, collaboration, grant funding and other funding opportunities. Projects during the year included:

- Indoor sports centre at St Ives High School - Department of Education - \$3.5 million Office of Sport Greater Sydney Sports Facility Fund
- New baseball batting cage at Auluba 3 Sportsground - Kissing Point Baseball Club (KPBC) - \$50,000 Community Building Partnerships Program and approximately \$30,000 from KPBC
- Investigation of synthetic hockey field and amenities upgrade at Barra Brui Sportsground - Northern Sydney and Beaches Hockey Association - \$2.25 million Office of Sport Greater Sydney Sports Facility Fund and \$500,000 Sport Australia - Council resolved not to proceed with this proposal
- Synthetic field at Norman Griffiths Sportsground - West Pymble Football Club (WPFC) and Northern Suburbs Football Association (NSFA) - collective \$940,000 from State Government, WPFC and NSFA
- New cricket nets at Roseville Park - Roseville Junior Cricket Club (RJCC) - collective \$60,000 from Cricket NSW, RJCC and North Shore Junior Cricket Association
- Pavilion refurbishment at Turramurra Memorial Park
- Old Barker Rugby Club - \$850,000 Office of Sport Greater Sydney Sports Facility Fund
- New clubhouse at North Turramurra Recreation Area - Northern Suburbs Football Association (NSFA) - funded by NSFA via grants and internal contributions.

Recreation in natural areas strategy

In March 2020, Council adopted a new Recreation in Natural Areas Strategy 2020. The strategy was developed to supersede earlier strategies and policies and provides a management framework for the provision and support of a diverse and accessible range of recreation opportunities in the natural areas of Ku-ring-gai, in a way that protects and enhances our local environment.

Council is implementing priority actions from the Recreation in Natural Areas Strategy and has created the new Sustainable Recreation Advisory Group, comprising eight representatives from our local community. The Advisory Group met in March and June 2021 and acts as a conduit to the community in regards to strategy objectives and direct community feedback to Council.

Initiatives in 2020/21 included

- Following the rehabilitation of numerous unauthorised tracks, Council engaged with the community to revitalise the Jubes Mountain Bike Track. Whilst not within natural areas, the revitalised park is intended to give the community a 'design, construct, ride' experience and take some of the pressure off the bushland reserves. Community engagement was undertaken with a design day hosted at the Wildflower Garden and another day out on-site with the community
- Finalising the Warrimoo downhill trail signage and two new trailhead signs and interpretive signs.

Managing regulatory outcomes

Online applications

From early November 2020, development applications (DAs) and other planning applications moved online through the NSW Government's planning e-portal. The new e-portal means that applications can no longer be lodged at Council, although applications will still be assessed by planning staff.

According to the NSW Government, the changes are aimed at making it easier for the public to lodge their applications at times to suit them, as well as reducing the use of paper documentation.

Ku-ring-gai Council embraced the e-portal system and most applications were being lodged via the e-portal. From January 2021 online lodgement became compulsory.

The following applications must now also be lodged online, in addition to details for the appointment of a Principal Certifier:

- Section 4.55 Modification Applications
- Section 8.2 Review of Determination
- Complying Development Certificates
- Construction Certificates
- Occupation Certificates, and
- Subdivision Certificates.

Development applications and determinations

The protection of Ku-ring-gai's character, heritage and natural environment is important to the Ku-ring-gai community. Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations.

Figure 35 shows the total value of development applications for 2020/21 in comparison to the previous eight years.

| Value of determination applications | | | | | | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| \$405 million | \$348 million | \$560 million | \$650 million | \$464 million | \$622 million | \$608 million | \$565 million | \$576 million |

Figure 35: Total value of determined development applications

During 2020/21, applications determined had a total estimated value of approximately \$576 million*, which is a 1.95% increase from the 2019/20 value of \$565 million. Figure 36 shows the breakdown of the number of determinations by land use type for 2020/21 in comparison to the previous eight years.

| Development application by land use type | | | | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| Single residential | 75% | 78% | 79% | 81% | 82% | 82% | 84% | 85% | 83% |
| Commercial and community | 13% | 14% | 12% | 7% | 9% | 7% | 7% | 7% | 6% |
| High density residential | 5% | 2% | 4% | 7% | 5% | 7% | 5% | 4% | 7% |
| Other | 7% | 6% | 5% | 5% | 4% | 4% | 4% | 4% | 4% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Total value | \$405,242,278 | \$348,787,277 | \$560,560,993 | \$650,000,000 | \$464,188,395 | \$622,664,137 | \$608,818,142 | \$564,891,762 | \$576,303,127 |

Figure 36: Total development applications by land use type

* These figures are based on the estimated value of all determined applications.

While development remains steady in Ku-ring-gai, particularly for single residential applications, there were some changes to Council's determination of applications:

- The proportion of high-density residential development applications (DAs) increased from 4% to 7%.
- The number of DAs 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 for Seniors or People with a Disability) 2004.

- There were 505 DAs 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 DAs, Council also processed modification applications (S4.55 and S4.56) and requests for review of determinations (S8.2) as shown in Figure 37.



FURTHER INFORMATION on the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel can be found at www.krg.nsw.gov.au.

| Development application by type | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| CDC (complying development certificates) | 514 | 597 | 664 | 757 | 696 | 607 | 596 | 691 | 779 |
| DA (development applications) | 529 | 514 | 544 | 602 | 589 | 691 | 600 | 563 | 505 |
| S4.55 (modifications to development applications) | 255 | 235 | 221 | 238 | 209 | 313 | 235 | 216 | 223 |
| S8.2 (reviews of determinations) | 15 | 1 | 3 | 6 | 5 | 12 | 4 | 5 | 3 |

Figure 37: Total number of development applications by type

Development application median processing times

The median processing time for all Council applications has decreased for the 2020/21 year as shown in Figure 38 below. The determination time is generally consistent for the reporting periods with the exception of 2019/20 where there was an increase of 12 days from 2018/19. However, the reduction of 12 days to median processing time of 76 days from the previous reporting period of 2019/20 remains overall consistent to previous years. This can be attributed partly to the time required to assess more complex applications, with many simpler development works now being approved through private certification.

The more complex applications, requiring input from various disciplines, are often determined by the Local or Regional Planning Panel or the Land and Environment Court, which can add to processing times. Council is also focusing on assistance to applicants, allowing amendments to applications and resolving concerns through mediation to achieve positive outcomes.

| Development application median processing time (days) | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|
| 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
| 47 | 52 | 54 | 74 | 78 | 78 | 76 | 88 | 83 |

Figure 38: Development application median processing time



*Pymble Soldiers Memorial Park,
Photographer: Chris Houghton.*

THE YEAR AHEAD

- Complete construction of Lindfield Village Green
 - Progress negotiations for the Lindfield Village Hub
 - Complete streetscape improvements to Gordon local centre
 - Progress planning for local centres
 - Complete delayed capital works projects
 - Progress development of indoor sports facility at St Ives High School
 - Implement Council's Local Strategic Planning Statement.
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic, environmental and social indicators for the 2020/21 year, under this theme, compared to the previous four years.

| ECONOMIC | | | | | | | |
|---|----------------|-----------|-----------|-----------|-----------|------------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Water consumption (Council) | \$ | 438,419 | 343,232 | 326,269 | 334,781 | 202,072 | ▼ |
| Electricity consumption (Council) buildings | \$ | 916,466 | 862,344 | 924,865 | 882,103 | 812,811 | ▼ |
| Fuel cost | \$ | 460,770 | 493,572 | 518,755 | 513,497 | 469,513 | ◀▶ |
| Development related legal costs | \$ | 1,054,747 | 1,267,706 | 1,648,229 | 1,916,921 | 1,512,459 | ▲ |
| Street light maintenance costs | \$ | 1,571,375 | 1,495,649 | 1,442,769 | 1,016,005 | 1,073,240 ¹ | ▼ |
| ENVIRONMENTAL | | | | | | | |
| EPA registered contaminated land sites | No. | 3 | 3 | 3 | 3 | 3 | ◀▶ |
| Noise complaints | No. | 143 | 163 | 151 | 145 | 151 | ◀▶ |
| Water consumption (Council) | kL | 183,573 | 141,721 | 156,860 | 100,451 | 86,839 ² | ▼ |
| Electricity consumption (Council) buildings | kWh | 5,124,000 | 4,837,000 | 4,625,000 | 4,176,000 | 3,924,000 | ▼ |
| SOCIAL | | | | | | | |
| Provision of new local open space | M ² | 0 | 0 | 0 | 1,031 | 942 | ▲ |
| Non-Aboriginal heritage sites | Sites | 991 | 994 | 994 | 994 | 993 | ◀▶ |

◀▶ stable ▲ increasing trend ▼ decreasing trend

1. The new LED luminaires Council is now using require less frequent maintenance and therefore lower costs than older technology.

2. This is a significant reduction, contributed to by public health restrictions but still a significant result for Council.

Performance against Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.



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 | 69% progressing as scheduled 25% behind schedule 6% on hold (see detailed list overleaf) |
| TASKS | 78% completed 1.5% on track 9.5% behind schedule 9.5% significantly behind schedule 1.5% on hold |
| PERFORMANCE INDICATORS | 91% achieved 9% not achieved |

Term achievements 2018 - 2022



Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.



Place making programs are being implemented for selected neighbourhood centres.



Land use strategies, plans and processes are in place to effectively manage the impact of new development.



A high standard of design quality and building environmental performance is achieved in new and existing development.



Community confidence has continued in our assessment, regulatory and environmental processes.



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.



Commence construction of Lindfield Village Green.



Secure a development partner for Lindfield Village Hub.

Secure a development partner for Turramurra Community Hub.



Term Achievement will be progressed during 2021-2022 as a Notice of Motion was considered at the Ordinary Meeting of 18 May 2021 where Council unanimously resolved to recommence planning for the project. This decision was made following a Council resolution to place the Term Achievement on hold in May 2020.



Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.



A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.



Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.



The condition and functionality of existing and new assets is improved.



Usage of existing community buildings and facilities is optimised.



Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity.



Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.

LEGEND progress on track behind schedule significantly behind schedule on hold



*Residential Streetscape.
Photographer: Wolter Peeters.*

Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|---|---------------|--------------|---------------------|-------------|
| Percentage of tree management requests actioned within agreed service delivery standards. | 70% | 99% | ▲ | ● |
| Comment: Council received 4,715 tree management requests during the period. | | | | |
| Number of trees planted across Ku-ring-gai to support the establishment of green corridors. | 373 trees | 403 trees | ▼ | ● |
| Percentage of Land and Environment Court matters that result in improved environmental outcomes. | 95% | 95% | ▼ | ● |
| Median processing time for development application determination times. | 90 days | 83 days | ▼ | ● |
| Percentage of completed playground safety audit programs. | 100% | 100% | ◄► | ● |
| Potable water consumption (kL) from Council operations. | 183,573kL | 86,839 kL | ▼ | ● |
| Comment: This is a significant reduction, contributed to by public health restrictions but still a significant result for Council. | | | | |
| Water reuse/recycling (kL) used by Council operations. | 134,562kL | 120,925 kL | ▲ | ● |
| Comment: Less recycled water has been used during the period due to less water demand overall. | | | | |
| Electricity consumption (MWh) of Council's fixed assets. | 5,124MWh | 3,924 MWh | ▼ | ● |
| Comment: This is a significant reduction, contributed to by public health restrictions but still a significant result for Council. | | | | |
| Greenhouse gas emissions (tonnes CO ₂ -e) from Council operations. | 10,589 tonnes | 5,472 tonnes | ▼ | ● |
| Comment: This is a 40% reduction compared to Council's baseline GHG emissions from 2000, and represents a 15% improvement on last year's emissions reduction of 25%, relative to the 2000 baseline. The key contributions to the additional reductions over the last 12 months are a result of a full 12 months of renewable energy from the Moree Solar Farm (5%), street lighting energy efficiency upgrades (3%), and facilities powered down during public health restrictions (7%). | | | | |
| Utilisation percentage of community halls and meeting rooms. | 81% | 29% | ▲ | ● |
| Comment: Utilisation of halls and meeting rooms was impacted by COVID-19 restrictions forcing closures and room capacity limits. Additionally, St Ives Community Hall and East Lindfield Community Hall were closed for major upgrades. | | | | |
| Percentage completion of capital works programs for roads, footpaths and drains. | 95% | 96% | ▼ | ● |

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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 39.

Reports and full results of research are available at www.krg.nsw.gov.au

| | | |
|--|--|---|
| Resident satisfaction for services and facilities | Providing adequate drainage 83% (2021) 78% 2019 80% 2017 | Cleanliness of your local streets 90% (2021) 89% 2019 86% 2017 |
| | Street tree maintenance 78% (2021) 73% 2019 70% 2017 | Provision and maintenance of local parks and gardens 93% (2021) 90% 2019 91% 2017 |
| | Provision and maintenance of sporting ovals, grounds and leisure facilities 91% (2021) 92% 2019 90% 2017 | Provision and maintenance of playgrounds 95% (2021) 89% 2019 92% 2017 |
| | Provision and cleanliness of public toilets 85% (2021) 80% 2019 84% 2017 | Protecting heritage buildings and conservation areas 85% (2021) 78% 2019 83% 2017 |
| | Visual quality of building design in the Ku-ring-gai area 73% (2021) 64% 2019 No data 2017 | Development compatible with the local area 64% (2021) 62% 2019 69% 2017 |

Figure 39: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.

| | | |
|--|---|--|
| Resident satisfaction for services and facilities cont. | Management of residential development 70% (2021) 69% 2019 70% 2017 | Condition of local roads 74% (2021) 76% 2019 68% 2017 |
| | Condition of community buildings 92% (2021) 90% 2019 94% 2017 | Collection of domestic garbage 96% (2021) 96% 2019 97% 2017 |
| | Control of litter and rubbish dumping 93% (2021) 90% 2019 89% 2017 | Condition of existing built footpaths in Ku-ring-gai** 74% (2021) 62% 2019 63% 2017 |
| | Revitalisation/beautification of your closest neighbourhood shops* 72% (2021) 78% 2019 73% 2017 | Revitalisation/beautification of your closest bigger retail centre* 72% (2021) 78% 2019 73% 2017 |
| | Provision of footpaths in Ku-ring-gai** 71% (2021) No data 2019 No data 2017 | |

Figure 39: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities (cont.)

* In 2021, the original question, “Revitalisation/beautification of local centres and neighbourhood shops” was separated into more specific areas. Statistics for 2017 and 2019 are provided for the original question.

** In 2021, the question was changed from “Quality of footpaths”. Statistics for 2017 and 2019 are provided for the original question.



St Ives Regional Playground.
Photographer: Natalie Roberts.

*Railway Avenue, Wahroonga.
Photographer: Wolter Peeters.*



Theme 4

ACCESS, TRAFFIC AND TRANSPORT



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

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Access, traffic and transport** within the Revised Delivery Program 2018–2022.

Traffic and transport planning

Strategic long-term traffic and transport planning continued for Ku-ring-gai and the Sydney North District during the year. This included consultation with other North District councils and government agencies. Parking improvements were also pursued for the local centres and key transport interchanges.

Improvements to Ku-ring-gai's road network, transport connections and accessibility were progressed through planning, works completed at various locations within the local government area (LGA) and advocacy to external stakeholders and other levels of government.

Due to some ongoing impacts of the COVID-19 pandemic on Council's income and expenditure some proposed capital works were revised or rescheduled during the year.

Improvements to local roads and parking network

Projects progressed during the year, under Council's recently revised 10 Year Traffic and Transport Plan included:

- The construction of a protected right turn bay and upgrade of road surface to non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra. This project received 100% funding (\$548,000) from Transport for NSW (TfNSW) to design and construct over a two-year period with the works expected to be completed in late 2021.
- Completion of the upgrade to the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close under the TfNSW's Australia Government Black Spot and NSW Safer Roads Program 2020/21. Council received 100% funding (\$185,000) for the works. Council contributed its share to complete the remaining civil works associated with the road upgrade.
- Works commenced by TfNSW on pinch point improvements on the Pacific Highway between Turramurra and Wahroonga. Pinch point locations include the intersection of Pacific Highway/Fox Valley

Road, the intersection of Pacific Highway and Redleaf Avenue/Coonanbarra Road and Pacific Highway at Finlay Street. Staff continued to work with TfNSW in identifying and investigating other pinch point locations on the arterial road network in Ku-ring-gai.

Local centres

Traffic and transport works in the Ku-ring-gai Contributions Plan 2010 have been included in Council's Long Term Financial Plan, in response to developments in local centres along with indicative timings. These works are typically development or Council project driven, and depend on development occurring in the local centres.

Progress on planning and implementation of traffic, transport and pedestrian related works is outlined below.

Gordon local centre

Following a funding offer from TfNSW for a High Pedestrian Activity Area scheme around the Gordon railway station, works progressed along Wade Lane up to Park Avenue and over to Werona Avenue in Gordon. These works 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 and landings, handrails and seating will assist those with reduced mobility. The work also includes raised pedestrian crossings at Clipsham Lane, Henry Street and Wade Lane and improvements to the park, lighting and kiss and ride areas.

It is envisaged that the reconstruction of Wade Lane, with new/widened footpaths and integration with the station area, can be coordinated with the St Johns Avenue Streetscape project works.

Lindfield local centre

Progress on Lindfield local centre transport works during the period included:

- A Request for Quotation (RFQ) for traffic signal design was issued to a panel of consultants in the second quarter of 2021 for the proposed traffic signals at the intersection of Lindfield Avenue and Tryon Road. It was under assessment in June, and a consultant is expected to be appointed early in the second half of 2021.

- The draft Public Domain Plan for the Lindfield local centre was placed on public exhibition during the second quarter of 2021, which incorporates provision of key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities. This was considered for adoption by Council in June 2021.

Turrumurra local centre

Progress on Turrumurra local centre transport works during the period included:

- The draft Public Domain Plan for the Turrumurra local centre was placed on public exhibition during the second quarter of 2021, which incorporates key road and other transport infrastructure upgrades adopted by Council. This was considered for adoption by Council in June 2021.
- Further discussions with bus operator Transdev and TfNSW were held regarding the proposed upgrade of the bus interchange. The plan incorporates provision for key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities.

St Ives local centre

Progress on St Ives local centre transport works during the period included:

- Work commenced on approvals to implement the proposed one-way (eastbound) traffic flow in Porters Lane (between Rosedale Road and Lynbara Avenue) using temporary materials. This project is identified in the Ku-ring-gai Contributions Plan 2010 and has been triggered in response to the majority of surrounding developments completed or subject to Development Application/s.
- Council and TfNSW also introduced 40km speed limits in areas of high pedestrian activity in St Ives. Streets affected include Cowan Road between Kanoona Avenue and Mona Vale Road; Memorial Avenue between Killeaton Street and Mona Vale Road and Village Green Parade.

Paid parking

Investigations continued into paid parking for Ku-ring-gai's major carparks. This included updated benchmarking of paid parking price structures of major car parks in surrounding areas from initial work undertaken in 2018. The update of paid parking price structures of major car parks was included in proposed new fees and charges for 2021/22, which were placed on exhibition until 20 July 2021.

Pedestrian access and safety

There were a number of pedestrian access and safety improvements completed or progressed during the year. They included:

School zones

In March 2021, Council received 100% funding from TfNSW under the Federal Government Stimulus Commitment to upgrade School Zone infrastructure in the LGA. About \$2M of funding was offered over a two-year period to design and construct/upgrade pedestrian infrastructure in the vicinity of schools. Council successfully completed the upgrade of six pedestrian facilities by the end of June 2021 at a cost of \$330,000. The upgrade of the other ten pedestrian facilities will be completed by June 2022.

Accessible bus stops

Council has a five-year program to progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements.

During 2020/21, 13 bus stops were completed as well as stops that tie in with works being undertaken under the footpath program.



Speed display program

Council have commenced planning and installing temporary speed display units in selected streets to alert motorists of the speed they are travelling. These speed awareness devices have proven highly effective at slowing motorists down and increasing pedestrian safety, particularly in school zones and neighbourhood streets.

A total of eight speed display units will be temporarily installed in different locations across the Ku-ring-gai local government area. 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. The aim is to provide a road safety benefit to the whole community by rotating the units between different locations where speed is an issue.

The speed display units work by using a radar to detect the speed of a vehicle as it approaches. A message will display based on the speed to provide motorists feedback on their driving behaviour. Speed readings are not used to issue infringement notices.

Speed display units are not suitable for all locations within Council's road network. When a location is suggested, Council undertakes a site assessment to determine if the location is suitable. Some factors considered in the site assessment process include:

- visual impact on adjacent residents
- sufficient vehicle visibility (presence of obstructions such as trees and other traffic signs)
- clearance from driveways and infrastructure such as power poles and service pits
- clearance from low-hanging power lines and television cables
- adequate sunlight for the sign's solar panels (away from trees)
- separation between other traffic signs to ensure drivers have sufficient time to read messages, and
- pedestrian movement.

Potential sites are identified based on feedback from the community and the assessment by Council staff.

Railway station upgrades

There are eight railway stations located within the Ku-ring-gai LGA which service increasing numbers of residents living in a mix of housing and multi-unit residential accommodation.

TfNSW has been progressively upgrading pedestrian access and safety at Ku-ring-gai's railway stations over some years, as part of an upgrade program across the Sydney Metropolitan area.

Over that time, Council staff have actively liaised with TfNSW to ensure that upgrade designs fully integrate with Council's plans for improvements to surrounding streetscapes, transport connections and pedestrian access in addition to considerations of building design and heritage. Progress on station upgrades during 2020/21 included:

Warrawee station upgrade

The Warrawee station upgrade was completed during the reporting year. Improvements included:

- a new lift, roofing and canopies
- installing screens to the stairs and pedestrian overbridge
- construction of a kiss and ride zone and footpath upgrades on Heydon Avenue and Warrawee Avenue
- replacement of the old shelter on Heydon Avenue, and
- a new family accessible and unisex ambulant toilet.

Wahroonga station upgrade

Site establishment and early work activities commenced at Wahroonga station in late September 2020, and major construction commenced late in the period. The project is expected to take approximately 18 months to complete.

The most recent works completed included:

- lift shaft construction, installation of new footbridge and lift canopy
- continued refurbishment of the station toilets (one unisex toilet will remain open)
- road deck construction and installation of new road barriers on the northbound lane over Redleaf Avenue bridge
- service investigation work and relocation of services and utilities including in the garden bed

- vegetation and tree clearing/trimming in the rail corridor and the garden bed
- potholing work
- installation of temporary structures including hoardings, and
- boarding assistance zone canopy foundation work.

Staff reviewed and provided feedback to detailed architectural, civil, landscaping/public domain and other associated plans.

Roseville station upgrade

The project plan was finalised by TfNSW in July 2020. Early works commenced in late September 2020 and is expected to take around 18 months to complete.

Recent work undertaken at Roseville station included:

- pouring concrete, forming and reinforcement work for the new lift on the Hill Street side of the station
- continuing refurbishment of the station building, including ventilation, air conditioning, plumbing work and constructing the new family accessible toilet
- constructing new pavement and tree beds, and installation of bench seats and bike loops, and fencing at the Pacific Highway entrance
- excavating the garden bed, landscaping and paving work along Hill Street, and
- concrete work on the station platforms.

Pymble station upgrade

Early work and site investigations commenced at Pymble station during the first quarter of 2021. Council staff met with TfNSW and were presented with initial design drawings for feedback and comment. Major construction is expected to start early in the second half of 2021 with the project expected to be completed in 2023.

Killara station upgrade

TfNSW announced that planning is currently underway to improve accessibility at Killara station to those with a disability, limited mobility, parents/carers with prams and customers with luggage.

From 17 May to 31 May 2021, the community was invited by TfNSW to provide feedback on a concept design, to inform the Review of Environmental Factors (REF), which will be placed on public display in the second half of 2021. In May, staff had an introductory meeting with TfNSW regarding the concept plan and key project milestones and timing. TfNSW indicates planned completion in 2023.

Sustainable transport

Achievements in promoting the use of more sustainable transport options during 2020/21 included:

New cycleway - Turramurra

Council was successful in seeking a grant funding nomination for approximately \$400,000 for a 'pop-up' cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program. Installation commenced in early 2021 and was completed in early March 2021. See page 241 for further details.

Council is assessing community feedback on the trial cycleway before deciding whether to make it a permanent fixture.

Green travel plan – Lindfield learning village

Council is working with the Department of Education, TfNSW and Lindfield Learning Village to implement their Green Travel Plan. The school is planned to have a total enrolment of up to 2,000 students by 2022, and buses and other non-car modes play a key role in moving students to and from the school. The school has a dedicated Travel Coordinator who meets regularly with the Department of Education, TfNSW and Council representatives to implement and monitor the actions in the Green Travel Plan. Council has also designed and project-managed the construction of a suite of footpath upgrades and new pedestrian facilities in surrounding streets (funded by the Department of Education), to encourage and promote walking and cycling to school.

Education and awareness programs

Education and awareness programs, focussed on alternatives to private car use, continued to be delivered during the year to schools subject to the restrictions imposed by the COVID-19 health directives and modified to include the delivery of hard copies of material. Council's annual cycling promotion event, the Ride2Work Day, which is scheduled to occur nationally in October, was cancelled due to restrictions on outdoor gatherings/events at that time. It is anticipated that the event will be held in October 2021, subject to any restrictions at that time.

Pop up cycleway - Turramurra

Council was awarded \$398,000 from the NSW Government's Streets as Shared Spaces grant program for a separated cycleway in Gilroy Road in late 2020.

The \$15 million program has been created as a result of the pandemic, with the NSW State Government aiming 'to transform streets across NSW into creative, vibrant and healthy public spaces'.

Ku-ring-gai Council created a 'pop-up' cycleway in Gilroy Road Turramurra connecting Karuah Park with the Turramurra local centre. Safer crossings were also installed at Brentwood Avenue and Gilroy Road for both pedestrians and cyclists to improve links with Karuah Park. The cycleway also provides a cycling link between Cameron Park and Karuah Oval and on to Turramurra Memorial Park through a widened shared path around Karuah Oval. The route provides safer options for all ages and abilities.

Gilroy Road has long been included as an important local bicycle route in adopted Council strategies, including the Ku-ring-gai Town Centres Public Domain Plan 2010.

Completed in March 2021, and on trial for the remainder of 2021, the separated cycleway was created by installing temporary kerbs and bollards with line marking and signage.

There are encouraging signs of its use, with preliminary monitoring taking place from mid-June to early July 2021, to assist evaluation of the cycleway as a permanent, integrated facility, as part of the draft Turramurra Public Domain Plan which will be exhibited in late 2021.

Future plans for Gilroy Road include a permanent and integrated separated cycleway and wide pedestrian paths, with street tree planting to create a boulevard that will form part of the connection between the Turramurra Local Centre and Cameron Park/Karuah Park/Turramurra Memorial Park, and potentially on to the Lovers Jump corridor further to the north.

This is a great step forward for Council's plan to create more cycleways and make selected streets in Ku-ring-gai more pedestrian-friendly.

Photographer: Alex Douglas.

Regional advocacy

Council advocates and collaborates with other stakeholders for improved infrastructure and services in Ku-ring-gai and the Northern Sydney region.

The NorthConnex toll road commenced operation in late 2020, and Council is currently working with TfNSW to monitor impacts on Ku-ring-gai Council's key/selected roads, especially on the increased use of trucks along Pacific Highway and Lady Game Drive.

There has been some community concern regarding the number of heavy vehicles on the Pacific Highway, and the perception that they are using the Pacific Highway and Ryde Road/A3 as a potential by-pass of NorthConnex and Pennant Hills Road. Staff will continue to monitor monthly traffic count data on the TfNSW website for the Pacific Highway. As part of the operational conditions of approval, TfNSW/ NorthConnex are required to undertake traffic volume monitoring of key roads (arterial and regional roads) surrounding the toll road during pre and post commencement of operation.

In August 2020, TfNSW announced 220 more buses between St Ives and the Sydney CBD. The additional services will supplement existing 'express' bus services between the City and St Ives. There was also advice that TfNSW is soon expecting to introduce a new 197X Mona Vale – Macquarie Park express service, which is a peak hour service between Mona Vale and Macquarie Park that bypasses Gordon station.





THE YEAR AHEAD

- Continue consulting with Transport for NSW on projects to improve public transport access and connections
 - Work with Transport for NSW to progress accessibility upgrades at Wahroonga, Roseville and Killara railway stations
 - Work with Transport for NSW to improve pinch point locations on the arterial road network
 - Continue to pursue opportunities with Transport for NSW to provide commuter parking at Turramurra and other railway stations in the local government area
 - Continue investigations into paid parking arrangements.
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic indicators for the 2020/21, under this theme, compared to the previous four years.

| ECONOMIC | | | | | | | |
|--------------------------------|------|-----------|-----------|-----------|-----------|------------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Fuel cost | \$ | 460,770 | 493,572 | 518,755 | 513,497 | 469,513 | ◀▶ |
| Street light maintenance costs | \$ | 1,571,375 | 1,495,649 | 1,442,769 | 1,016,005 | 1,073,240 ¹ | ▼ |

◀▶ stable ▲ increasing trend ▼ decreasing trend

1. The new LED luminaires Council is now using require less frequent maintenance and therefore lower costs than older technology.

Performance against Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.

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% progressing as scheduled 14% behind schedule (see detailed list below) |
| TASKS | 86% completed 7% behind schedule 7% significantly behind schedule |
| PERFORMANCE INDICATORS | 100% achieved |

Term achievements 2018-2022

- Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.
- A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.
- Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.
- The community is informed, educated and encouraged to use alternative forms of transport.
- Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.
- A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.
- Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

LEGEND progress on track behind schedule significantly behind schedule

Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|---|----------------|-----------------------|---------------------|-------------|
| Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed. | 8 facilities | 14 facilities | ▲ | ● |
| Number of new and upgraded bicycle facilities installed. | 2 facilities | 3 facilities | ▲ | ● |
| Comment: Three new bike racks were installed as part of the St Ives Showground Regional Playground. Additionally, Council collaborated with Transport for NSW in the provision of five new bike racks and a bike shelter as part of the Warrawee Station upgrade. | | | | |
| Kilometres of additional footpath network constructed. | 0.9 km | 4.15 km | ▲ | ● |
| Kilometres of additional cycleway network established. | 0.06 km | 0.7 km | ▲ | ● |
| Comment: Council was not successful in the 2020/21 Active Transport program for the shared pedestrian cycle link in Kochia Lane (between Lindfield Avenue and Milray Street) that forms part of the Lindfield Village Green project. However, staff were successful in securing approximately \$400,000 for a 'pop-up' (temporary) cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program. This facility is acting as a trial installation of a component of the draft Turramurra Public Domain Plan. | | | | |
| The number of recorded collisions involving vehicles or pedestrians. | 284 collisions | 230 collisions (2019) | ▼ | ● |
| Comment: During the period, the data reported by the Roads and Maritime Services (RMS) changed from financial year to calendar year and has a 12 month lag time. | | | | |

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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 40.

Reports and full results of research is available at www.krg.nsw.gov.au

| | | | | |
|--|---|--|---|--|
| Resident satisfaction for services and facilities | Access to cycleways, footpaths and walking tracks | 78% (2021) 77% 2019 76% 2017 | Access to public transport | 87% (2021) 86% 2019 85% 2017 |
| | Accessibility to public spaces for people with disabilities | 82% (2021) 85% 2019 No data 2017 | Traffic management | 70% (2021) 66% 2019 69% 2017 |
| | Availability of short stay parking in your closest bigger retail centre* | 83% (2021) 65% 2019 66% 2017 | Availability of commuter parking in Ku-ring-gai* | 61% (2021) 65% 2019 66% 2017 |

Figure 40: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.

* In 2021, the original question, "Availability of car parking in the local centres", was separated into more specific areas. Statistics for 2017 and 2019 are provided for the original question.



*Gordon Centre, Pacific Highway,
Gordon.*

Theme 5

LOCAL ECONOMY AND EMPLOYMENT



This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Local economy and employment** within the Revised Delivery Program 2018–2022.

Business support and engagement

Ku-ring-gai Council is committed to supporting its local business community. Engaging with local businesses is key in developing, understanding and providing support to facilitate a sustainable and vibrant local economy. To achieve this objective, Council delivers an ongoing program of business engagement that is both growing and diversifying.

At the start of 2021, Council's business engagement events program was broadened and expanded from short online events to include face-to-face sessions, half day workshops and peer-to-peer mentoring.

Key events included:

- a three session mentoring program presented in partnership with the City of Ryde Council. This program, delivered by the Mentoring Advisory Panels (MAPS) Institute, involved 35 Ku-ring-gai based businesses going through a peer-to-peer mentoring process over three weeks that culminated in a networking event held at Macquarie University.
- a half-day workshop titled 'Beyond COVID Business Planning' was run in April with 31 local businesses attending. The session helped business focus on planning for the next 12 months and had a wide range of industry sectors represented.
- 20 businesses attended a demographics webinar where demographics consultancy ID outlined how the data available through Council's website can be used by local companies to plan, by identifying target markets, specific demographic groups and mapping population trends.
- a webinar focusing on digital marketing delivered by Council, with 46 local business people attending. Topics included search engine optimisation, Google My Business and website functionality.

In addition to the business events program, Council contributed to a research project on home based businesses undertaken in partnership with Regional Development Australia (RDA) Sydney and supported by the NSW Small Business Commission. This included

a workshop to discuss the research outcomes and map out future actions. The workshop was attended by five northern Sydney Councils, RDA, NSW Small Business Commission, Service NSW and local business representatives. Work on the project continues with a view to building collaborative arrangements with other local councils to further support local home based businesses.

During the year, Council's free webinar series continued to help local companies and individuals maintain and protect their businesses during the pandemic. Webinars presented included post-COVID-19 business and financial planning, networking and marketing opportunities, maximising access to government grants and support and assisting café and restaurant businesses to get through the COVID-19 pandemic.

Council also continued measures aimed at cushioning financial stress on the community, in particular local businesses. Fees for a range of business permits are currently suspended.

The Better Business Partnership offered a range of energy and water rebates to businesses in northern Sydney to help them cut running costs and become more sustainable.

Business owners were offered three new rebates to help them cut energy costs and reduce water use. A rebate of up to \$2,000 for energy efficiency projects such as lighting upgrades, lighting sensors and timers and energy efficient air conditioning and refrigeration was available. For businesses wanting to install solar panels, up to \$1,000 in rebates was available for solar photovoltaic systems sized between 5kW and 10kW and up to \$2,000 for solar photovoltaic systems above 10kW.

The third rebate of up to \$1,000 was for water saving devices through Council's Water Smart rebate program for green roofs, rain gardens and rainwater tanks.

Communication and consultation

Council continued to communicate with local businesses regarding upgrades to local centres and opportunities to have a say. This included:

- The public domain plans for Lindfield, Turramurra and Gordon were exhibited and communicated via the Business Connections e-news.
- The Enliven Ku-ring-gai events in Gordon, North Turramurra, West Pymble and East Lindfield where Council staff spoke to businesses and residents about the public domain plans and related projects and connected with the community about other council matters.
- Regular communication on progress on the Lindfield Village Green project via the Activate Lindfield E-news, with progress updates also being provided via the Business Connections E-news.
- Continued liaison with local businesses on matters relating to centre upgrades. Businesses were invited to provide comments on the Retail and Commercial Centres Strategy and the Ku-ring-gai Character Study.
- Feedback was sought regarding outdoor dining provision and to participate in the Annual Business Survey, which covers a variety of topics including the quality of the town centres. The outcome of this process will feed into a review of Council's outdoor dining policy.
- Close liaison with businesses in central Lindfield to ensure any negative impacts of the Lindfield Village Green construction were minimised.

The Business Connections e-news continued to be distributed on a monthly basis to over 1,500 subscribers. The e-news outlines relevant events, initiatives and information about local, state and federal matters.



Enliven Ku-ring-gai

Enliven Ku-ring-gai is a series of 'pop-up' live street events which were held across four locations - Gordon, West Pymble, North Turramurra and East Lindfield - during March 2021.

Along with live entertainment and roving performers, Council staff were available to talk about projects in the area including the upgrades that were underway in St Johns Avenue, Gordon.

The community was encouraged to drop in to show their support for business by dining and shopping locally. Artists performing over the month included Viva The Band, Bubble Girl, Danni Da Ros and Ben Brown.

Council is working closely with local cafes, restaurants and shops to support them as best as possible following the difficulty of the last 12 months. Initiatives such as these are important not only for community wellbeing, but to also to aid economic recovery in local centres.

Enliven Ku-ring-gai is part of the NSW Government's Festival of Place, an inaugural celebration of public spaces across NSW.

Business survey

From December 2020 to February 2021, Council undertook its Annual Business survey. The survey resulted in over 300 local businesses answering a series of questions including feedback on business performance, council services and quality of local centres. The key outcomes of the survey were reported to Council in March 2021. The results will be used for benchmarking and informing Council's future business support programs.

Local business partnerships

Ku-ring-gai has had a long-standing commitment to supporting local businesses in Ku-ring-gai. Council is a member of both NSW Small Business Commission's 'Small Business Friendly Council's Program' and Service NSW's 'Easy to do Business Program' that were joined in 2017 and 2018 respectively.

Being part of these programs has helped Council provide additional support to local business by connecting them with services provided at a state level. It has also allowed Council to help shape and influence the delivery of the programs. Council staff are in regular contact with state bodies to share knowledge as well as to seek partnership opportunities to deliver more programs that can help local businesses.

Council continues to work closely with other councils, state and federal agencies and non-government organisations. Council participated in NSW Small Business Month in October 2020. Twelve events were delivered which were funded by the state government. The events were delivered with the assistance of Realise Business who deliver the NSW Business Connect program in eastern Sydney.

In late 2020, Council in partnership with Regional Development Australia (Sydney), with the support of the NSW Small Business Commissioner, undertook research with home based businesses to ascertain how the sector is operating in Ku-ring-gai and what it needs to be successful. The outcomes of the project will be used to devise future programs at a local and state level to improve how home based businesses outputs are measured and supported.

Council has a close relationship with Service NSW and is in regular contact with regional management and staff. The Easy to do Business Program has been re-branded to Service NSW for Business which has involved new resources being allocated to the program. A new mobile business concierge service has been introduced which Council is promoting to ensure local business can access support locally. Council also regularly involves Service NSW staff in events where they provide updates to business about government support available.

Ku-ring-gai's businesses are winning

Eight local businesses in Ku-ring-gai have been recognised for their products, innovation and customer service excellence, despite the challenges of COVID-19.

Ku-ring-gai Council was a major sponsor in the awards, with winners announced at an online presentation in October 2020.

A total of 34 finalists were nominated, with eight businesses from Ku-ring-gai taking out the top award in their chosen category.

The finalists in each category were selected based on the number nominations they received from the public.

The winners from Ku-ring-gai were:

- Beauty Services – Jane Simpson Brows, Pymble
- Café – Café Patina, Wahroonga
- Fast Food/Takeaway – Chargrill Charlies, Wahroonga
- Florist – Kelvin Hall Floral Design, Pymble
- Hotel/Bottle Shop/Bar – Kiplings Garage Bar, Turramurra
- Pharmacy – Price's Pharmacy, West Pymble
- Professional Services – ACMO, Pymble
- Restaurant – Brasserie l'Entrecôte, Pymble

Council congratulates all entrants for demonstrating exceptional commitment in what has been one of the most difficult of years for local businesses.

Economic employment planning studies

Retail and commercial centres strategy

A draft retail and commercial centres strategy was placed on public exhibition for comment during October 2020. The need for a study to be undertaken and strategy prepared was identified in Council's adopted Local Strategic Planning Statement (LSPS). The study's main objective was to examine issues facing the centres and how they may adapt in the future. This included issues facing local retail centres such as population growth, changes in retail supply and demand and factors affecting the planning and delivery of retail and commercial space.

The main findings of the study were an under supply of retail floor space in centres, high vacancies in commercial areas such as Pymble Business Park and ageing retail facilities. Other key findings included land and development constraints such as fragmented ownership, the high cost of consolidating land and the impact of the Pacific Highway dissecting the centres.

Some of the strategy's recommendations include promotion of mixed-use development, more flexible approaches to planning controls, incentives for investment and investigating a night-time economy.

The draft strategy also took into account the potential impacts of COVID-19 on local retail and commercial sectors at this stage of the pandemic, although these are still being evaluated. A report on public submissions received during the public exhibition of the draft strategy was presented to Council's December 2020 meeting. Due to the current uncertainty around planning for future development density and building heights in the local centres Council resolved to receive and note the submissions.

Employment lands study

Council's LSPS also identified the need to undertake a study of Ku-ring-gai's employment lands. This study was programmed to be undertaken after the retail and commercial centres study, with the results of that study providing key information for the employment lands research.

The COVID-19 pandemic had impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward. In addition, the NSW Department

of Planning, Industry and Environment released the Employment Lands Zone Reform on 20 May 2021. The stated purpose of the reform is to ensure employment zones are fit for purpose, support productivity and job creation, reduce the number of zones, increase flexibility, support strategic planning and include a clear strategic intent. Council officers are reviewing the framework and preparing a submission in relation to its recommendations.

Council's earlier decision to proceed with a full Employment Lands Study is to be re-examined following the Department's Employment Zones Review, with an option to undertake a smaller state of market study due to the ongoing impacts of COVID-19. A task to progress this work has been included in the Operational Plan 2021- 2022.

Planning for tourism

A Destination Management Plan for the sustainable management of tourism in Ku-ring-gai was adopted by Council during 2017/18. It outlines ways to boost economic development and visitor numbers, particularly to the St Ives Showground and already popular Ku-ring-gai Wildflower Garden.

Progress implementing the Plan during 2020/21 included:

- launched new destination events including the Ku-ring-gai Heritage Festival in partnership with the National Trust, Heritage NSW, Sydney Living Museums, the Eryldene Trust and Historic Houses Trust of Australia, and the Gai-mariagal Festival in partnership with NSROC, the Gai-mariagal Group and Destination NSW
- secured a national destination filming opportunity with the ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground. The Ku-ring-gai Wildflower Garden was profiled in a national eco-tourism story on the ABC's Gardening Australia
- launched new destination digital advertising on the Pacific Highway, Gordon for regional venues (St Ives Showground and Ku-ring-gai Wildflower Garden)
- created a Driving Tour of Ku-ring-gai featuring natural, historical, architectural and recreational points of interest
- engaged with Destination NSW to list our major destination assets and leverage off domestic tourism campaigns such as LoveNSW, and

- introduced new destination attractions including the October Sunset Drive-In Ku-ring-gai at St Ives Showground and Santa in the Garden at the Wildflower Garden which attracted visitors from Greater Sydney and the Central Coast and received national media coverage.

Promoting local activities and events

Events are an important factor in attracting visitors to Ku-ring-gai and feature prominently in the development and marketing plans of most destinations. These events, which have the potential to attract visitors from all over Sydney and beyond, continued to be supported in 2020/21 through innovative marketing campaigns, subject to meeting COVID-19 health regulations.

Council's events team also worked with business and community organisations and assisted in the approval for the following events:

- Bobbin Head Cycle Classic - 28 March 2021 - 2,200 riders participated – sponsored by Council
- Jabulani Challenge - 17 April 2021 - 900 participants
- Lindfield Fun Run - 18 April 2021 - 1,500 participants
- Ku-ring-gai Chase Special Olympics Fun Run - 30 May 2021 - 900 participants - sponsored by Council.

These Council sponsored events had their funding carried over from 2020.

The fortnightly e-news, digital images and other material were used extensively throughout the year to promote key tourist sites such as the St Ives Showground and the Ku-ring-gai Wildflower Garden.

New food retailing opportunities

Between May and June 2021, Council offered two new food retailing opportunities to suitable businesses under licence at the Lindfield Village Green and St Ives Showground.

The Lindfield Village Green project is due to be completed later in 2021, with the current Tryon Road car park being transformed into a large green space with underground parking. As part of the Village Green development, a new café/restaurant will be located in its centre to complement other outdoor dining opportunities created by the project.

Another new café/kiosk will be located at the entrance of the St Ives Showground, as part of a multi-million dollar refurbishment of the Showground funded by Council and the NSW Government. Tenders for both retailing outlets closed at the end of June and the results will be reported to Council.



THE YEAR AHEAD

- Continue supporting local business
 - Respond to changes to employment land zones
 - Progress retail and commercial centres strategy
 - Continue to implement the Destination Management Plan
 - Continue promoting and developing visitor and tourism opportunities
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic indicators for the 2020/21 year, under this theme, compared to the previous four years.

| ECONOMIC | | | | | | | |
|--------------------------------------|------|---------|---------|---------|---------|---------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Ku-ring-gai Wildflower Garden visits | No. | 54,880 | 54,350 | 55,000 | 49,800 | 72,292 ¹ | ▲ |

◀ stable ▲ increasing trend ▼ decreasing trend

1. There was significant growth in environmental education program attendance and facility hire. Outdoor recreational visitation has also grown significantly, however, cannot be tracked due to unsuitable tracking systems in place. This has been funded as a project for 2021/22.

Performance against Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.

Theme 5: Local economy and employment



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

| | |
|-------------------------------|--|
| TERM ACHIEVEMENTS | 67% progressing as scheduled 33% behind schedule (see detailed list below) |
| TASKS | 80% completed 20% significantly behind schedule |
| PERFORMANCE INDICATORS | 100% achieved |

Term achievements 2018-2022



Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.



Ku-ring-gai's business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai's local economic base.



Tourism business has been strengthened and expanded.

LEGEND progress on track behind schedule significantly behind schedule

Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|--|-------------------|-------------------|---------------------|-------------|
| Number of businesses in the Ku-ring-gai Local Government Area. | 14,004 businesses | 15,176 businesses | ▲ | ● |
| Number of small business discussion sessions delivered and/or facilitated by Council. | 7 sessions | 23 sessions | ▲ | ● |
| Number of local jobs in Ku-ring-gai Local Government Area. | 37,542 local jobs | 36,482 local jobs | ▲ | ● |
| Comment: Various factors are currently impacting the employment market including the COVID-19 pandemic public health restrictions, economic conditions and changes to society and culture. | | | | |
| Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council. | 500 participants | 620 participants | ▼ | ● |
| Percentage participant satisfaction with business forums facilitated by Council. | 80% | 85% | ◀▶ | ● |
| Number of visitors to the Ku-ring-gai Wildflower Garden. | 54,880 visitors | 72,292 visitors | ▲ | ● |
| Comment: There was significant growth in environmental education program attendance and facility hire. Outdoor recreational visitation has also grown significantly, however, cannot be tracked due to unsuitable tracking systems in place. This has been funded as a project for 2021/22. | | | | |

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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 41.

Reports and full results of research is available at www.krg.nsw.gov.au

| | | |
|--|--|----------------------------------|
| Resident satisfaction for services and facilities | Tourist attractions in the local area | Growing the local economy |
| | 75% | 89% |
| | (2021) 85% 2019 76% 2017 | (2021) 84% 2019 81% 2017 |
| | Opportunities to work in the local area | |
| | 82% | |
| | (2021) 75% 2019 71% 2017 | |

Figure 41: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.

*Wildflower Garden, St Ives,
school holiday program.
Photographer: Alex Mayes.*



Theme 6

LEADERSHIP AND GOVERNANCE



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

Services provided under this theme

- Financial management
- Integrated planning and reporting
- Property management
- Asset management
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2020/21 for the theme **Leadership and governance** within the Revised Delivery Program 2018–2022.

COVID-19 response

By early June 2020, the NSW Government commenced relaxing restrictions for the pandemic. While Council's essential services had continued to operate throughout the pandemic lockdown the relaxation of restrictions enabled many Council facilities to reopen and community programs to recommence later in 2020, subject to safe protocols being in place from October 2020.

From October 2020, libraries and the Council's customer service centre at 818 Pacific Highway, Gordon functioned normally with social distancing and capacity limits in place. Customers were encouraged to wear masks.

At the end of June 2021, Council facilities including libraries, the Council Chambers and the Council's customer service centre at 818 Pacific Highway, Gordon closed again in response to the Greater Sydney lockdown. Council staff able to perform their duties remotely again worked from home. Customer service functions moved online subject to the NSW Government ending the lockdown.

The Council's Crisis Management Team continued to meet regularly to plan and assess the organisation's response to the latest COVID-19 restrictions, the reopening of public facilities and a staged approach to staff returning to the workplace.

In response to the COVID-19 pandemic, the organisation activated its Crisis Management Plan, Business Continuity Plan and Pandemic Plan. The Crisis Management Team (CMT) including the General Manager, directors and senior managers, continued to meet regularly throughout 2020/21 to oversee responses to the COVID-19 emergency and government health directives. This included assessing the organisation's response to the easing of the COVID-19 restrictions, the reopening of public facilities and a staged approach to staff returning to their work sites.

Further information on Council responses to the changing NSW COVID-19 health restrictions can be found throughout this Annual Report.

Council meetings

Council meetings were held via Zoom until March 2021, with a livestream allowing members of the public to observe the meetings. The monthly Public Forums were reinstated in March. Further information on council meetings and the public forums can be found on council's website at www.krg.nsw.gov.au

Local government elections

Postponement of local government elections

In May 2020, the NSW Minister for Local Government advised councils, that in response to the COVID-19 pandemic, the September 2020 ordinary local government elections would be postponed until 4 September 2021.

The Minister also advised that current councillors would continue to hold their civic offices until the council elections are held in 2021 and subsequent elections will still proceed in September 2024.

Following the further lockdown in Greater Sydney and surrounding local government areas in June 2021 the Minister postponed the elections again to 4 December 2021.

Integrated planning and reporting changes

The postponement of the elections has required the following changes to the annual Integrated Planning and Reporting (IP&R) program:

- Council's existing Delivery Program will apply for a further 12 months to the end of June 2021/22, maintaining the key themes and any activities not yet completed.
- Adoption of the new Operational Plan (2020-2021) was extended by one month to 1 August 2020, reflecting the existing Delivery Program.
- Publishing of the 2020/21 annual report on Council's website is not recommended until after the local government elections on 4 December, on the basis that it could be interpreted as election material for those current councillors standing for re-election.

-
- End of term reporting is to still occur at the last meeting of council prior to the elections, but not published until after the elections.

Community consultation

During 2020/21, Council's consultation practices were reviewed so that residents' views could be captured through a range of ways in the future. The review comes as residents are increasingly going online to express their views on new services and projects.

The consultation review was carried out through information gathering via surveys, workshops and face-to-face interviews.

There was a focus on 'hard to reach' groups such as residents who have English as their second language and young people aged 12 to 30 years old. Feedback received has been incorporated into a revised community consultation policy which was placed on public exhibition until the end of July 2021.



Recycling vending machines in Ku-ring-gai

Reverse vending machines were installed in early 2021 in Turrumurra and St Ives for recycling bottles and other containers in return for cash.

Council approved the installation following community consultation in 2020, which showed overwhelming support.

The Ray Street public car park at Turrumurra and the St Ives Shopping Centre car park are the first sites in Ku-ring-gai to have reverse vending machines installed. Other machines will be installed elsewhere in Ku-ring-gai as suitable locations are identified.

Reverse vending machines work by taking collections of approved bottles and containers in return for 10 cents for each bottle or container. A receipt can be reimbursed for goods and services at participating supermarkets.

The Return and Earn initiative was launched by the NSW Government in 2017 and since then, more than 4.6 billion containers have been returned for recycling under the scheme. On average, around 40 million bottles and cans are returned each week in NSW. In summer, volumes can surge to as much as 8 million containers a day.

Bottles, cans and cartons make up a large proportion of the litter on our streets, beaches and green spaces. Tackling the problem costs NSW millions of dollars every year. Return and Earn is a way for everyone to help solve the litter problem and be rewarded for their efforts.

Communication

During the pandemic the organisation very successfully communicated important health, safety and service information to the community. This included information alerting the community to changed public health and safety advice, changes to Council services and other organisational contacts.

During 2020/21, Council's communications team continued alternative delivery methods such as coordinating a wide range of digital content across all channels including social media and the website. This included the creation of the Life Online portal and four videos regarding COVID-19, e-library resources and an educational video on abandoned shopping trolleys.

Recent community satisfaction research showed that 91% of surveyed residents were very satisfied, satisfied and somewhat satisfied with the level of communication that Council has with the community. In addition, 55% of surveyed residents believe that Council could not do anything better to assist or support the community through emergency events.

The survey research was undertaken in April 2021 and included a broad range of Council's external services.

See further information on pages 41, 184, 209, 231-232, 247, 261, 280 for recent Ku-ring-gai Community Research results with full reports available at www.krg.nsw.gov.au

Customer service

Council's customer service team maintained customer service standards despite experiencing another busy and challenging year with the ongoing COVID-19 pandemic.

As restrictions eased from June 2020, and Council's customer service centre reopened, customer visits to the counter area increased. However, many residents continued to take advantage of alternative options to interact in a contactless way including live chat, online application lodgement and online requests and payments.

The recent community satisfaction research showed a very positive 91% of surveyed residents expressing their satisfaction with the delivery of Council services over the previous 12 months, with an upward trend.

See further information on pages 41, 184, 209, 231-232, 247, 261, 280 for recent Ku-ring-gai Community Research results with full reports available at www.krg.nsw.gov.au

Complaints management

Following adoption of a new complaints policy in April 2020 Council implemented a series of streamlined and centralised complaints management procedures during the year.

A complaint is an expression of dissatisfaction made to, or about Council, Council's services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. Complaints can include expressions of dissatisfaction with the quality of, or delays in providing a service, taking an action or making a decision which are outside of Council's service levels.

The new procedures include an improved reporting procedure via Council's website, designated staff to handle each complaint, standardised and clear written responses and an escalation procedure whereby management will be involved early in any serious complaints regarding the conduct of staff.

Technology and business system support

The organisation's information management team continued to successfully support the changes made in 2019/20 to the way Council and the organisation operate in response to COVID-19 requirements, in workplaces and the delivery of local government services.

This included significantly increased technical support by information management staff (on and offsite) due to flexible working arrangements with many staff working from home.

In addition to this work, Business Systems continued to maintain, update and support Council's core business systems in both a proactive and reactive manner.

New council website

The new Council website was launched in December 2020 following an extended period of consultation with users and planning for the new site, including procurement of a content management system and development of a content strategy.

The new site follows modern practice in websites, with a focus on customer service and transactions, user friendliness, a clean design and clear structure.

Council staff are continuing to refine the content of web pages and each page has a function whereby the public can give feedback. Since the website launch, feedback has been mainly positive from the public. Work is continuing on improving integration of other Council systems such as the booking system with the new website.

During 2020/21, Council maintained the web-based Life Online portal, allowing residents to lodge permit applications, waste requests, request planning certificates, register pets and request repairs to roads and other Council assets. Life Online was launched at the height of the COVID-19 lockdown in 2020 to assist housebound residents get services from the Council.

Other features of Life Online included group therapy sessions with a psychologist, storytime readings for children, free webinars for small businesses and free access to Council's e-library of music, magazines, books and movies

Workforce planning

During the year staff resources remained focused on the implementation of health and safety directives in the workplace. While this work impacted on the completion of some workforce programs, a major part of the program was completed or substantially progressed.

Further information on workforce achievements can be found in the **Workforce** section on pages 110-144.

Sustainable financial planning

During 2020/21, Council continued its focus on maintaining a strong and sustainable financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

Operating result 2020/21

Council achieved a satisfactory financial result for 2020/21. The net operating result for the financial year ended 30 June 2021 was a surplus of \$25.58 million (\$27.09m in 2019/20) including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$7.1 million (\$12.2m in 2019/20).

The operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets. This surplus is available for future capital works. Council currently manages \$1.85 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

Investment returns

Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Over the 2020/21 financial year, the total portfolio returned 1.64% on Council's total investment portfolio, which outperformed the industry benchmark by 0.06%.

Expenditure

During 2020/21, \$129.9 million was spent on services and operations (\$126.7m in 2019/20) and \$54 million (\$40m in 2019/20) on capital works to provide a diverse range of services to the community and to ensure the long-term sustainability of our assets. Further details, including the financial challenges in 2020/21 can be found in **Financial Results** on pages 33-36. Further details of Council's 2020/21 financial position can be found in **Financial Reporting** from page 327. Council's **Financial Statements** are available from page 327.

Expenditure from special rates

In 2020/21, Council had the following three special rates:

- **Infrastructure - primary rate**

This rate is used to maintain, renew and upgrade Council's infrastructure including roads, footpaths and other infrastructure assets. The Infrastructure - Primary Rate is levied on all rateable land within the Ku-ring-gai local government area. Funds of \$25.8 million were received from the Infrastructure Primary Rate in 2020/21.

- **Infrastructure - special rate variation**

This rate is used to maintain, renew and upgrade Council's infrastructure (road improvements program). In June 2014, Council was granted an approval from IPART for the permanent continuation of the Special Rate Variation for infrastructure. The Infrastructure - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$3 million each year for improvements to local roads. The roads rehabilitation program was completed for 2020/21.

- **Environmental – special rate variation**

This rate is used to implement and continue a range of environmental programs. In May 2018, Council was granted an approval from IPART for the permanent continuation of the Environmental - Special Rate Variation, which came into effect from 1 July 2019. The Environmental - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$3 million each year for environmental programs. Further information on the expenditure of Environmental Levy funds in 2020/21 can be found in **Theme 2 - Natural Environment** on page 188.

Stormwater management charge

The Stormwater Management Charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses. Funds of \$1 million were received from the charge during 2020/21.

Other annual charges

Details of funds received from other annual charges for Waste Management and Section 611 - Gas Mains can be found on page 348 in the **Financial Statements**.

Asset management planning

Council's infrastructure asset management priorities are managed in accordance with the adopted Asset Management Policy and Strategy, with reviews of several key asset management plans and the adopted Asset Management Strategy completed, along with reviews and updates to Council's current and future capital works plans to balance the management of financial resources with the delivery of key community services.

Asset management strategy

Council's Asset Management Strategy demonstrates to Ku-ring-gai residents and stakeholders how Council's asset portfolio supports the service delivery needs of the community both now and into the future (10 years). During 2020/21, Council revised its Asset Management Strategy which includes:

- an Asset Management Improvement Plan to ensure that organisational practices and procedures are continually improved
- current and preferred condition and value of all assets, and
- systems, resources, processes and financing options to achieve the preferred condition and level of service.

For further information the Asset Management Strategy is available at www.krg.nsw.gov.au

Asset portfolio

The replacement value of Council's infrastructure assets is currently \$1.29 billion. Infrastructure assets include:

- roads and transport (roads, footpaths, kerb and gutters, car parks, road structure, street furniture and bridges)
- buildings (non-specialised and specialised)
- stormwater drainage, and
- recreation facilities (sportsfields, parks and bushland).

Condition of our assets

Maintaining our infrastructure assets to an acceptable condition is a key challenge for Council. In 2014 community consultation identified roads, footpaths and stormwater drainage as the main Council service areas in need of additional resource allocation, with community buildings, parks and playgrounds also mentioned as priorities. Since obtaining the special rate variation (SRV) for roads, Council has been able to invest heavily into local roads and has seen good results with a reported 81.3% of roads assets in condition 3 or better (as a percentage of gross replacements costs). Work continued during 2020/21 to review the condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal, particularly with anticipated higher condition levels required by state government.

Infrastructure backlog

Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government. As a result of previous reviews and investment of additional funding into asset renewal a reduced backlog of \$24.1 million was achieved by the end of 2020/21.

Infrastructure renewal and maintenance funding

The review of Council's asset information and infrastructure backlog led to an internal review of capital and operational expenditure in 2017/18. As a result, additional funding has been allocated to improving our existing assets, whilst operational expenditure has also been reviewed and additional funding allocated towards asset maintenance.

Asset sales

Council will fund specific new civic and community projects partly through the sale of under-utilised or surplus assets (property). These projects will deliver new civic and community assets and infrastructure either through the acquisition and development of new facilities and/or through Council's co-contribution to deliver facilities and infrastructure identified in the Ku-ring-gai Contributions Plan 2010. Divestment of under-utilised or surplus assets is necessary to ensure

that Council meets the future needs of the community by providing purpose built facilities and maintaining financial sustainability. The Long Term Financial Plan identifies asset sales as a short, medium and long term funding strategy.

Local government benchmarks

All NSW councils are required to meet a number of financial and infrastructure benchmarks and ratios. The key financial indicators are industry accepted measures of financial health and sustainability. A summary of these indicators and benchmarks can be found on pages 327-332.

Corporate sustainability initiatives

Despite some limits imposed by the COVID-19 restrictions, sustainability continued to be integrated into Council's business framework through the implementation of environmental management training for staff, environmental plans, policies and strategies, environmental risk management processes; environmental assessment and Council's corporate sustainability program.

Further information on corporate sustainability achievements can be found in **Theme 2 – Natural Environment** on pages 195-198.



**Council has achieved
81.3% of roads assets
in condition 3 or better.**

Solar photovoltaic (PV) technology converting sunlight into electrical energy at Council's childcare centre - Thomas Carlyle Children's Centre, East Lindfield.

Council signs innovative gas agreement

Council joins 10 other Sydney councils in an agreement that allows gas to be purchased at a wholesale price with a fixed retail margin.

The Southern Sydney Regional Organisation of Councils has taken advantage of a five-year low in wholesale gas pricing and signed a ground-breaking agreement on behalf of 11 NSW councils. The participating councils joining Ku-ring-gai Council are Campbelltown City Council, City of Canada Bay, Central Coast Council, City of Sydney, Fairfield City Council, Inner West Council, City of Lake Macquarie, Liverpool City Council, Sutherland Shire Council and Woollahra Municipal Council.

The agreement began on 1 July 2020 and gives participating councils much needed flexibility by enabling them to adjust their forecast volume requirements on a daily basis. Under a regular

retail contract, councils typically need to commit to purchasing a minimum volume of gas, whether they use it or not. The new agreement will be provided by Weston Energy and allows councils the freedom to vary their volume, removes any minimum commitment and potentially offers daily savings of 30% or more off current consumption costs.

The agreement is the first of its kind in Australia for local government and Council has signed up for the next 12 months.

This style of contracting shows procurement innovation, where contracts are negotiated that take advantage of prevailing market conditions to challenge suppliers and manage risk for councils. During the current difficult economic times it is more important than ever for Council to find savings.

Modelling done by Council staff showed the cost savings on gas usage could be up to \$30,000 a year.



Spring Flower 2021,
Grandview Street, Pymble.

THE YEAR AHEAD

- Maintain a satisfactory financial position
 - Monitoring impacts of COVID-19 on Council operations
 - Continue online customer services
 - Support preparations for the 2021 local government elections
 - Review Ku-ring-gai's Community Strategic Plan
 - Adopt Integrated Planning and Reporting Plans
-

SUMMARY OF PERFORMANCE 2020/21

The following pages provide a summary of Council's progress during 2020/21 including QBL performance indicators, Council's Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic indicators for the 2020/21 year, under this theme, compared to the previous four years.

| ECONOMIC | | | | | | | |
|---|-------|------------|------------|------------|------------|-------------------------|--------------|
| Measure | Unit | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 5 year trend |
| Unrestricted Current Ratio | Ratio | 3.21 | 3.05 | 3.65 | 3.42 | 2.3 | ◀▶ |
| Restricted cash - internal | \$M | 27,699 | 34,247 | 36,182 | 37,809 | 42,977 ¹ | ▲ |
| Restricted cash - external | \$M | 112,733 | 139,742 | 152,689 | 155,595 | 147,161 ² | ◀▶ |
| Operating result before capital grants and contributions | \$M | 18,823 | 5,649 | 15,530 | 12,176 | 7,090 ³ | ○ |
| Building and Infrastructure renewal expenditure | Ratio | 0.76 | 0.61 | 0.66 | 0.86 | 1.1 ⁴ | ▲ |
| Rate income | \$M | 59,653,000 | 61,298,000 | 63,647,000 | 66,136,000 | 68,356,000 | ▲ |
| Loans/borrowings per year | \$M | 0.58 | 0 | 0 | 2 | 0 | ◀▶ |
| Collection Performance (Rates, Annual, Interest and Extra Charges only) | % | 3.27 | 2.96 | 3.75 | 4.12 | 3.62 ⁵ | ○ |
| Re-votes expenditure | % | 11 | 14 | 19 | 16 | 28 | ▲ |
| Return on investment | % | 3.05 | 3.07 | 2.98 | 2.36 | 1.64 ⁶ | ▼ |
| Number of ratepayers | No. | 42,906 | 44,006 | 44,656 | 45,236 | 45,711 | ▲ |
| IPART rate increase approved (including special variations) | % | 1.80 | 1.50 | 2.7 | 2.6 | 2 | ◀▶ |
| Untied grants revenue | \$ | 5,616,000 | 3,903,000 | 3,746,000 | 3,854,000 | 3,783,000 | ◀▶ |
| Specific purpose grants revenue | \$ | 4,364,000 | 6,036,000 | 4,034,000 | 9,290,000 | 16,540,000 ⁷ | ▲ |
| Source of revenue from rates and annual charges | % | 53 | 53 | 57 | 57 | 58 | ◀▶ |

| GOVERNANCE | | | | | | | |
|------------------------------------|-----|--------|--------|--------|--------|----------------|----|
| Customer requests completed | % | 89 | 90 | 88 | 92.3 | 95 | ▲ |
| Leadership Training Program | No. | 0 | 427 | 58 | 118 | 0 ⁸ | ○ |
| Induction Program | No. | 4 | 3 | 3 | 3 | 5 ⁹ | ◀▶ |
| Number of policies reviewed | No. | 5 | 12 | 27 | 27 | 20 | ▲ |
| SOCIAL | | | | | | | |
| Customer service requests received | No. | 27,122 | 28,985 | 34,901 | 37,083 | 34,785 | ▲ |

◀▶ stable ▲ increasing trend ▼ decreasing trend ○ monitor

- The increase in 2020/21 was due to additional funds from unfinished projects at the end of the financial year, which will be carried forward to 2021/22.
- The decrease in 2020/21 was due to less development contributions received and more expenditure related to major projects.
- The decrease in 2020/21 in the operating result before capital grants and contributions is mainly from a non-cash revaluation of Council's investment property in 2019/20.
- The ratio in 2020/21 is an improvement from the previous year due to additional renewal and a change in the calculation allowing for work in progress expenditure to be included in the ratio.
- A modest decrease in 2020/21 from the previous year is primarily due to an improvement in collection of rates and annual charges post 2019/20 which had an impact on some ratepayers as a result of the COVID-19 Pandemic.
- Council's return on investment in 2020/21 has decreased compared to the previous year, however, Council's total return of 1.64% pa. for the financial year is considered good given current conservative interest rates.
- The increase in 2020/21 was largely due to a capital contribution received from the Transport NSW towards construction costs of a car park as part of the Lindfield Village Green project. Other grants were received for capital works at St Ives Showground funded by the NSW Government's COVID-19 Stimulus Package and additional funding for the Roads to Recovery program.
- The Leadership Development Program was largely deferred during 2020/21 due to the COVID-19 pandemic.
- While there were more inductions sessions during 2020/21, the actual number of staff attending each session was significantly reduced to accommodate COVID-19 social distancing requirements and restrictions.

Performance against Council’s Revised Delivery Program 2018-2022 and Operational Plan 2020-2021

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 2020/21.

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 | 92% progressing as scheduled 8% behind schedule (see detailed list below) |
| TASKS | 85% completed 15% on track |
| PERFORMANCE INDICATORS | 96% achieved 4% not achieved |

Term achievements 2018-2022

- The priorities of our community are reflected in the Ku-ring-gai Community Strategic Plan and inform Council’s policy development, decision-making and program delivery.
- Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.
- Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai’s community outcomes.
- Council maintains and improves its long term financial position and performance.
- Council’s income and expenditure meets the needs of the community.
- Council maintains its commitment to infrastructure asset management priorities.
- Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.
- Council’s governance framework is developed to ensure probity and transparency.
- Sustainability is integrated into Council’s business framework.
- Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.
- Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.
- Contribute to enhancing and protecting Council’s reputation and public image.

LEGEND progress on track behind schedule significantly behind schedule



Annual performance indicators 2020/21

| Description | Target | Achieved | Change from 2019/20 | Performance |
|--|--------------------------------|--------------------------------|---------------------|-------------|
| Percentage of Operational Plan tasks completed. | 89% | 90.5% | ▲ | ● |
| Percentage of policies reviewed within 12 months of their due date. | 70% | 56% | ▼ | ● |
| <p>Comment: In 2020/21, 33 policies required reviewing within 12 months. Of these, 16 were reviewed and adopted, and two were reviewed and placed on public exhibition. Only 28% of Council's policies are overdue for review, a statistic which has been decreasing over the last two financial years. As the COVID-19 pandemic evolved in 2020 and throughout 2021 and managers focused on more urgent priorities, the progress of these reviews slowed affecting results.</p> | | | | |
| Number of active partnerships/collaborations Council has with external stakeholders. | 40 partnerships/collaborations | 45 partnerships/collaborations | ▲ | ● |
| Occupancy rate of Council property portfolio. | 100% | 100% | ◀▶ | ● |
| <p>Comment: All commercial and community buildings that are in a condition to be occupied by a tenant have been leased.</p> | | | | |
| Debt Service Ratio (Council's ability to service debt). | 4% | 0.66% | ▼ | ● |
| Working Capital. | \$4 million | \$4.7 million | ▼ | ● |
| Unrestricted Current Ratio (liquidity). | 2x | 2.3x | ▼ | ● |
| Rates and Annual Charges Coverage Percentage (dependence on rates income). | 60% | 58% | ▲ | ● |
| Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity). | 4% | 3.62% | ▼ | ● |
| Percentage of invoices paid to small businesses within 30 days from invoice date. | 93% | 94% | ▲ | ● |
| Building and Infrastructure Renewals Funding Ratio. | 74 % | 110.60% | ▲ | ● |
| <p>Comment: The ratio of 110.60% is an improvement from 2019/20 due to additional renewal expenditure on major projects capitalised during the year, as well as a change in formula allowed by the Office of Local Government to include work in progress renewal expenditure. Council's Long Term Financial Plan provides for infrastructure renewal to meet and maintain the benchmark of 100% in future years. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.</p> | | | | |
| Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework. | 100% | 100% | ◀▶ | ● |
| 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% | ◀▶ | ● |

| Description | Target | Achieved | Change from 2019/20 | Performance |
|--|--------------------|---|---------------------|-------------|
| Percentage of Council's policies accessible via Council's website. | 98% | 100% | ▲ | ● |
| Percentage turnover rate for permanent employees. | 11% | 8.55% | ▼ | ● |
| Percentage change in Lost Time Injuries per year. | 22% | 34 (Average of total hours lost due to injury) | ▼ | ● |
| Comment: Following adoption of the Delivery Program 2018 – 2022, measurement methodologies changed significantly for lost time injuries due to the introduction of new injury management strategies with enhanced outcomes. These have been under constant monitoring and calibration. Injury complexity and severity are unpredictable and change year to year depending on safety performance and as a result the benchmark set in 2016/17 (percentage change) is no longer appropriate. Council is now measuring performance by the average total hours lost due to injury. The number of hours lost as a result of Lost Time Injuries have been on a steady decline since 2018/19. Compared to 2019/20, there was a 21% decrease in 2020/21 in the number of hours lost as a result of injury. In order to sustain or improve on current results, Council is reviewing its loss prevention strategies, particularly those on Lost Time Injury occurrence reduction. | | | | |
| Percentage of staff participation in learning and development activities. | 50% | 52% | ▼ | ● |
| Computer network availability. | 98% | 98% | ◀▶ | ● |
| Customer service enquiries responded to within agreed service delivery standard. | 85% | 85% | ▼ | ● |
| Customer requests actioned within agreed service delivery standard. | 85% | 86% | ▼ | ● |
| Number of participants in community engagement activities facilitated by Council. | 5,500 participants | 5,800 Participants | ▲ | ● |
| Number of people following the Ku-ring-gai Council Facebook page and Twitter account. | 7,292 people | 15,373 people | ▲ | ● |
| Comment: In 2020/21, there were 12,000 people following Council's Facebook page and 3,373 following the Twitter account. | | | | |
| Number of people subscribed to Council newsletters. | 47,678 people | 55,189 people | ▲ | ● |

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 2020/21 are available at www.krg.nsw.gov.au

Performance against community satisfaction benchmarks

In April 2021, Council commissioned independent community research to examine the Ku-ring-gai community's satisfaction with a range of Council services and facilities.

Results from this research indicated that there were increases in residents' levels of satisfaction across 31 of the comparable 48 services and facilities provided by Council (48 services and facilities were surveyed in 2021, 46 in 2019 and 45 in 2017).

Community satisfaction results for research undertaken during 2021, 2019 and 2017 for services and facilities for this theme are detailed in Figure 42.

Reports and full results of research is available at www.krg.nsw.gov.au

| | | |
|--|---|---|
| Resident satisfaction for services and facilities | Council's consultation and engagement with the community 67% (2021) 68% 2019 No data 2017 | Council advocacy on matters impacting on Ku-ring-gai 73% (2021) 76% 2019 75% 2017 |
| | Long term planning for the Ku-ring-gai area 68% (2021) 65% 2019 70% 2017 | Council provision of information about events, services, programs and facilities 83% (2021) 88% 2019 81% 2017 |
| | Opportunities to participate in Council decision making on matters affecting Ku-ring-gai 67% (2021) 68% 2019 66% 2017 | |

Figure 42: Comparison of total resident satisfaction (those who were very satisfied, satisfied and somewhat satisfied) with services and facilities.



KU-RING-GAI MUNICIPAL COUNCIL

1885
1888-1902
1900-1901
1914-1918

1939-1945

AT THE GOING DOWN OF THE SUN
AND IN THE 35TH YEAR
WE WILL REVEAL TO THEM

1950-1953

1948-1960
1964-1966
1962-1968
1969-1972



LOCAL GOVERNMENT 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.

Section 428(2) & 428A – End of Term Report and State of the Environment Report

During the year an ordinary election of Councillors is held, Council is required to prepare an End of Term Report on the implementation of the Community Strategic Plan over the four-year term of council.

As the local government elections are scheduled for 4 December 2021, Council's Annual Report 2020/21 includes the End of Term Report 2017-2021 and State of the Environment Report 2017-2021.

Section 428(3) - Integrated Planning and Reporting Guidelines

The Annual Report 2020/21 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 2020/21 financial year are presented on pages 327-444.

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

Council's Annual Report for the 2020/21 financial year has been prepared in accordance with the guidelines and all relevant legislation and regulations.

Section 428(5) – Lodgement of Annual Report 2020/21

Council's Annual Report 2020/21 is required to be posted on Council's website with a URL link e-mailed to the Office of Local Government by 30 November 2021. Due to the deferral of the NSW Local Government elections to 4 December 2021, Ku-ring-gai Council will publish its Annual Report following the election, consistent with advice received from the NSW Office of Local Government.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council did not enter into any environmental upgrade agreements during 2020/21.

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 2020/21.

Environmental Levy

Council's Environmental Levy had a total proposed budget for 2020/21 of \$4,454,000.

During the financial year, the actual expenditure totalled \$3,792,000 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.

The table below provides a summary of expenditure by theme, during 2020/21, as compared to the original 2020/21 budget.

Variations with funding expended during the year are due to a variety of reasons including COVID-19 restrictions, which impacted the delivery of many programs and community engagement activities. Expenditure above the original budget (\$41,000) in the Biodiversity & Bushfire Management theme is related to additional rehabilitation works required for increased illegal mountain biking activity in bushland associated with COVID-19 lockdown periods.

The Community Engagement & Environmental Education theme variation (\$421,000) is attributed to the Cultural and Environmental Education Centre funding not being expended. This project is currently in the documentation phase with this funding being spent over the next two years as the project moves into the construction phase.

| Theme | 2020/21 original budget* | 2020/21 actuals** |
|---|-----------------------------|----------------------|
| Community Engagement & Environmental Education (Including Cultural and Environmental Education Centre) | \$1,470,000 | \$1,049,000 |
| Water & Catchment Management | \$608,000 | \$504,000 |
| Biodiversity & Bushfire Management | \$675,000 | \$716,000 |
| Project Management & Administration | \$921,000 | \$903,000 |
| Energy Management | \$739,000 | \$584,000 |
| Sustainable Transport & Walking Tracks | \$41,000 | \$36,000 |
| TOTAL | \$4,454,000 | \$3,792,000 |

* The 2020/21 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 (Biodiversity & Bushfire Management), this is due to savings retained from the previous year that are added to the theme for the current financial year.

For more information on activities completed during 2020/21 see **Natural Environment** on pages 187-210 and the **Financial Statements** on pages 327-444.

Infrastructure Levy

Council's Infrastructure Levy had a total proposed expenditure of \$2,868,400 for 2020/21 as outlined in Council's adopted Revised Delivery Program 2018-2022 and Operational Plan 2020-2021.

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 2020/21 program compared to the original program due to a variety of factors, including:

- The road renewal program budget was negatively affected during 2019/20 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.

The table below outlines projects as per the adopted Delivery Program, including proposed funding, and completion status for the 2020/21 year.

| Location | Project description | Funding (\$) | Completed (Y/N) |
|--------------------------------|---|--------------|-----------------|
| Averil Place, Lindfield | Beaconsfield Parade to Cul-De-Sac | 16,200 | N |
| Beaconsfield Parade, Lindfield | Pacific Highway to Norwood Avenue | 188,900 | Y (V) |
| Bent Lane, Lindfield | Balfour Street to Bent Street | 21,200 | N |
| Bent Street, Lindfield | Pacific Highway to Polding Road | 260,500 | N |
| Catherine Street, St Ives | Carmen Street to end | 86,300 | N |
| Collins Road, St Ives | Toolang Road to Dalton Road | 460,000 | N |
| Henry Pass, Gordon | Henry Street to Werona Avenue | 28,300 | N |
| Henry Street, Gordon | St Johns Avenue to Ravenswood Avenue | 86,900 | N |
| Melaleuca Drive, St Ives | Cul-De-Sac to Kennedy Place | 50,500 | N |
| Merriwa Street, Gordon | Pacific Highway to Vale Street | 161,600 | N |
| Mudies Road, St Ives | Kenthurst Road to Memorial Avenue | 43,400 | Y (V) |
| Ravenswood Avenue, Gordon | Pacific Highway to Henry Street | 252,500 | N |
| Rosebery Road, Killara | Rosetta Avenue to Springdale Road | 126,300 | N |
| St Johns Avenue, Gordon | Railway Turning Area to Pacific Highway | 101,000 | N |
| Stanhope Road, Killara | Pacific Highway to Werona Avenue | 294,900 | N |
| Stanhope Road, Killara | Springdale Road to Redgum Avenue | 323,200 | N |

| Location | Project description | Funding (\$) | Completed (Y/N) |
|---------------------------------|---|--------------|-----------------|
| Walker Avenue, St Ives | Mona Vale Road to Cul-De-Sac | 60,600 | N |
| Wendron Close, St Ives | Athena Avenue to Cul-De-Sac | 25,300 | N |
| Woodward Place, St Ives | Melaleuca Drive to end | 40,400 | N |
| Robinson Street, East Lindfield | Damour Ave to Badarene Place | 114,100 | N |
| Badarene Place, East Lindfield | Robinson Street to Cul-De-Sac | 20,200 | N |
| Crete Place, East Lindfield | Robinson Street to Cul-De-Sac | 25,300 | N |
| Fairlight Avenue, East Killara | Eastern Arterial Road to Rosetta Avenue | 80,800 | N |

(V) Project delivered during 2020/21 with a funding variation.

The table below outlines projects completed, with funding expended, during 2020/21.

| Location | Project description | Funding (\$) |
|--------------------------------|---------------------------------------|--------------|
| Coonanbarra Road, Wahroonga | Millewa Avenue to Lochville Street | 535,100 |
| Auluba Road, South Turramurra | Kissing Point Road to Chisholm Street | 258,700 |
| Grosvenor Road, Lindfield | Bent Street to No.98 | 409,000 |
| Pymble Avenue, Pymble | Avon Road to No.57 | 374,000 |
| Beaconsfield Parade, Lindfield | Pacific Highway to Norwood Avenue | 226,900 |
| Mudies Road, St Ives | Kenthurst Road to Memorial Avenue | 242,000 |
| Mudies Road, St Ives | Carbeen Avenue to Warrimoo Avenue | 80,200 |
| Warrawee Avenue, Warrawee | Chilton Parade to No.1 | 223,400 |
| Eulbertie Avenue, Warrawee | Pacific Highway to Heydon Avenue | 302,000 |
| Johnson Street, Lindfield | Charles Street to Knox Street | 217,100 |

For more information on activities completed during 2020/21 see **Access, Traffic and Transport** on pages 235-248 and the audited **Financial Statements** on pages 327-444.

Local Government (General) Regulation 2005

Clause 217 of the Local Government (General) Regulation requires the following information to be included in the Annual Report.

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

The amount of rates written off during 2020/21 totalled \$5,745.21 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

(a) *the names of any mayors or councillors who completed any induction training course, induction refresher course or supplementary induction course under this Part during the year.*

During the 2020/21 financial year Councillors did not attend induction or fresher induction training.

(b) *the names of any mayors or councillors who participated in any ongoing professional development program under this Part during the year.*

See **Details of mayoral and councillor fees, expenses and facilities** section for details of attendance.

(c) *the number of seminars, circulars and other activities delivered as part of the ongoing professional development program in accordance with this Part during the year.*

See **Details of mayoral and councillor fees, expenses and facilities** for details of attendance.

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

This must include the purpose of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations).

Nil 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 – \$3,231.73

This includes dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)

- (ii) Communication costs (including telephone calls) – \$10,401.38

This includes telephone calls made by councillors, including 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 – \$18,314.10 (including accommodation, conference registration, transport and meals)

The table below provides a summary of conferences participated in by councillors during 2020/21.

| Councillor | Conference/seminar | Costs |
|-----------------------|---|--------------------|
| Councillor Anderson | 2020 NSW Local Government conference | \$60.00 |
| Councillor Spencer | 2020 NSW Local Government conference | \$60.00 |
| | National General Assembly Canberra | \$2,727.42 |
| Councillor Pettett | Tourism conference <i>(Cr Pettett cancelled due to ill health. Airfare and registration fee charged)</i> | \$1,643.06 |
| Councillor Ngai | National General Assembly Canberra | \$1,821.82 |
| | 2020 NSW Local Government conference | \$60.00 |
| Councillor Kay | 2020 NSW Local Government conference | \$60.00 |
| | Tourism conference | \$1,231.49 |
| | Australian Local Government Women's Association conference | \$1,796.86 |
| | National General Assembly Canberra | \$2,149.58 |
| | Local Government NSW Destination and Visitor Economy conference | \$54.78 |
| | Women in Local Government leadership workshop | \$2,395.00 |
| Councillor Kelly | 2020 NSW Local Government conference | \$60.00 |
| | National General Assembly Canberra | \$1,399.09 |
| Councillor Greenfield | NSW Women in Leadership <i>(Registration fee only – event held July 2021)</i> | \$2,795.00 |
| TOTAL | | \$18,314.10 |

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

In 2017/18 Council's Manager Records and Governance, in consultation with all councillors, prepared Individual Professional Development Plans outlining Councillor professional development for the duration of their term. Since its implementation, professional development was undertaken by Councillors in accordance with their plans.

Whilst not mandatory, the Office of Local Government considers it best practice to prepare professional development plans for councillors and council will ensure they are prepared in line with the Office of Local Government Councillor Induction and Professional Development 2018 Guidelines. The reporting of Mayor and Councillor professional development will continue to be reported through Council's Annual Report.

Due to the ongoing COVID-19 pandemic, the Local Government Elections were further postponed to 4 December 2021. As a result the delivery of Councillor induction and the preparation of professional development plans will take place in early 2022.

During the year Councillors 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 2020/21.

August 2020

Consultant briefing on Ku-ring-gai Retail Strategy

Staff presentation on findings of the Turramurra Public Domain Plan

Briefing on Ku-ring-gai Cultural and Environmental Education Centre

September 2020

Briefing on Ku-ring-gai Housing Strategy

Staff presentation on Lindfield Public Domain Plan

October 2020

Briefing on final design proposed for suburb signage

Staff presentation on Gordon Public Domain Plan draft plans

Briefing on Local Character Study update

November 2020

Briefing on Cultural Infrastructure Strategy

December 2020

Major Projects consultation forum

February 2021

Presentation on St Ives basketball stadium design

March 2021

Briefing on 2021/22 Budget and Long Term Financial Plan

May 2021

Briefing on Complaints Process and updated Customer Service Charter

- (iv) Training of mayor and councillors and provision of skill development – \$8,190.91

| Councillor | Training | Course costs |
|-----------------------------------|--|-------------------|
| Councillor Kay | Understanding Local Government Finances | \$400 |
| Councillor Ngai | Executive Certificate for Elected Members Audit and Risk Forum Local Government NSW Planning for Councillors | \$4,309.09 |
| Councillor Kelly | Code of Conduct for Councillors training Speed reading course | \$800 |
| All Councillors invited to attend | Candidate briefings presented by Local Government NSW | \$2,681.82 |
| | TOTAL | \$8,190.91 |

- (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 – \$540.91 spouse expenses. This includes spouse costs associated with Councillor Kelly's National General Assembly Canberra registration.

This includes expenses of any spouse, partner (whether of the same or the opposite sex) 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 – \$500.00

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 \$326,430.48.

The total amount of money spent on Councillor attendance at civic functions and events was \$2,964.71.

The above figures are GST exclusive and consistent with Council's 2020/21 Financial Statements.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2020/21

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.

The following table 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 |
|---|----------------------|---|--|
| 2020 Projects Pty Ltd | 937,769.71 | St Ives Village Green community hall upgrade (6 Memorial Avenue St Ives) | Construction works including fire compliance and variations |
| All Grass Sports Surfaces Pty Ltd | 163,339 | Synthetic grass resurfacing | Hamilton and Roseville Park and Kendall Street tennis courts |
| Ashford Roofing Pty Ltd | 174,570 | Remove and replace roof slates | Pymble Presbytery |
| Autopool Pty Ltd | 201,616.90 | Supply of new Isuzu | Single cab tipper vehicle |
| Avant Building Pty Ltd | 191,090.90 | Cricket nets | Roseville Park |
| Boral Constructions Materials Group Ltd | 312,373.59 | Intersection between The Comenarra Parkway and Fox Valley Road, Wahroonga | Roadworks |
| C W Concrete Pty Ltd | 170,879.50 | Concrete footpath works | Lindfield Avenue - Stanhope to Havilah, Havilah Avenue - Lindfield to Highway |
| Corporation Sole EPA Act | 448,736.26 | Council contribution 2020/2021 | Pursuant to Section 7.42 of the Environmental Planning and Assessment Act 1979 for repayment of the principal loans to the Sydney Regional Development Fund (stage payments) |
| DFSI Valuation Services | 205,448.70 | Land valuation services | Ku-ring-gai Council LGA |

| Payee name | Contract amount (\$) | Description | Contract description |
|--------------------------------------|----------------------|---|---|
| Fulton Hogan Industries Pty Ltd | 157,273.42 | Roadworks | Chilton Parade/ Warrawee Avenue, Warrawee |
| | 170,000 | Roadworks | Springdale Road, Killara |
| | 178,127.43 | Roadworks | Grosvenor Road, Lindfield |
| | 182,004.34 | Roadworks | Neringa Avenue/ Woonona Avenue/ Woniora Avenue, Wahroonga |
| | 198,232.90 | Roadworks | Carlotta Avenue/ Metzler Place, Gordon |
| | 200,000 | Roadworks | Mudies Road, St Ives |
| | 232,184.37 | Roadworks | Edmund Street/ Johnson Street, Lindfield |
| | 261,251.95 | Road resurfacing | Auluba Road/ Kissing Point Road, South Turramurra |
| | 300,000 | Road resurfacing | Coonanbarra Road, Wahroonga |
| | 375,247.38 | Road resurfacing | St Ives Showground |
| | 387,824.11 | Road resurfacing | Grosvenor Road, Lindfield |
| | 418,308.95 | Road resurfacing | Pymble Avenue, Pymble |
| 671,361.56 | Road resurfacing | Kissing Point Road, South Turramurra | |
| 760,550.13 | Road resurfacing | The Comenarra Parkway, Wahroonga | |
| KK Consultants Pty Ltd | 324,258 | Abingdon Road, Roseville | New footpath. Lindfield Learning Village. Shirley Road to Eton Road to Austral Avenue to Bent Street, Lindfield |
| Local Land Services | 320,000 | Grosvenor-Gwydir fire trail complex upgrade | Soil conservation services and Operational expenses |
| Northern Fencing Specialists Pty Ltd | 153,146.40 | Fencing – installation and correction | William Lewis Park, Wahroonga |

| Payee name | Contract amount (\$) | Description | Contract description |
|---|----------------------|--|--|
| | 325,529.97 | Public Liability Insurance Renewal 2020/21 | Property |
| NSW Local Government Jardines Liability | 434,502.10 | Public Liability Insurance Renewal 2020/21 | Motor vehicles |
| | 791,704.75 | Public Liability Insurance Renewal 2020/21 | Public liability/ professional indemnity |
| | 154,000 | Council website | Subscription/ upgrade |
| Opencities Pty Ltd | | | |
| Origin Energy | 750,000 | Contract rates agreement 1406350 | Electricity |
| Performance Civil Holdings Pty Ltd | 187,955.19 | Babbage Road, Roseville Chase | Neighbourhood upgrade - variation |
| Planet Civil Pty Ltd | 168,940.75 | Kerb and gutter works | Coonanbarra Road, Wahroonga |
| | 172,690.10 | Lindfield Soldiers Memorial Park Oval No.1 | Irrigation installation |
| | 205,818.25 | Acron Oval, St Ives | Supply and installation of irrigation system and trenching |
| R & N Paddison Pty Ltd | 489,969 | Wellington Oval Upgrade - As per the schedule of rates | Stage 1 works: Demolition, earthworks, growing medium, irrigation, irrigation tank, slit drainage system, synthetic wicket, turfing and turf maintenance |
| RMA Contracting Pty Ltd | 162,509.60 | Heritage building roof repairs | Council Chambers, 818 Pacific Highway, Gordon |
| Rosmech Sales & Service Pty Ltd | 378,221.40 | Supply of new road sweeper | Hino FG1628 vehicle |
| State Civil Pty Ltd | 237,227.10 | Reid Street, Lindfield | Road rehabilitation |
| Statecover Mutual Limited | 257,930.56 | Workers compensation premium deposit 2020/21 | First quarter instalment |
| Statecover Mutual Limited | 411,376.25 | Workers compensation premium 30.6.20-30.6.21 | Second instalment |

| Payee name | Contract amount (\$) | Description | Contract description |
|--|----------------------|--------------------------------------|--|
| Statewide Civil Pty Ltd | 154,629.60 | Fiddens Wharf, Killara | Kerb and gutter reconstruction |
| | 203,255.07 | Wade Lane, Gordon | Streetscape upgrade |
| | 240,550 | St Ives Showground | Drainage and landscape works |
| | 262,469.34 | St Ives Showground - loop road works | RFT18-2018 Minor Works Tender |
| | 337,927.97 | Kerb and gutter works | The Comenarra Parkway, Turrumurra |
| | 372,909.34 | Oliver Road, Roseville | New drainage |
| TechnologyOne Limited | 504,721.81 | Covers all TechnologyOne products | Period 30.9.2021-29.9.21 |
| TPG Network Pty Ltd | 228,360 | Internet connections | 2020/21 |
| The Trustee for Blue Op Partner Trust | 1,100,000 | Australian Energy Regulator rates | Street light component charges |
| TreeServe Pty Ltd | 173,868.46 | Monthly treeworks | August 2020 |
| | 191,220.69 | Monthly treeworks | June 2020 |
| Westrac Pty Ltd | 278,880.23 | Supply of one new caterpillar | 309 mini excavator |
| Young Men's Christian Associations of Sydney | 197,513.24 | Profit share | Ku-ring-gai Fitness and Aquatic Centre YMCA |
| Yunz Contracting Pty Ltd | 184,557.07 | Eastern Road, Turrumurra | Emergency pit and pipe crossing drainage works |

In June 2019, the threshold for tenders (contracts awarded by Council resolution) was increased to \$250,000. The following table includes contracts approved by Council as part of a tender process for the 2020/21 period.

| Payee name | Contract amount (\$) | Description | Contract description |
|---|----------------------|---|---|
| Cunneen Signs | 448,070 | Suburb and village signs | Ku-ring-gai Council LGA |
| Growth Civil Landscaping Pty Ltd | 2,724,102.47 | Recreation precinct | St Ives Village Green |
| Statewide Civil Pty Ltd | 338,774.99 | Drainage works | Oliver Road and Trafalgar Avenue, Roseville |
| RMA Contracting Pty Ltd | 384,792 | Facade waterproofing | 828 Pacific Highway, Gordon |
| Kone Elevators | 898,584 | Renewal of three lifts | 828 Pacific Highway, Gordon |
| Regal Innovations Pty Ltd | 235,014 | Playground upgrade | Kissing Point Village Green, South Turramurra |
| RMA Contracting Pty Ltd t/as RMA Group | 483,624.70 | Design and construction – structural works | Council Chambers heritage building, 818 Pacific Highway, Gordon |
| Veolia | \$11M per year | Waste collection | Ku-ring-gai Council LGA |
| Toolijooa (1,2,4,5) | Schedule of Rates* | Bushland services | Ku-ring-gai Council LGA |
| Symbiota Ecology – Apunga Ecological Management (1,2,3,4,5) | | Service Area (1) Bushland Restoration | |
| Australian Bushland Restoration (1,4) | | Service Area (2) Weed Control Services | |
| Bush-it (1,4,5) | | Service Area (3) Waste Removals & Disposals | |
| Waratah Eco Works (3) | | Service Area (4) Professional Bushland Services | |
| Terra Australis (1,4) | | Service Area (5) Bushland Fencing Services | |
| National Trust (2,3) | | Service Area (6) Bushfire Mitigation & Management | |
| Soil Conservation Service (6) | | | |
| Summit Open Space Services | | | |
| Asplundh (6) | | | |

* 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.

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 2020/21 financial year was \$1,512,459. The amounts received for costs recovered totalled \$161,570.

Nature of proceedings – Land and Environment Court Class 1

| Proceedings | Result | Costs (\$) |
|---|-------------------------------------|------------|
| Council ats Prestige Locations Pty Ltd | Resolved by agreement | (394) |
| Council ats Buyozo Pty Ltd | Resolved by agreement | 62,386 |
| Council ats Barua Coonanbarra Pty Ltd | Resolved by agreement | 317 |
| Council ats Younes | Upheld (amended proposal) | 13,938 |
| Council ats XLJ Investment Group Pty Ltd | Dismissed | 127,072 |
| Council ats King 9 International Pty Ltd | Resolved by agreement | 383 |
| Council ats Mackenzie Architects International Pty Ltd (No 1) | Discontinued | 91,761 |
| Council ats Gelder Architects | Resolved by agreement | 29,860 |
| Council ats Mackenzie Architects International Pty Ltd (No 2) | Discontinued | 19,181 |
| Council ats Chhabra (Nos 1 & 2) | Discontinued; Resolved by agreement | 2,972 |
| Council ats Woodhouse & Danks Pty Ltd | Upheld (amended proposal) | 129,056 |
| Council ats Cowan Development 40 Pty Limited | Upheld (amended proposal) | 23,264 |
| Council ats Thompson Health Care Pty Limited | Upheld (amended proposal) | 73,326 |
| Council ats Frith (formerly Singh) | Dismissed | 8,303 |
| Council ats Kermani | Resolved by agreement | 639 |
| Council ats Mackenzie Architects International Pty Ltd (No 3) | Resolved by agreement | 10,516 |
| Council ats HMR Developments Pty Ltd | Resolved by agreement | 40,390 |
| Council ats Evergordon Pty Ltd | Resolved by agreement | 2,364 |

| Proceedings | Result | Costs (\$) |
|---|-----------------------|------------------|
| Council ats WFM St Ives | Resolved by agreement | 4,033 |
| Council ats Roseville Returned Servicemen's Memorial Club | Resolved by agreement | 79,047 |
| Council ats Anglican Community Services | Resolved by agreement | 526 |
| Council ats Kekatos and Anor | Resolved by agreement | 24,176 |
| Council ats Sutherland No.7 Pty Ltd | Dismissed | 55,918 |
| Council ats SlushY Pty Ltd | Not concluded | 68,068 |
| Council ats Wan | Resolved by agreement | 16,584 |
| Council ats Moran & Anor | Not concluded | 87,865 |
| Council ats Lumex Property Group Pty Ltd | Resolved by agreement | 18,527 |
| Council ats Howe Architects | Dismissed | 123,631 |
| Council ats Jarvis and Anor | Not concluded | 17,754 |
| Council ats Sandy Outlook Pty Ltd | Not concluded | 92015.39 |
| Council ats Lindsay Little and Associates Pty Ltd | Discontinued | 6,432 |
| Council ats Mackenzie Architects International Pty Ltd (No 4) | Not concluded | 47,646 |
| Council ats Blake | Not concluded | 71,865 |
| Council ats Koch | Resolved by agreement | 51,195 |
| Council ats Wheatley | Resolved by agreement | 20,219 |
| Council ats Dixon | Not concluded | 65,021 |
| Council ats Truslan Dumaresq Development Pty Ltd | Not concluded | 8,355 |
| Council ats PJM Group Pty Ltd | Not concluded | 2,420 |
| Council ats Castle Constructions Pty Ltd | Not concluded | 9,648 |
| Council ats Iqbal | Not concluded | 4,288 |
| Council ats Knox | Not concluded | 1,892 |
| | TOTAL | 1,512,459 |

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

Council is required to provide a summary of resolutions made under Section 67(2)(b) of the Act concerning work carried out on private land, including details or a summary of such work, if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

During the 2020/21 financial year, Council did not undertake any work on private land.

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 2020/21, 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 2020/21 from 2019/20 due to impacts of the COVID-19 pandemic and related legislative restrictions.

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 2020 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 October 2020, Council resolved (GB.2, Min 205) to incorporate \$21,000 of unspent COVID-19 Community Grants funds into the 2020 Ku-ring-gai Community Grants Program and awarded a total of \$124,127.

The following tables detail the recipients, projects and funding.

Summary - recipients and funding allocations

| Group | Purpose | Amount (\$) |
|-------------------------------|--|------------------|
| Community and Cultural Groups | Various (recipients and funding are detailed in the following tables) | 119,860 |
| Eryldene Historic House | Rates, garbage rebate (standing resolution of Council) | 4,267 |
| | TOTAL | \$124,127 |

Community and cultural groups - Details of recipients and funding allocations

1. Category: Small equipment

| Name of organisation or group | Amount (\$) |
|--|-------------|
| North St Ives Scout Troop | 1,300 |
| Cerebral Palsy Alliance - St Ives Respite | 2,000 |
| 1st Gordon Scout Troop / The Scout Association of Australia NSW Branch | 1,300 |
| Ku-ring-gai Male Choir | 1,300 |
| Ku-ring-gai Community Workshop "The Shed" | 2,000 |
| West Pymble Bicentennial Bowling Club | 1,300 |
| Pals For Seniors Ku-ring-gai Inc | 648 |
| Ku-ring-gai Little Athletics Centre Inc | 1,300 |
| Stealers Baseball and Softball Club | 1,300 |
| Computer Pals for Seniors Turramurra (CPST) | 1,900 |
| Scouts Australia – Sydney North All Abilities Scout Group | 2,000 |
| Playgroup NSW Inc./on behalf Pymble Playgroup | 1,300 |
| Phoenix House Youth Services | 1,300 |
| 2nd St Ives Scout Group | 1,300 |
| Sydney United Sports Club | 1,300 |
| Ku-ring-gai West Probus Club | 350 |
| St Lucy's School | 1,500 |
| 1st Turramurra Scouts | 1,300 |
| KU Fox Valley Preschool | 1,300 |
| The Eryldene Trust | 736 |
| St Ives Junior Cricket Club | 1,300 |
| Christ Church St Ives | 1,300 |
| East Lindfield Community Preschool | 1,300 |
| UCA - Roseville Congregation | 1,300 |

| Name of organisation or group | Amount (\$) |
|--|-----------------|
| St John Ambulance Australia (N.S.W) | 1,939 |
| Chabad House of the North Shore Limited | 1,300 |
| Wahroonga Public School P&C Association Inc | 1,300 |
| Warrawee Bowling Club | 1,300 |
| West Pymble Scout Group | 1,300 |
| Marian St Theatre for Young People | 1,300 |
| Ku-ring-Gai Netball Association | 500 |
| StreetWork Australia Limited | 1,300 |
| The Scout Association of Australia NSW Branch / 1st Lindfield Scouts | 935 |
| Probus Club of Barra Brui Inc | 1,399 |
| TOTAL | \$44,507 |

2. Category: Community development

| Name of organisation or group | Amount (\$) |
|--|-------------|
| Cerebral Palsy Alliance | 4,181 |
| Australian International Sports Organisation Pty Ltd | 2,500 |
| The Uniting Church in Australia Property Trust (NSW) on behalf of UCA - Gordon - Pymble Uniting Church | 3,000 |
| Hornsby Ku-ring-gai Domestic Violence Network | 3,000 |
| Ku Ring Gai Little Athletics Centre inc | 3,000 |
| Phoenix House Youth Services | 3,000 |
| Rotary Club of Wahroonga Incorporated | 3,500 |
| KLAP Australia | 1,190 |
| St Swithun's Anglican Church Pymble | 3,000 |
| Parkinson's NSW-Hornsby Ku-ring-gai Parkinson's Support Group | 1,000 |
| Active Opportunities Incorporated | 2,700 |
| 1st North Turramurra Scouts group | 1,500 |

| Name of organisation or group | Amount (\$) |
|--|-----------------|
| CASS Care Ltd | 3,500 |
| Ku-ring-gai Branch of MS Support Group | 4,000 |
| The Shepherd Centre | 2,262 |
| TOTAL | \$41,333 |

3. Category: Arts/cultural

| Name of organisation or group | Amount (\$) |
|---|-----------------|
| The Eryldene Trust | 1,165 |
| Chabad House of the North Shore Ltd | 3,500 |
| Ku-ring-gai Youth Orchestra | 1,355 |
| Marian St Theatre for Young People | 3,500 |
| StreetWork Australia Limited | 3,500 |
| Cass Care Ltd | 3,000 |
| Ha'Tzofim Australia | 3,500 |
| St Ives High School P&C Association | 2,000 |
| The Cathedral Singers Incorporated | 2,000 |
| Support Marian Street Theatre | 3,500 |
| Multicultural Integration Community Support | 3,500 |
| The Cavalcade of History and Fashion Inc. | 3,500 |
| TOTAL | \$34,020 |

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 2020/21, Council awarded 14 grants valued at \$54,954 for works that included bush regeneration and erosion control, animal protection and various sustainability initiatives.

The following table details the recipients, project details and funding under this program, as resolved by Council in July 2020 (GB. 8, Min 139).

Environmental Levy Community Small Grants Scheme 2020/21

| Recipient organisation or group | Name of project | Amount – excl. GST (\$) |
|-----------------------------------|---|----------------------------|
| The Possibility Project | Locals Counting for Climate – waste recycling | 1,000 |
| Paddy Pallin Foundation | Paddy Pallin Reserve - remove Camphor Laurels | 2,937 |
| KU, Fox Valley | KU Fox Valley Vegetable Garden | 1,350 |
| KBA | Increasing diversity & number of plants available from the Garden Shed for Bushcare | 5,000 |
| Rofe Park Bushcare | Fauna Study of Rofe Park Bushcare site | 3,500 |
| WildThings NSW | Continuation of hollows for habitat project | 4,000 |
| West Pymble PS P&C Assn | Pollinator Garden | 1,244 |
| Darri Track Bushcare | Increase native plant diversity at Cowan Creek headwaters | 3,183 |
| Killara Park Bushcare | Regeneration of natural areas | 4,924 |
| Quarry Creek Bushcare & FLCNP | Remediation of Quarry Creek riparian zone alongside Quarry Creek waterfall | 5,000 |
| KU, West Pymble | Creating & protecting a Welcoming Bush Garden | 2,900 |
| Longford/ Abingdon Bushcare Group | Consolidation and expansion of high biodiversity section of Longford/Abingdon Bushcare site | 4,956 |
| Bicentennial Park Bushcare Group | Bicentennial Park Bushcare - consolidation of bush regeneration at source of Quarry Creek | 4,980 |
| Birdlife Aust | Owl highways in the city - corridor building for urban Powerful Owls | 9,980 |
| | TOTAL | \$54,954 |

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 2020, Council resolved (GB. 9, Min 140) to award the following grants for 2020/21, waive any applicable Minor Works approval fee required by successful funding recipients to undertake their projects and considered increasing the Heritage Home Grant funding pool from \$50,000 to \$80,000, to be made available for 2021/2022 as part of the budget preparation process.

| Address | Description of works | Amount |
|--------------------------------|--|----------|
| HIGH PRIORITY PROJECTS | | |
| 15 Grosvenor Street, Wahroonga | Repairs to roof, front verandah, replace broken finial, repair cracks to walls. | 2,300 |
| 1161 Pacific Highway, Pymble | Repair of garden archway - replace keystone, shore up arch, repair ornamental ironwork and re-hang iron gate. | 2,300 |
| 44 Greengate Road, Killara | Repair leaking roof, repair and replace rotten timber eave, fascia board, repainting repaired area to match colour. | 2,300 |
| 49 Werona Avenue, Gordon | Removal of terracotta tiles and replacement old lead flashing around the three-flues. Removal and repointing of areas along ridge capping and corner sections on tile roof. | 2,300 |
| 9 Grosvenor Road, Lindfield | Repair and replace broken roof tiles (terracotta shingles). Repair existing chimneys and valleys on the roof. | 2,300 |
| 2 Winton, Street, Warrawee | Roof maintenance: repair rotten battens under roof tiles, clean moss off tiles, repoint and patch bedding of tiles to ensure waterproofing and maintenance of roof. | 2,300 |
| 1 Boomerang Street, Turramurra | Replace damaged gutters. | 2,000 |
| 27 Womerah Street, Turramurra | Repair to chimneys and slate roof, replacing flashings to chimneys and lead where necessary, and general repairs to roof including replacement of damaged or slipped slates. | 2,300 |
| 10 Lorne Avenue, Killara | Replacement of slate roof with appropriate tiles to be selected by Council's Heritage Advisor. If this is cost prohibitive, repair of the existing slate roof. | 2,300 |
| 33 Greengate Road, Killara | Replace damaged front section of slate tiles with Canadian grey slate, including re-battening, sarking, replacement of lead around dormer and roof capping | 2,300 |
| 42 Elva Avenue, Killara | Re-bed and re-point ridge capping on original second storey roof (over 80 years old) | 1,369.50 |

| Address | Description of works | Amount |
|---|--|--------|
| 16 Shirley Road, Roseville | Repointing of front façade (face brick), re-pointing of sections of side façade (common bricks), installation of reinforcement bars and lintels in settlement cracks. | 2,300 |
| 31 Nelson Street, Gordon | Repair and maintenance of slate roof and gutters. (Application also included landscaping works however these are excluded from this grant application). | 2,300 |
| 33 Nelson Street, Gordon | Repair to base of chimney and flashing causing leaks. Replacement of slipped and broken tiles. | 2,300 |
| 15 Nelson Road, Lindfield | Retain the garden wall around historic tree and level rear yard (as per DA advice to retain protected tree DA0390/18) | 2,300 |
| MEDIUM PRIORITY PROJECTS | | |
| 18 Gilda Avenue, Wahroonga | Rebuild front retaining wall and relay sandstone front step treads on entrance steps | 1,000 |
| 20 Merlin Street, Roseville | Repair and replace rusted and deteriorated historic iron railing to the front of the property. | 1,000 |
| 5 Duntroon Avenue, Roseville | Restoring damaged ornamental ceilings. New fence and gate in style of existing gate. | 1,000 |
| 18 Strickland Avenue, Lindfield | Tuck-pointing of previously tuck-pointed façade. Repointing of stone steps. | 1,000 |
| 17 Burns Rd, Wahroonga | Remove and replace cracked decking of verandah (front half only), and sand the remainder and provide a protective coat. Reinforce front garden wall. | 1,000 |
| 39 Rosedale Road, Gordon | Replace damaged and rotting timbers on large wrap-around verandah at front of house, including tallowwood floor timbers, railings, timber-lined ceiling and large wooden uprights. Replace damaged and rotting timbers on side verandah. | 1,000 |
| 6 Mona Vale Road / 6 Mandalay Place, Pymble | Exterior painting of the whole house except brown timbers: washing down all areas, preparation, replacement of window putty. One coat of sealant, 2 top coats of paint. | 1,000 |
| 33 Shirley Road, Roseville | Remove peeling wallpaper in main bedroom and replace with new wallpaper to match existing. | 1,000 |
| 19 Locksley Street, Killara | Heritage stained glass repair, including the repair and rebuild of stained glass with leadlight windows. | 1,000 |
| * 26 Treatts Road, Lindfield | Preparation and painting of external painted surfaces | 1,000 |
| 11 Burns Road, Wahroonga | Repair existing timber windows and re-paint. | 1,000 |
| 60 St John's Avenue, Gordon | Repair and restoration of tuck-pointing to front façade. | 1,000 |

| Address | Description of works | Amount |
|--------------------------------|---|--------------------|
| 43 Roseville Avenue, Roseville | Replacement of original verandah tiles and valance from historic photos | 1,000 |
| 19 Avon Road, Pymble | Repair and painting of areas of the cottage exterior in high and difficult to access locations. | 1,000 |
| 22 Kenilworth Road, Lindfield | Replacement of verandah deck. | 1,000 |
| 7A Lord Street, Roseville | Repair of existing timber work to the church building including decorative finials and vents. | 1,000 |
| 121 Mona Vale Road, St Ives | Sunken garden - brickwork rebuilding. | 1,000 |
| * 1 Frances Street, Lindfield | Like-for-like replacement of four timber gates. | 1,000 |
| TOTAL | | \$50,269.50 |

* At the Ordinary Meeting of 25 August 2020, Council considered a further report (GB.12) on the heritage home grants and resolved (Min.163) to decline funding (\$1,000) allocated to 26 Treatts Road, Lindfield and reallocate to 1 Frances Street, Lindfield.

Sponsorship program

Council provides funding to a number of public and private sector activities under the adopted Sponsorship Policy. The annual program provides funding for activities that provide benefits to Council in the form of community information stalls, Council logo on promotional material, signage and press releases.

During 2020/21, Council's Sponsorship Program was placed on hold due to the ongoing impacts of the COVID-19 pandemic and relevant Public Health Orders. Notwithstanding this, Council staff considered and approved a sponsorship proposal of \$5,000 for the Bare Creek Trail Run, which was held 8 November 2020. The funding was not required to be presented to Council for approval as it was under the \$5,000 threshold.

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 will provide for the permanent protection and management of biodiversity through the funding of biodiversity management activities.

• **Cooperative Research Centre (CRC)**

Council participates in research partnerships, such as the Cooperative Research Centre (CRC) for Water Sensitive Cities that involves planning and research around sustainable water management.

• **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 with the development assessment under review and the tender for construction will commence once the assessment is approved. A Heads of Agreement was signed early 2021 and parties are currently working through a funding deed and licence agreement.

• **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.

• **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. Members from the Hornsby and Ku-ring-gai areas have experience and technical expertise as well as local knowledge to work together for bush fire management purposes.

• **Hornsby Ku-ring-gai Local Emergency Management Committee**

Council is a member of the Hornsby Ku-ring-gai Local Emergency Management Committee as part of Council's implementation and reporting on the local emergency plan.

• **Ku-ring-gai Local Planning Panel (KLPP)**

The Minister for Planning made it mandatory for Local Planning Panels to operate in the Greater Sydney Region from 1 March 2018. Council provides administrative support and council officers complete assessments of development applications with recommendations for the Panel's consideration and determination.

• **Ku-ring-gai Hornsby Meals on Wheels Service Inc**

The Ku-ring-gai Meals On Wheels is a community based service that delivers nutritious meals to people's homes and assists them to remain independent in their own community. It is a preventative care model developed to assist people short or long-term who are frail, recovering from an illness or have a disability, and those carers who assist them to stay in their home longer. 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.

• **Commonwealth Home Support Program (CHSP)**

The Commonwealth Home Support Program (CHSP) provides all funding with Council supporting the service through three Council officers participating as board members, additional staff advising on policy and procedures, as well as volunteer training and appreciation.

• **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. The eight councils work together to address issues affecting northern Sydney.

• **Northern Sydney Waste Alliance**

A tender agreement for waste disposal through an external contractor with Hunters Hill, Ku-ring-gai, Lane Cove, City of Ryde and Willoughby Councils.

• **Northern Sydney Volunteer Network**

Council belongs to the network of four Volunteer Referral Services that work collaboratively in Northern Sydney to develop and support community volunteering.

• **Saving Our Species Sites**

Council collaborates with the Department of Planning Industry 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. For more information see **Places, Spaces and Infrastructure** on page pages 211-234.

• **Stakeholders**

Refer to pages 92-93 for details of relationships Council has with stakeholders and how we collaborate with them.

• **Statecover**

StateCover is a mutually-owned provider licensed to provide workers compensation insurance to local councils across NSW.

• **Statewide Mutual Insurance**

StateWide Mutual is a local government self insurance pool which offers insurance schemes, risk management program and industry-specific claims management.

• **Sydney North Planning Panel (SNPP)**

Ku-ring-gai is part of the panel which make decisions on significant development that affects the local region, including projects with a value of over \$10 million.

• **Transport for NSW**

Council’s Lindfield Village Green major project, which is currently under construction, includes the building of dedicated long term stay commuter parking. This parking is funded by Transport for NSW and will provide 105 spots once the project is finished. The funding deed and lease agreement was executed early 2019.

Activities to implement Equal Employment Opportunity Management Plan

cl 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan

Ku-ring-gai Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law.

We keep abreast of legislative and industry changes in this area and undertake regular reviews of human resource practices and processes to ensure that Equal Employment Opportunity (EEO) principles are applied accordingly.

Equity

Within Ku-ring-gai we expect that all employees will:

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination
- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path
- have access to relevant training and development opportunities.

Diversity

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Achievements

Our 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
3. Collection and recording of information

To ensure the effective delivery of each objective, a number of initiatives have been identified aimed at driving awareness and actively promoting diversity and respect within the workplace.

Notable achievements from the plan so far include:

- 1) *Ensure all staff involved in the recruitment and selection processes are trained in merit based selection:* An e-learning module for recruitment essentials is available for staff who require training on recruitment and selection. The roll-out of this module has commenced with some staff having already completed the course and being accredited. The module will be reviewed to ensure further enhancements are made.
- 2) *Mandatory completion of the EEO module for all new staff as part of their induction:* All new staff are now required to complete a mandatory EEO module, with a refresher module also available for existing staff to complete every two years
- 3) *Promote the role of an EEO Contact Officer, and improve organisational awareness of the support available:* All EEO Contact Officers have completed a one day refresher training session on EEO best practice and the role of a Contact Officer. The refresher session further solidifies the confidence of EEO Contact Officers and improved competencies that are required in supporting staff across the organisation.
- 4) *Promote flexible work practices, employee benefits, career opportunities, wellbeing and educational programs:* The Total Rewards and Recognition program which captures current and new employee benefits has been adopted, and a new Working from Home policy which aims to promote wellbeing in currently in place.

See **Workforce** for more details on page 132.

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 | \$379,118.72 | \$20,022.16 | \$6,373.68 | \$10,412.35 | \$415,926.91 |
| Directors | \$1,360,414.96 | \$122,607.04 | \$29,948.23 | \$47,489.39 | \$1,560,459.62 |

cl 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services

The stormwater management charge is used to fund new and upgrade drainage works across the Ku-ring-gai local government area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2020/21, \$1,012,772.24 was collected for the stormwater management charge with Council completing the following works, funded by the charge:

- Pipe repair and lining-main trunk line – Finlay Road, Turramurra
- Pit and pipe upgrade and installation – Carrington Road, Wahroonga
- Pipe replacement works – Kiparra Street, West Pymble
- Open channel rectification works – Stanley Street, St Ives
- Pit and pipe installation – Waimea Road, Roseville
- Minor drainage works – upgrades to existing pits and pipes across the local government area
- CCTV Condition Assessment Program – this ongoing project will see the condition of Council's stormwater network (various types of pipes and pits) being assessed over time along with pipe clearing works
- Regular maintenance of 97 pit baskets and 63 gross pollutant traps as part of the stormwater pollution control device maintenance contract. This maintenance removed approximately 79.16 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.

Companion Animal Act 1998

Clause 217(1)(f) of the *Local Government (General) Regulation 2005* requires a detailed statement, prepared in accordance with relevant guidelines, of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the regulations under that Act.

Companion animals management

During 2020/21, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2017-2020.

A draft Companion Animals Management Plan 2020-2025 was prepared and presented to Council June 2020 for the purposes of public exhibition. Council unanimously resolved (GB. 9, Min 113) to place it on exhibition for a minimum of 28 days. Five submissions were received during the period and the revised draft Companion Animals Management Plan 2020-2025 was unanimously adopted (GB.9, Min 109) in June 2021 and subsequently implemented.

Lifetime pet registration has seen a slight decrease (1.6%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 94.53%, down from 96.07% in the 2019/20 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 on 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 1,352 new cats and dogs, which is a 4% increase from the previous reporting period.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2020/21, the unit managed 730 complaints regarding companion animal issues, which represents a 24% 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 previous year's figures:

- 158 complaints relating to stray or roaming dogs – 12% increase from the previous year
- 156 companion animal enquiries – 55% decrease from the previous year
- 84 dog attack reports – 19% decrease from the previous year, and
- 218 barking dog complaints – 18% increase from the previous year.

The above statistics also show a decrease in reported dog attacks. The decrease was seen after the previous reporting period's increase due to the COVID-19 pandemic restrictions where dog owners would more frequently visit Council's dog off-leash parks. After investigations of the reports, many of the reported dog attacks were not defined as 'attacks'.

Received barking dog complaints significantly increased. This could be due to COVID-19 restrictions being lifted after people working from home and being with their companion animals for a period of time. Dogs being deprived of their owner's company after a significant period of time spent together are known to vocalise this separation.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government (survey of council seizures of cats and dogs)

A total of 46 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2020/21. 17 animals were transferred by Council staff and 29 animals were surrendered by members of the public.

A total of 44 animals were released from the facility which included:

- 46% released to their owners
- 43% sold from the facility
- 2% released to an organisation for rehoming
- 9% 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. 27 dog attacks were entered on the NSW Companion Animals Register during 2020/21.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$225,573 during 2020/21. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$59,147. Income for the group was \$161,229, mainly attributed to registration fees of \$118,1740 and fine income of \$43,055.

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.

Council's annual Dogs Day Out event was cancelled due to 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 a number of responsible pet ownership talk sessions within our local dog parks scheduled during this reporting period however all but one session was cancelled due to COVID-19 health restrictions.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

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 a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals are advertised for adoption through Thornleigh 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 20 off leash dog areas in Ku-ring-gai. A full list of these areas are 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 NSW Premier and Capital Expenditure guidelines, December 2010.

During 2020/21 Council did not submit a review for any capital works projects.

Carers Recognition Act 2010

Section 8(2) – Human Services Agency

Ku-ring-gai Council is not considered a Human Services Agency under the *Carers Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these, please see **Performance – delivering the vision** on pages 153-282.

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.

In August 2020, the draft Ku-ring-gai Access and Disability Inclusion Action Plan 2020-2024 was presented to Council for consideration. Council resolved (GB.1, Min 152) to place the draft document on public exhibition and undertake a consultation program with a range of identified stakeholders in line with the *NSW Disability Inclusion Act 2014*. The draft was placed on exhibition from 20 October to 16 November 2020. Feedback received during the exhibition period was considered as part of the final report to Council in July 2021, with Council unanimously resolving (GB.1, Min 139) to adopt the plan.

During 2020/21, Ku-ring-gai Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2019-2023.

Exploration art exhibition

In partnership with a number of disability services Council hosted the Exploration Art Exhibition at the Ku-ring-gai Art Centre, Council Chambers and the Gordon Library. The Mayor opened the exhibition which was made up of artists from the local community who all had a disability. A total of 43 artists entered the exhibition in celebration of International Day of People with Disability, and this is quickly becoming an annual event.

Carer's week

To celebrate Carer's Week 2020 Council worked jointly with other northern Sydney councils and the Northern Sydney Local Health District to provide 5 webinars for carers on 'Caring for the Older Person', 'Developing Emotional Resilience', 'Let's talk about male carers', 'Better outcomes for people with an intellectual disability' and 'A light at the end of the tunnel'. On average 100 people attended each webinar.

R U OK? Day

To create awareness of mental illness and support community members and staff, Council ran a R U OK? Day awareness campaign and programs.

Twilight 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 for people to use and noise cancelling headphones. Use of the sensory tent during 2020/21 was restricted due to public health orders and COVID-19 restrictions.

St John's Avenue, Gordon streetscape

Work at St John's 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.

Play space strategy consultation

To ensure the views of people with disabilities and relevant stakeholders within the disability field were heard, community consultation was held regarding Council's Play Space Strategy. Access improvements and related feedback provided by stakeholders were incorporated in the strategy.

COVID-19 resilience workshops

To support carer's of people with a disability through the COVID-19 pandemic, Council conducted online sessions with a registered psychologist. The sessions were designed to create connections between carers, assist carers to look after their mental health, provide practical strategies to manage home schooling, and encourage them and their family members to stay connected throughout the period. In addition, online resilience workshops facilitated by a registered psychologist were held for seniors as they were identified as a vulnerable group.

Site access audit at Council Chambers, Gordon

A site access audit of Council Chambers was conducted which included parking and access to the building. The access audit will be utilised for further upgrades to Council Chambers and concept designs have been prepared to commence this process. Hearing loop upgrades were completed in both the customer service area and Council Chambers.

Music and art therapy

Council held weekly online music and art therapy for children with a disability throughout the period. The classes were run to provide a stimulating and therapeutic activity for children and to offer parents and carers some respite while the classes were run.

Youth group

To provide opportunities for young people with a disability to socialise and meet youth workers, Council started a youth group for people with disabilities. The group meets monthly and runs different recreational and entertainment related activities each month.

Emergency evacuation centres

Following the 2019/20 bush fires, Council completed an audit of the emergency evacuation centres to determine what venues are accessible in the case of an emergency. This information was incorporated into the emergency management plans and made public so community members can make an informed decision should they need to evacuate in an emergency.

Men's Mental Health Training

Council and ImprovYou delivered a training session with father's from St Lucy's and St Edmund's Schools as part of National Men's Mental Health week. Topics discussed during the workshop included types and symptoms of mental health, recognising warning signs at work, how to start conversations about mental health and to build your skills and confidence to approach others who may be struggling at work, and the importance of checking-in early and the support services available.

During 2020/21, the implementation and/or delivery of the below programs, events, projects and services were affected due to the COVID-19 pandemic:

- 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
- Assess modifications to Bannockburn Oval so children with disabilities can participate in school sports carnivals
- Men's Shed Open Day and BBQ, with the Men's Mental Health workshop provided by Council.

Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2020/21 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 2020/21 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.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0180/14 for 870- 898 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Current – due for finalisation

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 Planning Agreement can be formally finalised.

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: Current

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 for the new road. The road formally opened on 27 August 2019 and gazettal action will occur once a plan of subdivision is completed to establish title and a separate Lot to the residual land that is surplus to the road. Following the completion of the defects liability period, the Planning Agreement can be formally finalised.

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: Current – due for finalisation

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 for the new road. The road formally opened on 27 August 2019. Following the completion of the defects liability period, the Planning Agreement can be formally finalised. The sale of a small residual amount of land was completed on 14 January 2015.

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: Current

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The Planning Agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development is under construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield. The land was provided for roadway use 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.

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: Current

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development is currently under construction. The land was dedicated on 17 November 2020.

Fisheries Management Act 1994 S220ZT(2) – Recovery and threat abatement plans

Ku-ring-gai Council does not have any responsibilities in relation to recovery and threat abatement plans.

Private swimming pools

In accordance with the *Swimming Pools Act 1992* s22F(2) and *Swimming Pools Regulation 2018* (SP Reg) Cl 23 Council is required to report on the details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 2
- number of inspections that were of premises with more than 2 dwellings – 17
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 1,098 total (141 Council, 957 Private Certifiers)
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 609 total (30 Council, 579 Private Certifiers)

Government Information Public Access Act 2009

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 (DA) with details about new applications and those that have recently been determined via Council's DA Tracking Application Search.

Over the past five years, Council has employed an initiative to reactively scan archived files, making it easier, quicker and more cost effective to locate and provide this information. This process is known as Scan on Demand. Instead of hard copy files being recalled from archives, the file is scanned and delivered as an electronic (PDF) document, which is then stored in Council's electronic document record management system 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 located 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 37 formal access applications (including withdrawn applications but not including invalid applications). Of these applications, six 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 one formal access application because the application was 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 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 6 | 17% |
| Not for profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of the public (by legal representative) | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 14% |
| Members of the public (other) | 16 | 2 | 2 | 0 | 0 | 0 | 0 | 4 | 24 | 69% |
| Total | 25 | 2 | 2 | 0 | 0 | 0 | 0 | 6 | 35 | |
| % of Total (rounded) | 71% | 6% | 6% | 0% | 0% | 0% | 0% | 17% | | |

* 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* | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 6% |
| Access applications (other than personal information applications) | 24 | 1 | 1 | 0 | 0 | 0 | 0 | 4 | 30 | 86% |
| Access applications that are partly personal information applications and partly other | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 3 | 9% |
| Total | 25 | 2 | 2 | 0 | 0 | 0 | 0 | 6 | 35 | |
| % of total | 71% | 6% | 6% | 0% | 0% | 0% | 0% | 17% | | |

* 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) | 1 | 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 | 1 | 100% |
| Invalid applications that subsequently became valid applications | 1 | 100% |

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

| | Number of times consideration used* | % of total |
|--|-------------------------------------|-------------|
| Overriding secrecy laws | 0 | 0% |
| Cabinet information | 0 | 0% |
| Executive Council information | 0 | 0% |
| Contempt | 0 | 0% |
| Legal professional privilege | 1 | 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% |
| Information about complaints to Judicial Commission | 0 | 0% |
| Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015 | 0 | 0% |
| Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016 | 0 | 0% |
| Total | 1 | 100% |

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

| | Number of occasions when application not successful* | % of total |
|--|--|-------------|
| Responsible and effective government | 1 | 25% |
| Law enforcement and security | 0 | 0% |
| Individual rights, judicial processes and natural justice | 2 | 50% |
| Business interests of agencies and other persons | 1 | 25% |
| Environment, culture, economy and general matters | 0 | 0% |
| Secrecy provisions | 0 | 0% |
| Exempt documents under interstate Freedom of Information legislation | 0 | 0% |
| Total | 4 | 100% |

Table F: Timeliness

| | Number of applications | % of total |
|--|------------------------|-------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 35 | 100% |
| Decided after 35 days (by agreement with applicant) | 0 | 0% |
| Not decided within time (deemed refusal) | 0 | 0% |
| Total | 35 | 100% |

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 | 2 | 0 | 2 | 29% |
| Review by Information Commissioner* | 2 | 1 | 3 | 43% |
| Internal review following recommendation under section 93 of Act | 1 | 1 | 2 | 29% |
| Review by NSW Civil and Administrative Tribunal (NCAT) | 0 | 0 | 0 | 0% |
| Total | 5 | 2 | 7 | |
| % of Total (rounded) | 71% | 29% | 100% | 100% |

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review | % of total |
|---|-----------------------------------|-------------|
| Applications by access applicants | 5 | 71% |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 2 | 29% |
| Total | 7 | 100% |

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 | 0% |

Public Interest Disclosures Act 1994

Under s31 of the *Public Interest Disclosures Act 1994* and cl 4 of the *Public Interest Disclosures Regulation 2011*, Council is required to provide information on interest disclosure activity.

Council 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

A number of actions were undertaken by Council to make staff aware of the policy and the protections under the Act for a person who makes a public interest disclosure. The actions include awareness to staff during induction training.

Under section 31 of the Act, Council prepares an annual report on its statistics on public interest disclosures.

The table below provides statistics for the 2020/21 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 disclosure 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 |



Sir Phillip Game Reserve, Lindfield.

Lunar New Year Food Market.
Photographer: Wolter Peeters.



FINANCIAL REPORTING

INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2020/21.

Council's operating result for the financial year ended 30 June 2021 was a surplus of \$25.58 million including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$7.1 million.

The Financial Statements for the year ended 30 June 2021 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 2020/21, Council maintained a satisfactory financial position with an operating surplus of \$25.58 million, including capital grants and contributions, and available working capital stood at \$4.7 million. This surplus contributes to funding for Council's capital works program.

As of 30 June 2021, \$129.9 million was spent on services and operations and \$54 million on capital projects, despite some challenges experienced with the ongoing COVID-19 pandemic. Whilst financial impacts were experienced, Council continued to deliver programs and services in line with Federal and State COVID-19 restrictions.

It is anticipated that 2021/22 will be another challenging year and we will need to continue to monitor and manage the financial challenges associated with COVID-19.

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 2020/21 Financial Statements.



Angela Apostol
Manager Finance

Financial position of Council – summary (as at 30 June 2021)

The following table provides a summary of the financial results from the Financial Statements 2020/21:

| Income Statement \$'000 | Actual 2021 | Actual 2020 |
|--|-----------------------|-----------------------|
| Income from Continuing Operations | 155,480 | 153,838 |
| Expenses from Continuing Operations | 129,896 | 126,745 |
| Net Operating Result for the Year | 25,584 | 27,093 |
| Net Operating Result for the year before Grants and Contributions for Capital purposes | 7,090 | 12,176 |
| Statement of Financial Position \$'000 | Actual 2021 | Actual 2020 |
| Current Assets | 120,074 | 108,375 |
| Non-Current Assets | 1,998,972 | 1,762,362 |
| Total Assets | 2,119,046 | 1,870,737 |
| Current Liabilities | 69,675 | 39,663 |
| Non-Current Liabilities | 4,514 | 23,395 |
| Total Liabilities | 74,189 | 63,058 |
| Net Assets | 2,044,857 | 1,807,679 |
| Total Equity | 2,044,857 | 1,807,679 |
| Statement of Cash Flows \$'000 | Actual 2021 | Actual 2020 |
| Net Cash Flow from Operating Activities | 48,589 | 41,744 |
| Net Cash Flow used in Investing Activities | (59,205) | (60,787) |
| Net Cash Flow from Financial Activities | (635) | 1,240 |
| Net (decrease) in Cash | (11,251) | (17,803) |
| Plus: Cash at beginning of year | 20,554 | 38,357 |
| Cash at end of Year | 9,303 | 20,554 |
| Plus: Investments on hand at end of year | 187,370 | 178,000 |
| Total Cash and Investments | 196,673 | 198,554 |

Figure 43: Summary of the financial results from the Financial Statements 2020/21



FURTHER INFORMATION

on financial results can be found in the **Financial Statements** on page 333-443.

Performance measurement indicators

The Statement of Performance Measurement (See Note F6 of the Financial Statements on pages 399-401) provide ratios used to assess various aspects of Council's financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2020/21.

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 on page 443 in the Special Schedule section of the Financial Statements.

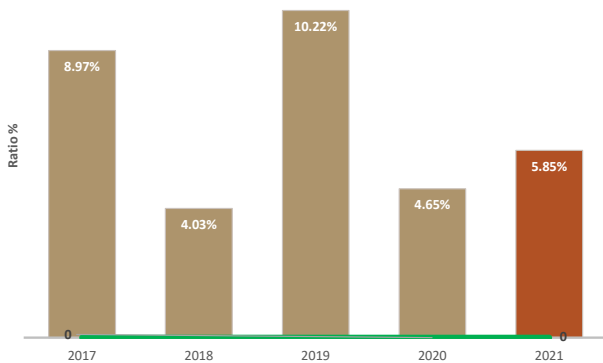
The results of all financial indicators, including asset ratios, providing five year comparisons and commentary, are detailed in the following graphs.

1. Operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

2020/21 ratio: 5.85%

Council's Performance Ratio is above the benchmark of (0%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The improvement in the ratio is mainly due to increased general income compared to the year before, which had a more significant impact from COVID-19 pandemic revenue loss and expenditure from natural disasters.



Benchmark: — > 0%

Figure 44: Operating performance ratio

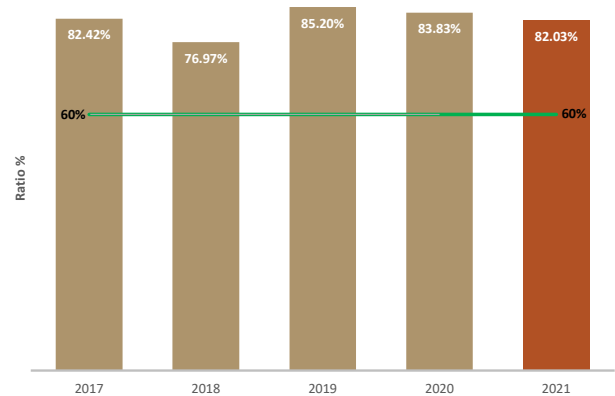
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2020/21 ratio: 82.03%

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 45: Own source operating revenue ratio

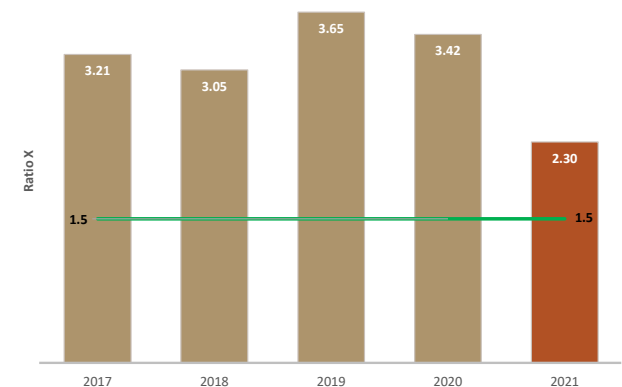
Source for benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

2020/21 ratio: 2.30x

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 saw a decrease from the previous year mainly due to an increase in current liabilities related to a major project currently in progress and due to be completed in the next financial year. Notwithstanding, Council's liquidity is good and it can readily pay its debts as they fall due.



Benchmark: — > 1.50x

Figure 46: Unrestricted current ratio

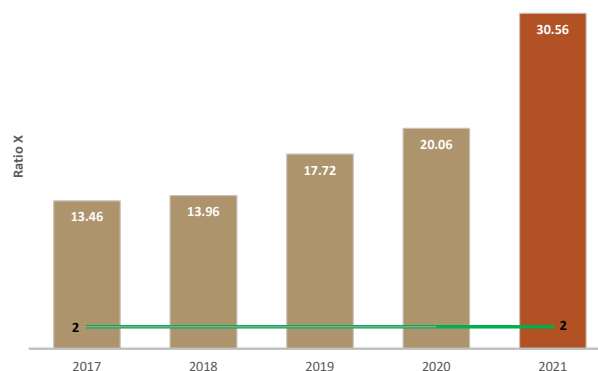
Source for benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

2020/21 ratio: 30.56x

The Debt Service Cover Ratio has increased from the previous year and is above the benchmark of 2x, mainly due to an improvement in the operating cash, as well as decreased principal and interest repayments during the financial year compared to the previous year.



Benchmark: — > 2.00x

Figure 47: Debt service cover ratio

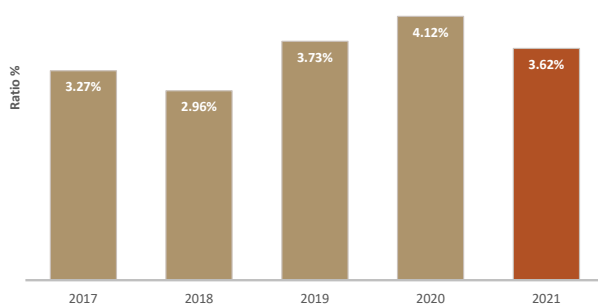
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2020/21 ratio: 3.62%

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council’s ratio of 3.62% is satisfactory and is better than the benchmark of ‘less than 5%’. This is primarily due to an improvement in collection of rates and annual charges post 2019/20 which had an impact on some ratepayers as a result of the COVID-19 pandemic.



Benchmark: — < 5.00%

Figure 48: Rates, annual charges, interest and extra charges outstanding percentage

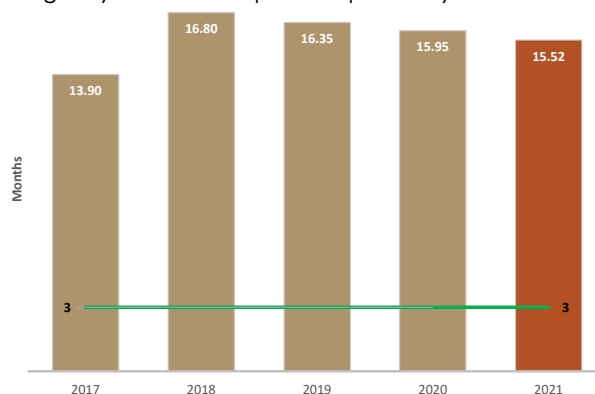
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2020/21 ratio: 15.52 months

Council’s Cash Expense Cover Ratio is satisfactory and above benchmark of ‘greater than 3 months’. This ratio has marginally reduced compared to previous year.



Benchmark: — > 3 months

Figure 49: Cash expense cover ratio

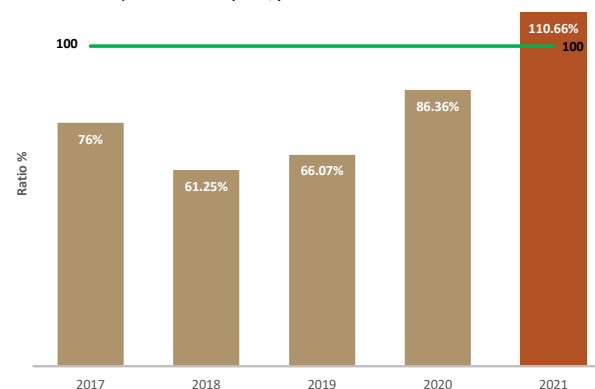
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2020/21 ratio: 110.66%

The ratio is an improvement from the previous year due to additional renewal mainly on drainage and footpaths, and a change in the calculation allowing for work in progress expenditure to be included in the ratio. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.



Benchmark: — ≥ 100%

Figure 50: Buildings and infrastructure renewals expenditure ratio

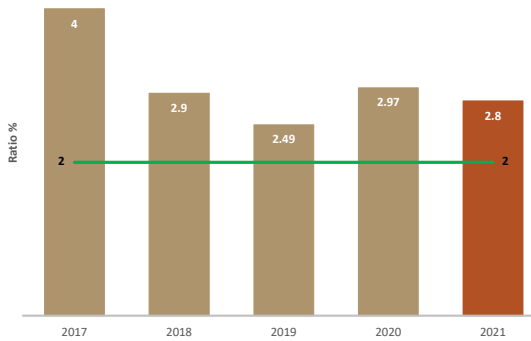
Source for benchmark: Code of Accounting Practice and Financial Reporting

8. Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure.

2020/21 ratio: 2.80%

Council achieved a backlog ratio of 2.80% at the end of the 2020/21 financial year, which is a decrease from the last financial year, mainly due to 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 51: Infrastructure backlog ratio

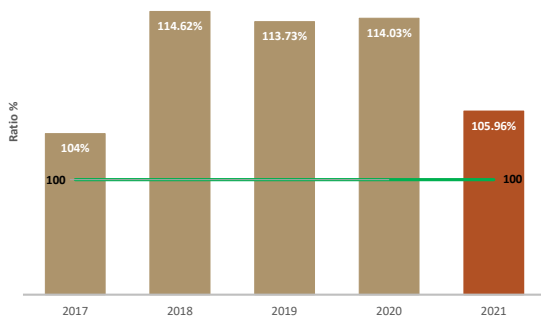
Source for benchmark: Code of Accounting Practice and Financial Reporting

9. Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

2020/21 ratio: 105.96%

A ratio of above 100% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%. The ratio has slightly reduced due to a reduction in repairs, maintenance and cleaning of some assets compared to the previous year. Council is committed to increase expenditure on asset maintenance in the future to maintain its infrastructure assets in satisfactory condition in the long term.



Benchmark: — > 100%

Figure 52: Asset maintenance ratio

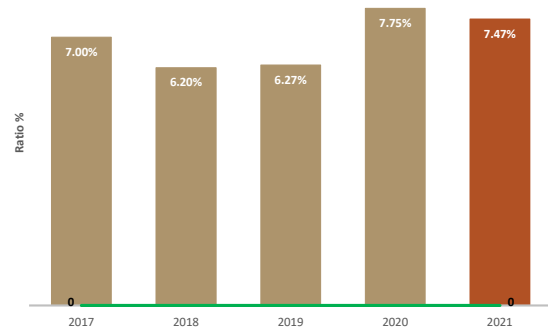
Source for benchmark: Code of Accounting Practice and Financial Reporting

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.

2020/21 ratio: 7.47%

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 is a decrease on the prior 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.



Benchmark: — > 0%

Figure 53: Cost to bring assets to agreed service level

Source for benchmark: Code of Accounting Practice and Financial Reporting

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

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Overview

Ku-ring-gai Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

818 Pacific Highway
Gordon NSW 2072

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.krg.nsw.gov.au

GENERAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements. Council is required to forward an audited set of financial statements to the Office of Local Government.

GENERAL PURPOSE FINANCIAL STATEMENTS STATEMENT BY COUNCILLORS AND MANAGEMENT

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FOR THE YEAR ENDED 30 JUNE 2021

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board,
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 21 September 2021.




Cedric Spencer
Mayor
21 September 2021



Sam Ngai
Deputy Mayor
21 September 2021



John McKee
General Manager
21 September 2021



Angela Apostol
Responsible Accounting Officer
21 September 2021

PRIMARY FINANCIAL STATEMENTS

INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2021

| Original unaudited budget 2021 | \$ '000 | Notes | Actual 2021 | Actual 2020 |
|---|--|-------|----------------|----------------|
| 90,565 | Rates and annual charges | B2-1 | 90,853 | 88,273 |
| 22,032 | User charges and fees | B2-2 | 20,661 | 19,753 |
| 5,539 | Other revenue | B2-3 | 5,066 | 4,654 |
| 8,115 | Grants and contributions provided for operating purposes | B2-4 | 9,453 | 8,971 |
| 13,286 | Grants and contributions provided for capital purposes | B2-4 | 18,494 | 14,917 |
| 3,700 | Interest and investment income | B2-5 | 3,381 | 5,052 |
| 7,297 | Other income | B2-6 | 7,572 | 11,161 |
| 6,100 | Net gains from the disposal of assets | B4-1 | – | 1,057 |
| 156,634 | Total income from continuing operations | | 155,480 | 153,838 |
| | Expenses from continuing operations | | | |
| 45,952 | Employee benefits and on-costs | B3-1 | 42,992 | 41,713 |
| 62,335 | Materials and services | B3-2 | 62,025 | 64,008 |
| 531 | Borrowing costs | B3-3 | 304 | 439 |
| 18,751 | Depreciation, amortisation and impairment | B3-4 | 20,380 | 17,438 |
| 3,016 | Other expenses | B3-5 | 3,286 | 3,147 |
| – | Net losses from the disposal of assets | B4-1 | 909 | – |
| 130,585 | Total expenses from continuing operations | | 129,896 | 126,745 |
| 26,049 | Operating result from continuing operations | | 25,584 | 27,093 |
| 26,049 | Net operating result for the year attributable to Council | | 25,584 | 27,093 |
| 12,763 | Net operating result for the year before grants and contributions provided for capital purposes | | 7,090 | 12,176 |

The above Income Statement should be read in conjunction with the accompanying notes.

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2021

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| \$ '000 | Notes | 2021 | 2020 |
|--|-------|----------------|---------------|
| Net operating result for the year – from Income Statement | | 25,584 | 27,093 |
| Other comprehensive income: | | | |
| Amounts which will not be reclassified subsequently to the operating result | | | |
| Gain on revaluation of IPP&E | C1-6 | 211,594 | 99,337 |
| Total items which will not be reclassified subsequently to the operating result | | 211,594 | 99,337 |
| Total other comprehensive income for the year | | 211,594 | 99,337 |
| Total comprehensive income for the year attributable to Council | | 237,178 | 126,430 |

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2021

| \$ '000 | Notes | 2021 | Restated 2020 | Restated 1 July 2019 ¹ |
|---|-------|------------------|------------------|--------------------------------------|
| ASSETS | | | | |
| Current assets | | | | |
| Cash and cash equivalents | C1-1 | 9,303 | 20,554 | 38,357 |
| Investments | C1-2 | 83,820 | 67,500 | 41,250 |
| Receivables | C1-4 | 24,023 | 17,074 | 10,622 |
| Inventories | C1-5 | 243 | 207 | 164 |
| Current assets classified as 'held for sale' | | – | – | 380 |
| Other | | 2,685 | 3,040 | 2,515 |
| Total current assets | | 120,074 | 108,375 | 93,288 |
| Non-current assets | | | | |
| Investments | C1-2 | 103,550 | 110,500 | 113,000 |
| Receivables | C1-4 | 125 | 102 | 111 |
| Infrastructure, property, plant and equipment | C1-6 | 1,845,005 | 1,602,924 | 1,483,849 |
| Investment property | C1-7 | 47,173 | 46,170 | 39,866 |
| Intangible Assets | C1-8 | 864 | 927 | 224 |
| Right of use assets | C2-1 | 2,255 | 1,739 | – |
| Total non-current assets | | 1,998,972 | 1,762,362 | 1,637,050 |
| Total assets | | 2,119,046 | 1,870,737 | 1,730,338 |
| LIABILITIES | | | | |
| Current liabilities | | | | |
| Payables | C3-1 | 21,297 | 15,899 | 15,060 |
| Contract liabilities | C3-2 | 16,915 | 11,652 | 2,504 |
| Lease liabilities | C2-1 | 78 | 65 | – |
| Borrowings | C3-3 | 19,460 | 560 | 19,603 |
| Employee benefit provisions | C3-4 | 11,925 | 11,487 | 10,402 |
| Total current liabilities | | 69,675 | 39,663 | 47,569 |
| Non-current liabilities | | | | |
| Lease liabilities | C2-1 | 2,233 | 1,690 | – |
| Borrowings | C3-3 | 1,960 | 21,420 | 1,081 |
| Employee benefit provisions | C3-4 | 321 | 285 | 302 |
| Total non-current liabilities | | 4,514 | 23,395 | 1,383 |
| Total liabilities | | 74,189 | 63,058 | 48,952 |
| Net assets | | 2,044,857 | 1,807,679 | 1,681,386 |
| EQUITY | | | | |
| Accumulated surplus | | 923,958 | 898,374 | 871,418 |
| IPPE revaluation reserve | | 1,120,899 | 909,305 | 809,968 |
| Total equity | | 2,044,857 | 1,807,679 | 1,681,386 |

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2021

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| | Notes | as at 30/06/21 | | | as at 30/06/20 | | |
|---|-------|---------------------|--------------------------|------------------|---------------------|--------------------------|------------------|
| | | Accumulated surplus | IPPE revaluation reserve | Total equity | Accumulated surplus | IPPE revaluation reserve | Total equity |
| \$ '000 | | | | | | | |
| Opening balance at 1 July | | 898,374 | 859,808 | 1,758,182 | 871,418 | 760,471 | 1,631,889 |
| Correction of prior period errors | | - | 49,497 | 49,497 | - | 49,497 | 49,497 |
| Changes due to AASB 1058 and AASB 15 adoption | F4-1 | - | - | - | (137) | - | (137) |
| Restated opening balance | | 898,374 | 909,305 | 1,807,679 | 871,281 | 809,968 | 1,681,249 |
| Net operating result for the year | | 25,584 | - | 25,584 | 27,093 | - | 27,093 |
| Net operating result for the period | | 25,584 | - | 25,584 | 27,093 | - | 27,093 |
| Other comprehensive income | | | | | | | |
| - Gain on revaluation of IPP&E | C1-6 | - | 211,594 | 211,594 | - | 99,337 | 99,337 |
| Other comprehensive income | | - | 211,594 | 211,594 | - | 99,337 | 99,337 |
| Total comprehensive income | | 25,584 | 211,594 | 237,178 | 27,093 | 99,337 | 126,430 |
| Closing balance at 30 June | | 923,958 | 1,120,899 | 2,044,857 | 898,374 | 909,305 | 1,807,679 |

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2021

| Original unaudited budget 2021 | \$ '000 | Notes | Actual 2021 | Actual 2020 |
|---|---|-------|-----------------|-----------------|
| Cash flows from operating activities | | | | |
| Receipts: | | | | |
| 89,980 | Rates and annual charges | | 91,105 | 87,819 |
| 22,032 | User charges and fees | | 33,928 | 21,938 |
| 3,700 | Investment and interest revenue received | | 4,055 | 5,430 |
| 21,826 | Grants and contributions | | 14,615 | 24,784 |
| – | Bonds, deposits and retention amounts received | | 4,669 | 3,629 |
| 3,304 | Other | | 10,058 | 7,610 |
| 6,087 | Rental Income | | 7,572 | 6,134 |
| 3,445 | Fines | | 2,687 | 2,658 |
| Payments: | | | | |
| (44,334) | Employee benefits and on-costs | | (42,638) | (40,727) |
| (57,032) | Materials and services | | (68,349) | (68,034) |
| (531) | Borrowing costs | | (304) | (439) |
| – | Bonds, deposits and retention amounts refunded | | (2,477) | (3,641) |
| – | Other | | (3,225) | (2,652) |
| (2,835) | Contributions/levies to other levels of government | | (3,107) | (2,765) |
| 45,642 | Net cash provided in operating activities | F1-1 | 48,589 | 41,744 |
| Cash flows from investing activities | | | | |
| Receipts: | | | | |
| 126,602 | Sale of investment securities | | 69,500 | 65,250 |
| 6,100 | Sale of infrastructure, property, plant and equipment | | 1,518 | 2,546 |
| Payments: | | | | |
| (76,876) | Purchase of investment securities | | (70,050) | (89,000) |
| – | Transfer of term deposits | | (8,820) | – |
| – | Purchase of investment property | | (1,003) | (1,277) |
| (101,578) | Purchase of infrastructure, property, plant and equipment | | (50,305) | (37,530) |
| – | Purchase of intangible assets | | (45) | (776) |
| (45,752) | Net cash (used in) investing activities | | (59,205) | (60,787) |
| Cash flows from financing activities | | | | |
| Receipts: | | | | |
| 7,600 | Proceeds from borrowings | | – | 2,000 |
| Payments: | | | | |
| (397) | Repayment of borrowings | | (560) | (704) |
| – | Principal component of lease payments | | (75) | (56) |
| 7,203 | Net cash flow (used in) financing activities | | (635) | 1,240 |
| 7,093 | Net increase (decrease) in cash and cash equivalents | | (11,251) | (17,803) |
| 7,027 | Cash and cash equivalents at beginning of year | | 20,554 | 38,357 |
| 14,120 | Cash and cash equivalents at end of year | C1-1 | 9,303 | 20,554 |
| 124,942 | plus: Investments on hand at end of year | C1-2 | 187,370 | 178,000 |
| 139,062 | Total cash, cash equivalents and investments | | 196,673 | 198,554 |

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.



Autumn. Photographer: Matt Drago.

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A ABOUT COUNCIL AND THESE FINANCIAL STATEMENTS

AI-1 BASIS OF PREPARATION

These financial statements were authorised for issue by Council on 21 September 2021.

Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties refer Note C1-7,
- (ii) estimated fair values of infrastructure, property, plant and equipment refer Note C1-6,
- (iii) employee benefit provisions refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i Impairment of receivables - refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 Revenue from Contracts with Customers and / or AASB 1058 Income of Not-for-Profit Entities – refer to Notes B2-2 – B2-4.
- iii Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

COVID 19 Impact

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including Australia and the community where Council operates. Council continued to respond to the COVID-19 pandemic with many of Council's services adapted to comply with public health orders and to meet emerging needs in the community.

This Pandemic has had a financial impact for Council in the financial year ended 30 June 2021, which was reported to Council in September and December 2020, and is expected to further impact the following financial year. As at the end of the current reporting period Council estimated a loss from COVID 19 of approximately \$1.7m mainly from the use of halls, facilities and events; leases and licenses for community and commercial buildings, income from parking, other fines and others. Council provided rental relief packages to commercial and community leasing portfolio based on evaluation of requests received. The

A1-1 BASIS OF PREPARATION (CONTINUED)

financial impact of the rent relief packages has been accounted for and reflected in the financial statements under relevant income category. No material changes have been noted in asset values and collection of rates.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and other assets received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

Volunteer services

Council makes use of volunteers for library services, community events, programs etc. These services have not been recognised in the Financial Statements as they are not significant and cannot be measured reliably.

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from the first time at 30 June 2021.

- AASB 1059 – Service Concession Arrangements: Grantor and associated amendments
- AASB 2018 – 7 Amendments to Australian Accounting Standards – Definition of material
- AASB 2020 – 4 Amendments to Australian Accounting Standards – Covid-19 Related Rent Concessions

These newly adopted standards had no material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.

B FINANCIAL PERFORMANCE

B1 FUNCTIONS OR ACTIVITIES

B1-1 FUNCTIONS OR ACTIVITIES – INCOME, EXPENSES AND ASSETS

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

| | Income | | Expenses | | Operating result | | Grants and contributions | | Carrying amount of assets | |
|---------------------------------------|----------------|----------------|----------------|----------------|------------------|---------------|--------------------------|---------------|---------------------------|------------------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| | | | | | | | | Restated | | Restated |
| \$ '000 | | | | | | | | | | |
| Functions or activities | | | | | | | | | | |
| Access, Traffic and Transport | 3,397 | 3,387 | 2,055 | 1,938 | 1,342 | 1,449 | 1,107 | 782 | 2,138 | 825 |
| Community, People and Culture | 12,317 | 11,902 | 23,655 | 23,349 | (11,338) | (11,447) | 3,280 | 3,053 | 65,932 | 64,988 |
| Leadership and Governance | 80,905 | 83,953 | 22,995 | 21,000 | 57,910 | 62,953 | 3,918 | 4,006 | 293,689 | 334,808 |
| Local Economy and Employment | 2 | – | 204 | 159 | (202) | (159) | 2 | – | 11,504 | 11,666 |
| Natural Environment | 22,703 | 21,979 | 28,327 | 27,507 | (5,624) | (5,528) | 617 | 392 | 13,897 | 12,293 |
| Places, Spaces and Infrastructure | 36,156 | 32,617 | 52,660 | 52,792 | (16,504) | (20,175) | 19,023 | 15,655 | 1,731,886 | 1,446,157 |
| Total functions and activities | 155,480 | 153,838 | 129,896 | 126,745 | 25,584 | 27,093 | 27,947 | 23,888 | 2,119,046 | 1,870,737 |

B1-2 COMPONENTS OF FUNCTIONS OR ACTIVITIES

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Access, Traffic and Transport

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

Service provided under this theme - Traffic and transport strategy and research, Road safety, Engineering design, Civil works and maintenance.

Community, People and Culture

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

Services provided under this theme – Children's services, Youth services, Aged services, Disability services, Cultural development, Community events, Libraries and Art Centre, Community health, Safety and wellbeing programs, Community facilities and halls management, Sports grounds and parks bookings and Emergency management support.

Leadership and Governance

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

Services provided under this theme – Financial management, Integrated planning and reporting, Property and asset management, Revenue accounting, Governance, Procurement, Risk management, Customer services, Communication, Community engagement, Human Resources, Information Management, Administration, records and Civic support.

Local Economy and Employment

This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Services provided under this theme – Economic and social development, Marketing and Events coordination.

Natural Environment

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

Services provided under this theme – Environment Levy programs and initiatives, Corporate sustainability program, Biodiversity and bushland management programs, Bush fire management program, Water conservation, reuse and water quality management program, Environmental education and sustainable living programs, Environmental volunteering program, Climate change adaptation program, Energy management program, Waste management, recycling and education.

Places, Spaces and Infrastructure

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

Services provided under this theme – Urban design and planning, Heritage planning, Development assessment, Development compliance and regulation, Open space projects, Landscape design, Drainage works and maintenance, Strategic asset management, Building asset works and maintenance, Parks and sports field works maintenance, Tree preservation and maintenance.

B2 SOURCES OF INCOME

B2-1 RATES AND ANNUAL CHARGES

| \$ '000 | 2021 | 2020 |
|--|---------------|---------------|
| Ordinary rates | | |
| Residential | 32,363 | 30,947 |
| Business | 4,519 | 4,746 |
| Less: pensioner rebates | (609) | (607) |
| Pensioner rate subsidies received | 241 | 245 |
| Total ordinary rates | 36,514 | 35,331 |
| Special rates | | |
| Environmental levy | 3,161 | 3,080 |
| Infrastructure levy | 28,847 | 27,891 |
| Less: pensioner rebates | (166) | (166) |
| Total special rates | 31,842 | 30,805 |
| Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611) | | |
| Domestic waste management services | 21,640 | 21,296 |
| Stormwater management services | 1,018 | 1,009 |
| Section 611 charges | 91 | 85 |
| Less: pensioner rebates | (414) | (423) |
| Pensioner subsidies received: | | |
| – Domestic waste management | 162 | 170 |
| Total annual charges | 22,497 | 22,137 |
| Total rates and annual charges | 90,853 | 88,273 |

Council has used 2020 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

B2-2 USER CHARGES AND FEES

| \$ '000 | Timing | 2021 | 2020 |
|---|--------|---------------|---------------|
| Other user charges and fees | | | |
| (i) Fees and charges – statutory and regulatory functions (per s.608) | | | |
| Building regulation | 2 | 1,994 | 2,123 |
| Certificates | 2 | 820 | 716 |
| DA advertising fees | 2 | 7 | 53 |
| Driveway application fees | 2 | 1,162 | 683 |
| Outstanding notices | 2 | 218 | 190 |
| Regulatory application fees | 2 | 410 | 457 |
| Tree preservation charges | 2 | 86 | 114 |
| Total fees and charges – statutory/regulatory | | 4,697 | 4,336 |
| (ii) Fees and charges – other (incl. general user charges (per s.608)) | | | |
| Art centre | 2 | 384 | 375 |
| Bus shelters | 2 | 77 | 432 |
| Compliance Levy | 2 | 516 | 770 |
| Golf courses (Gordon and Turramurra) | 2 | 2,345 | 1,763 |
| Halls | 2 | 352 | 320 |
| Holiday activities | 2 | 387 | 441 |
| Leaseback fees – Council vehicles | 2 | 419 | 399 |
| Restoration charges | 2 | 1,586 | 1,422 |
| Library | 2 | 68 | 69 |
| Nursery and wildflower garden | 2 | 74 | 63 |
| Parks | 2 | 1,493 | 899 |
| Sale of documents | 2 | 1 | 1 |
| Showground | 2 | 126 | 597 |
| Swimming centre | 2 | 4,196 | 4,097 |
| Tennis courts | 2 | 574 | 311 |
| Thomas Carlyle children centre and family day care | 2 | 1,065 | 923 |
| Trade waste charges | 2 | 1,812 | 1,803 |
| Other | 2 | 489 | 732 |
| Total fees and charges – other | | 15,964 | 15,417 |
| Total user charges and fees | | 20,661 | 19,753 |
| Timing of revenue recognition for user charges and fees | | | |
| User charges and fees recognised over time (1) | | – | – |
| User charges and fees recognised at a point in time (2) | | 20,661 | 19,753 |
| Total user charges and fees | | 20,661 | 19,753 |

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where an upfront fee is charged such as joining fees for the leisure centre the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 OTHER REVENUE

| \$ '000 | Timing | 2021 | 2020 |
|---|--------|--------------|--------------|
| Fines – parking | 2 | 1,700 | 1,873 |
| Fines – other | 2 | 987 | 785 |
| Legal fees recovery – rates and charges (extra charges) | 2 | – | 31 |
| Legal fees recovery – other | 2 | 244 | 260 |
| Commissions and agency fees | 2 | 8 | 10 |
| Credit card surcharge | 2 | 177 | 191 |
| Insurance claims recoveries | 2 | 417 | 39 |
| Dog registration fees | 2 | 118 | 148 |
| Domestic waste other income | 2 | 219 | 211 |
| Other | 2 | 477 | 499 |
| Licence income | 2 | 252 | 223 |
| Program fees | 2 | 157 | 179 |
| Recycling income (non-domestic) | 2 | 285 | 122 |
| Legal proceedings settlements | 2 | 25 | 83 |
| Total other revenue | | 5,066 | 4,654 |

Timing of revenue recognition for other revenue

| | | |
|---|---|--------------|
| Other revenue recognised over time (1) | – | – |
| Other revenue recognised at a point in time (2) | | 4,654 |
| Total other revenue | | 5,066 |

Accounting policy for other revenue

Where the revenue is earned the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 GRANTS AND CONTRIBUTIONS

| \$ '000 | Timing | Operating 2021 | Operating 2020 | Capital 2021 | Capital 2020 |
|--|--------|-------------------|-------------------|-----------------|-----------------|
| General purpose grants and non-developer contributions (untied) | | | | | |
| General purpose (untied) | | | | | |
| Current year allocation | | | | | |
| Financial assistance | 2 | 1,827 | 1,871 | - | - |
| Payment in advance - future year allocation | | | | | |
| Financial assistance | 2 | 1,956 | 1,983 | - | - |
| Amount recognised as income during current year | | | | | |
| | | 3,783 | 3,854 | - | - |
| Special purpose grants and non-developer contributions (tied) | | | | | |
| Cash contributions | | | | | |
| Previously specific grants: | | | | | |
| Better waste and recycling fund | 1 | 169 | 141 | - | - |
| Pensioners' rates subsidies: | | | | | |
| Community care | 2 | 43 | 29 | - | 56 |
| Community centres | 2 | 2,112 | 2,352 | - | - |
| Environmental protection | 1 | 526 | 140 | 93 | - |
| Library | 2 | 362 | 328 | 17 | 38 |
| LIRS subsidy | 2 | - | 4 | - | - |
| NSW rural fire services | 2 | 58 | 70 | - | - |
| Recreation and culture | 1 | 14 | 118 | 6,076 | 2,596 |
| Road safety | 2 | 576 | 372 | 3,930 | 711 |
| Street lighting | 2 | 305 | 305 | - | - |
| Transport | 2 | 42 | 107 | 704 | 709 |
| Previously contributions: | | | | | |
| Contribution to works | 2 | 1,463 | 1,151 | 50 | 63 |
| Total special purpose grants and non-developer contributions – cash | | | | | |
| | | 5,670 | 5,117 | 10,870 | 4,173 |
| Non-cash contributions | | | | | |
| Roads and bridges | | - | - | - | 823 |
| Total other contributions – non-cash | | | | | |
| | | - | - | - | 823 |
| Total special purpose grants and non-developer contributions (tied) | | | | | |
| | | 5,670 | 5,117 | 10,870 | 4,996 |
| Total grants and non-developer contributions | | | | | |
| | | 9,453 | 8,971 | 10,870 | 4,996 |
| Comprising: | | | | | |
| - Commonwealth funding | | 2,563 | 6,152 | 2,788 | 717 |
| - State funding | | 6,890 | 2,819 | 8,082 | 4,279 |
| | | 9,453 | 8,971 | 10,870 | 4,996 |

B2-4 GRANTS AND CONTRIBUTIONS (CONTINUED)

Developer contributions

| \$ '000 | Notes | Timing | Operating 2021 | Operating 2020 | Capital 2021 | Capital 2020 |
|--|-------|--------|-------------------|-------------------|-----------------|-----------------|
| Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA): | F5 | | | | | |
| Cash contributions | | | | | | |
| S 7.11 – contributions towards amenities/services | | 2 | – | – | 7,624 | 9,921 |
| Total developer contributions – cash | | | – | – | 7,624 | 9,921 |
| Total developer contributions | | | – | – | 7,624 | 9,921 |
| Total contributions | | | – | – | 7,624 | 9,921 |
| Total grants and contributions | | | 9,453 | 8,971 | 18,494 | 14,917 |
| Timing of revenue recognition for grants and contributions | | | | | | |
| Grants and contributions recognised over time (1) | | | 140 | – | 1,839 | – |
| Grants and contributions recognised at a point in time (2) | | | 9,313 | 8,971 | 16,655 | 14,917 |
| Total grants and contributions | | | 9,453 | 8,971 | 18,494 | 14,917 |

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

| \$ '000 | Operating 2021 | Operating 2020 | Capital 2021 | Capital 2020 |
|---|-------------------|-------------------|-----------------|-----------------|
| Operating & Capital grants | | | | |
| Unspent funds at 1 July | 2,351 | 661 | – | – |
| Add: operating grants recognised as income in the current period but not yet spent (2019 only) | 3,488 | 2,279 | – | – |
| Less: Funds received in prior year but revenue recognised and funds spent in current year | (1,979) | (120) | – | – |
| Unexpended and held as externally restricted assets (operating & capital grants) | 3,860 | 2,351 | – | – |
| Contributions | | | | |
| Unspent funds at 1 July | 136,347 | 134,510 | – | – |
| Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions | – | 1,837 | – | – |
| Less: contributions recognised as revenue in previous years that have been spent during the reporting year | (10,201) | – | – | – |
| Unspent contributions at 30 June | 126,146 | 136,347 | – | – |

B2-4 GRANTS AND CONTRIBUTIONS (CONTINUED)

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 INTEREST AND INVESTMENT INCOME

| \$ '000 | 2021 | 2020 |
|--|--------------|--------------|
| Interest on financial assets measured at amortised cost | | |
| – Overdue rates and annual charges (incl. special purpose rates) | 50 | 174 |
| – Cash and investments | 3,331 | 4,878 |
| Total interest and investment income (losses) | 3,381 | 5,052 |
| Interest and investment income is attributable to: | | |
| Unrestricted investments/financial assets: | | |
| Overdue rates and annual charges (general fund) | 50 | 174 |
| General Council cash and investments | 623 | 649 |
| Restricted investments/funds – external: | | |
| Development contributions | | |
| – Section 7.11 | 2,238 | 3,397 |
| Restricted investments/funds – internal: | | |
| Internally restricted assets | 470 | 832 |
| Total interest and investment revenue recognised | 3,381 | 5,052 |

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

B2-6 OTHER INCOME

| \$ '000 | Notes | 2021 | 2020 |
|--|-------|--------------|---------------|
| Fair value increment on investment properties | | | |
| Fair value increment on investment properties | | – | 5,027 |
| Total fair value increment on investment properties | C1-7 | – | 5,027 |
| Rental income | | | |
| Investment properties | | | |
| Lease income relating to variable lease payments not dependent on an index or a rate | | 2,992 | 2,159 |
| Total Investment properties | | 2,992 | 2,159 |
| Other lease income | | | |
| Community and Commercial rental | | 4,580 | 3,975 |
| Total Other lease income | | 4,580 | 3,975 |
| Total rental income | C2-2 | 7,572 | 6,134 |
| Total other income | | 7,572 | 11,161 |

B3 COSTS OF PROVIDING SERVICES

B3-1 EMPLOYEE BENEFITS AND ON-COSTS

355

| \$ '000 | 2021 | 2020 |
|--------------------------------------|----------------|---------------|
| Salaries and wages | 34,600 | 33,563 |
| Employee leave entitlements (ELE) | 5,005 | 5,408 |
| Superannuation | 3,987 | 3,828 |
| Workers' compensation insurance | 1,203 | 827 |
| Fringe benefit tax (FBT) | 242 | 269 |
| Other | 124 | 163 |
| Total employee costs | 45,161 | 44,058 |
| Less: capitalised costs | (2,169) | (2,345) |
| Total employee costs expensed | 42,992 | 41,713 |

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note C3-4 for more information.

B3-2 MATERIALS AND SERVICES

| \$ '000 | Notes | 2021 | 2020 |
|---|-------|---------------|---------------|
| Raw materials and consumables | | 3,763 | 3,735 |
| Contractor and consultancy costs | | 40,952 | 43,409 |
| Audit Fees | E2-1 | 67 | 61 |
| Lease expense | | 357 | 244 |
| Previously other expenses: | | | |
| Councillor and Mayoral fees and associated expenses | E1-2 | 371 | 375 |
| Advertising | | 255 | 351 |
| Bank charges | | 330 | 331 |
| Computer software charges | | 1,821 | 1,395 |
| Election expenses | | – | 3 |
| Electricity and heating | | 1,009 | 986 |
| Insurance | | 1,628 | 1,513 |
| Postage | | 266 | 281 |
| Street lighting | | 1,525 | 1,605 |
| Subscriptions and publications | | 323 | 291 |
| Telephone and communications | | 444 | 358 |
| Valuation fees | | 238 | 226 |
| Commissions and management fees | | 868 | 440 |
| Conferences | | 61 | 144 |
| Corporate events | | 36 | 42 |
| Family day care (child care assistance) | | 684 | 750 |
| Insurance excess | | 43 | 28 |
| Training costs (other than salaries and wages) | | 207 | 242 |
| External plant hire | | 105 | 111 |
| Rate issue costs | | 46 | 36 |
| Rental rebates | | 1,992 | 1,784 |
| Sydney water | | 278 | 351 |
| Vehicle registration | | 185 | 189 |
| Other expenses | | 1,647 | 2,025 |
| Legal expenses: | | | |
| – Legal expenses: planning and development | | 2,035 | 2,079 |
| – Legal expenses: other | | 193 | 284 |
| Expenses from short-term leases | | – | 14 |
| Expenses from leases of low value assets | | 296 | 325 |
| Total materials and services | | 62,025 | 64,008 |

Accounting policy

Expenses are recorded on an accruals basis as the council receives the goods or services.

B3-3 BORROWING COSTS

| \$ '000 | 2021 | 2020 |
|--|------------|------------|
| Interest bearing liability costs | | |
| Interest on leases | 38 | 38 |
| Interest on loans | 266 | 401 |
| Total interest bearing liability costs expensed | 304 | 439 |
| Total borrowing costs expensed | 304 | 439 |

Accounting policy

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

B3-4 DEPRECIATION, AMORTISATION AND IMPAIRMENT

| \$ '000 | Notes | 2021 | 2020 |
|---|-------|---------------|---------------|
| Depreciation and amortisation | | | |
| Plant and equipment | | 1,266 | 1,229 |
| Office equipment | | 219 | 163 |
| Furniture and fittings | | 46 | 43 |
| Land improvements (depreciable) | | 169 | 147 |
| Infrastructure: | C1-6 | | |
| – Buildings – non-specialised | | 161 | 149 |
| – Buildings – specialised | | 3,091 | 3,037 |
| – Other structures | | 313 | 237 |
| – Roads | | 8,437 | 6,353 |
| – Bridges | | 229 | 158 |
| – Footpaths | | 1,062 | 697 |
| – Stormwater drainage | | 1,725 | 1,682 |
| – Swimming pools | | 30 | 30 |
| – Other open space/recreational assets | | 2,773 | 2,711 |
| Right of use assets | C2-1 | 115 | 72 |
| Other assets: | | | |
| – Library books | | 597 | 591 |
| – Other | | 39 | 66 |
| Intangible assets | C1-8 | 108 | 73 |
| Total depreciation and amortisation costs | | 20,380 | 17,438 |
| TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT COSTS EXPENSED | | 20,380 | 17,438 |

Accounting policy**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

B3-5 OTHER EXPENSES

| \$ '000 | Notes | 2021 | 2020 |
|--|-------|--------------|--------------|
| Impairment of receivables | | | |
| User charges and fees | | 15 | 86 |
| Total impairment of receivables | C1-4 | 15 | 86 |
| Other | | | |
| Contributions/levies to other levels of government | | | |
| – Department of planning levy | | 455 | 441 |
| – Emergency services levy (includes FRNSW, SES, and RFS levies) | | 2,652 | 2,324 |
| Donations, contributions and assistance to other organisations (Section 356) | | 164 | 296 |
| Total other expenses | | 3,286 | 3,147 |

Accounting policy

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

B4 GAINS OR LOSSES

B4-1 GAINS OR LOSSES FROM THE DISPOSAL OF ASSETS

| \$ '000 | Notes | 2021 | 2020 |
|---|-------|----------------|--------------|
| Plant and equipment | C1-6 | | |
| Proceeds from disposal – plant and equipment | | 1,518 | 1,052 |
| Less: carrying amount of plant and equipment assets sold and written off | | (1,260) | (869) |
| Net gain on disposal | | 258 | 183 |
| Infrastructure Assets | C1-6 | | |
| Proceeds from disposal – infrastructure | | – | – |
| Less: carrying amount of infrastructure and other assets sold and written off | | (1,167) | (118) |
| Net loss on disposal | | (1,167) | (118) |
| Financial Assets | C1-2 | | |
| Proceeds from disposal/redemptions/maturities – financial assets | | 69,500 | 65,250 |
| Less: carrying amount of financial assets sold/redeemed/matured | | (69,500) | (65,250) |
| Gain (or loss) on disposal | | – | – |
| Non-current assets classified as ‘held for sale’ | | | |
| Proceeds from disposal – non-current assets ‘held for sale’ | | – | 1,374 |
| Less: carrying amount of ‘held for sale’ assets sold/written off | | – | (403) |
| Net gain on disposal | | – | 971 |
| Community Land | | | |
| Proceeds from disposal – land assets | | – | 120 |
| Less: carrying amount of land assets sold/written off | | – | (21) |
| Net gain on disposal | | – | 99 |
| Buildings - Specialised | | | |
| Proceeds from disposal – Buildings - Specialised | | – | – |
| Less: carrying amount of Buildings - Specialised assets sold/written off | | – | (78) |
| Net loss on disposal | | – | (78) |
| NET GAIN (OR LOSS) ON DISPOSAL OF ASSETS | | (909) | 1,057 |

Accounting policy

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5-1 MATERIAL BUDGET VARIATIONS

Council's original budget was adopted by the Council on 30/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

| \$ '000 | 2021 Budget | 2021 Actual | 2021 ----- Variance ----- | |
|---------|----------------|----------------|------------------------------|--|
|---------|----------------|----------------|------------------------------|--|

REVENUES

| | | | | | |
|---|-------|-------|-------|-----|----------|
| Operating grants and contributions | 8,115 | 9,453 | 1,338 | 16% | F |
|---|-------|-------|-------|-----|----------|

Favourable variance mainly due to unbudgeted grants (\$1.8m) and contribution to emergency services levy (\$0.6m) partly offset by budgeted grants yet to be received (\$0.9m).

| | | | | | |
|---|--------|--------|-------|-----|----------|
| Capital grants and contributions | 13,286 | 18,494 | 5,208 | 39% | F |
|---|--------|--------|-------|-----|----------|

Favourable variance mainly due to unbudgeted grants (\$10.7m) for Lindfield Village Green, St Ives Showground and Local Roads and Community Infrastructure partly offset by less than budgeted developer contributions (\$5.3m).

| | | | | | |
|--|-------|---|---------|--------|----------|
| Net gains from disposal of assets | 6,100 | - | (6,100) | (100)% | U |
|--|-------|---|---------|--------|----------|

Unfavourable variance due to budgeted asset sales related to major projects being deferred to future years.

EXPENSES

| | | | | | |
|------------------------|-----|-----|-----|-----|----------|
| Borrowing costs | 531 | 304 | 227 | 43% | F |
|------------------------|-----|-----|-----|-----|----------|

Favourable mainly due to budgeted interest rates lower than actual and new loan for St Ives Indoor Sports Facility deferred to 2021/22.

STATEMENT OF CASH FLOWS

| | | | | | |
|---|----------|----------|----------|-----|----------|
| Cash flows from investing activities | (45,752) | (59,205) | (13,453) | 29% | U |
|---|----------|----------|----------|-----|----------|

Actual cash outflow from investing activities is mainly due to a decrease in receipts for sale of investment securities compared to budget offset by reduced actual expenditure on capital works compared to budget.

| | | | | | |
|---|-------|-------|---------|--------|----------|
| Cash flows from financing activities | 7,203 | (635) | (7,838) | (109)% | U |
|---|-------|-------|---------|--------|----------|

Unfavourable mainly due to new loan for St Ives Indoor Sports Facility deferred to 2021/22.

C FINANCIAL POSITION

C1 ASSETS WE MANAGE

C1-1 CASH AND CASH EQUIVALENTS

| \$ '000 | 2021 | 2020 |
|---|--------------|---------------|
| Cash and cash equivalents | | |
| Cash on hand and at bank | 9,303 | 20,554 |
| Total cash and cash equivalents | 9,303 | 20,554 |
| Reconciliation of cash and cash equivalents | | |
| Total cash and cash equivalents per Statement of Financial Position | 9,303 | 20,554 |
| Balance as per the Statement of Cash Flows | 9,303 | 20,554 |

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term investments with original maturities of three months or less that are readily convertible to known amounts of cash and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 FINANCIAL INVESTMENTS

| \$ '000 | 2021 | 2021 | 2020 | 2020 |
|--|---------------|----------------|---------------|----------------|
| | Current | Non-current | Current | Non-current |
| Debt securities at amortised cost | | | | |
| Long term deposits | 77,820 | 65,000 | 53,000 | 81,000 |
| FRN's (with maturities > 3 months) | 6,000 | 38,550 | 14,500 | 29,500 |
| Total | 83,820 | 103,550 | 67,500 | 110,500 |
| Total financial investments | 83,820 | 103,550 | 67,500 | 110,500 |
| Total cash assets, cash equivalents and investments | 93,123 | 103,550 | 88,054 | 110,500 |

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Classification

Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

(a) Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

C1-2 FINANCIAL INVESTMENTS (CONTINUED)

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

C1-3 RESTRICTED CASH, CASH EQUIVALENTS AND INVESTMENTS

| \$ '000 | 2021 | 2021 | 2020 | 2020 |
|--|---------------|----------------|---------|-------------|
| | Current | Non-current | Current | Non-current |
| Total cash, cash equivalents and investments | 93,123 | 103,550 | 88,054 | 110,500 |
| attributable to: | | | | |
| External restrictions | 43,611 | 103,550 | 45,095 | 110,500 |
| Internal restrictions | 42,977 | – | 37,809 | – |
| Unrestricted | 6,535 | – | 5,150 | – |
| | 93,123 | 103,550 | 88,054 | 110,500 |

| \$ '000 | 2021 | 2020 |
|---------|------|------|
|---------|------|------|

Details of restrictions

External restrictions – included in liabilities

| | | |
|--|--------------|--------------|
| Specific purpose unexpended grants – general fund | 2,232 | 2,005 |
| External restrictions – included in liabilities | 2,232 | 2,005 |

External restrictions – other

External restrictions included in cash, cash equivalents and investments above comprise:

| | | |
|---|----------------|----------------|
| Developer contributions – general | 126,146 | 136,347 |
| Specific purpose unexpended grants (recognised as revenue) – general fund | 1,628 | 346 |
| Environmental levy | 3,568 | 3,591 |
| Domestic waste management | 13,587 | 13,306 |
| External restrictions – other | 144,929 | 153,590 |
| Total external restrictions | 147,161 | 155,595 |

Internal restrictions

Council has internally restricted cash, cash equivalents and investments as follows:

| | | |
|------------------------------------|----------------|----------------|
| Employees leave entitlement | 2,650 | 2,289 |
| Carry over works | 3,074 | 2,575 |
| Deposits, retentions and bonds | 670 | 670 |
| Infrastructure and facilities | 34,245 | 27,712 |
| Other | 2,338 | 4,563 |
| Total internal restrictions | 42,977 | 37,809 |
| Total restrictions | 190,138 | 193,404 |

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

C1-4 RECEIVABLES

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|---|-----------------|---------------------|-----------------|---------------------|
| Purpose | | | | |
| Rates and annual charges | 3,152 | 80 | 3,428 | 56 |
| Interest and extra charges | 154 | 45 | 248 | 46 |
| User charges and fees | 2,570 | – | 3,383 | – |
| Accrued revenues | | | | |
| – Interest on investments | 1,253 | – | 1,832 | – |
| – Other income accruals | 1,869 | – | 957 | – |
| Government grants and subsidies | 13,929 | – | 6,547 | – |
| Net GST receivable | 628 | – | 886 | – |
| Other debtors | 468 | – | 440 | – |
| Total | 24,023 | 125 | 17,721 | 102 |
| Less: provision of impairment | | | | |
| User charges and fees | – | – | (647) | – |
| Total provision for impairment – receivables | – | – | (647) | – |
| Total net receivables | 24,023 | 125 | 17,074 | 102 |

There are no restrictions applicable to the above assets.

| \$ '000 | 2021 | 2020 |
|---|----------|------------|
| Movement in provision for impairment of receivables | | |
| Balance at the beginning of the year (calculated in accordance with AASB 139) | 647 | 561 |
| New provisions recognised during the year | – | 86 |
| – amounts already provided for and written off this year | (647) | – |
| Balance at the end of the year | – | 647 |

Accounting policy

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Due to COVID -19 debt recovery relief, no interest was charged on overdue rates from 1 July to 31 December 2020.
From January 2021 Interest on overdue rates and charges was charged at 7%.
- (iv) Please refer to Note E1 for issues concerning credit risk and fair value disclosures.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

C1-4 RECEIVABLES (CONTINUED)

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

COVID 19

Council's rates and annual charges collection have not been significantly impacted by the COVID-19 Pandemic and are comparable to prior years, therefore no adjustment has been made by the impairment provision.

C1-5 INVENTORIES

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|----------------------------------|-----------------|---------------------|-----------------|---------------------|
| (i) Inventories at cost | | | | |
| Stores and materials | 195 | – | 170 | – |
| Trading stock | 48 | – | 37 | – |
| Total inventories at cost | 243 | – | 207 | – |
| Total inventories | 243 | – | 207 | – |

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Costs are assigned to individual items of inventory on basis of weighted average costs.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

C1-6 INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

| By aggregated asset class | Asset movements during the reporting period | | | | | | | | | | At 30 June 2021 | | | |
|--|---|---|---------------------|---------------------------------|----------------------|-----------------------------|----------------------|---------------|-----------|-------------------|--|--|---|---------------------|
| | At 1 July 2020 ¹ | | | | | | | | | | | | | |
| \$ '000 | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount | Additions renewals ² | Additions new assets | Carrying value of disposals | Depreciation expense | WIP transfers | Transfers | Other adjustments | Revaluation increments to equity (ARR) | Revaluation decrements to equity (ARR) | Accumulated depreciation and impairment | Net carrying amount |
| Capital work in progress | 27,851 | - | 27,851 | 2,801 | 22,800 | - | - | (7,061) | - | (35) | - | - | 46,356 | 46,356 |
| Plant and equipment | 14,254 | (4,774) | 9,480 | 2,364 | - | (1,255) | (1,266) | 64 | (81) | 1 | - | - | 14,294 | 9,307 |
| Office equipment | 1,713 | (835) | 878 | 13 | - | (5) | (219) | 5 | 33 | - | - | - | 1,692 | 705 |
| Furniture and fittings | 633 | (389) | 244 | 15 | 2 | - | (46) | 26 | (18) | - | - | - | 654 | 223 |
| Land: | | | | | | | | | | | | | | |
| - Operational land | 160,960 | - | 160,960 | - | 2,056 | - | - | - | 5,489 | - | - | - | 168,505 | 168,505 |
| - Community land | 452,607 | - | 452,607 | - | - | - | - | - | (5,489) | - | 211,913 | - | 659,031 | 659,031 |
| - Crown land | 138,653 | - | 138,653 | - | - | - | - | - | - | - | - | - | 138,653 | 138,653 |
| - Land under roads (post 30/6/08) | 1,173 | - | 1,173 | - | - | - | - | - | - | - | - | - | 1,173 | 1,173 |
| Land improvements – depreciable | 2,946 | (1,229) | 1,717 | - | - | - | (169) | - | 209 | - | - | - | 7,743 | 1,757 |
| Infrastructure: | | | | | | | | | | | | | | |
| - Buildings – non-specialised | 8,662 | (4,263) | 4,399 | 19 | 96 | - | (161) | - | - | - | - | - | 8,777 | 4,353 |
| - Buildings – specialised | 154,977 | (65,142) | 89,835 | 2,473 | 2,985 | - | (3,091) | 1,651 | - | 1 | - | - | 162,087 | 93,854 |
| - Other structures | 17,626 | (7,188) | 10,438 | 247 | 136 | - | (313) | 121 | 131 | (1) | - | - | 18,362 | 10,759 |
| - Roads | 548,195 | (220,911) | 327,284 | 8,198 | 209 | - | (8,437) | 1,183 | (14) | - | - | - | 553,720 | 328,423 |
| - Bridges | 15,322 | (5,299) | 10,023 | - | - | - | (229) | - | - | - | - | - | 15,322 | 9,794 |
| - Footpaths | 71,816 | (23,856) | 47,960 | 2,153 | 55 | (1) | (1,062) | 767 | - | - | - | - | 74,647 | 49,872 |
| - Bulk earthworks (non-depreciable) | 75,391 | - | 75,391 | - | - | - | - | - | - | - | - | - | 75,391 | 75,391 |
| - Stormwater drainage | 242,009 | (79,508) | 162,501 | 1,169 | 397 | (24) | (1,725) | 284 | 2,675 | - | - | - | 247,886 | 165,277 |
| - Swimming pools | 3,007 | (541) | 2,466 | 13 | - | - | (30) | 13 | - | - | - | - | 3,033 | 2,462 |
| - Other open space/recreational assets | 130,245 | (55,697) | 74,548 | 2,699 | 1,703 | (1,138) | (2,773) | 2,947 | (2,726) | - | (231) | - | 130,982 | 75,029 |
| Other assets: | | | | | | | | | | | | | | |
| - Library books | 7,393 | (4,246) | 3,147 | 502 | - | - | (697) | - | - | - | - | - | 7,895 | 3,052 |
| - Other | 5,918 | (4,549) | 1,369 | - | 3 | (4) | (39) | - | (209) | (3) | (88) | - | 1,029 | 1,029 |
| Total infrastructure, property, plant and equipment | 2,081,351 | (478,427) | 1,602,924 | 22,666 | 30,442 | (2,427) | (20,157) | - | - | (37) | (319) | 211,913 | 2,337,232 | 1,845,005 |

(1) This column has been restated

(2) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

| By aggregated asset class | Asset movements during the reporting period | | | | | | | At 30 June 2020 ² | | | | | | |
|--|---|---|---------------------|---------------------------------|----------------------|-----------------------------|----------------------|------------------------------|---|---------------------|--|-----------------------|---|---------------------|
| | At 1 July 2019 ¹ | | | | | | | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount | | | | |
| \$ '000 | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount | Additions renewals ³ | Additions new assets | Carrying value of disposals | Depreciation expense | WIP transfers | Transfers | Other adjustments | Revaluation increments to equity (ARR) | Gross carrying amount | Accumulated depreciation and impairment | Net carrying amount |
| Capital work in progress | 19,024 | – | 19,024 | 3,415 | 10,621 | – | – | (5,209) | – | – | – | 27,851 | – | 27,851 |
| Plant and equipment | 14,268 | (5,470) | 8,798 | 2,692 | 36 | (869) | (1,229) | 52 | – | – | – | 14,254 | (4,774) | 9,480 |
| Office equipment | 1,481 | (672) | 809 | 217 | 15 | – | (163) | – | – | – | – | 1,713 | (835) | 878 |
| Furniture and fittings | 594 | (346) | 248 | 14 | 25 | – | (43) | – | – | – | – | 633 | (389) | 244 |
| Land: | | | | | | | | | | | | | | |
| – Operational land | 159,230 | – | 159,230 | – | 1,730 | – | – | – | – | – | – | 160,960 | – | 160,960 |
| – Community land | 452,628 | – | 452,628 | – | – | (21) | – | – | – | – | – | 452,607 | – | 452,607 |
| – Crown land | 138,653 | – | 138,653 | – | – | – | – | – | – | – | – | 138,653 | – | 138,653 |
| – Land under roads (post 30/6/08) | 1,173 | – | 1,173 | – | – | – | – | – | – | – | – | 1,173 | – | 1,173 |
| Land improvements – depreciable | 2,946 | (1,083) | 1,863 | – | – | – | (147) | – | – | 1 | – | 2,946 | (1,229) | 1,717 |
| Infrastructure: | | | | | | | | | | | | | | |
| – Buildings – non-specialised | 7,865 | (4,114) | 3,751 | 10 | 786 | – | (149) | – | – | 1 | – | 8,662 | (4,263) | 4,399 |
| – Buildings – specialised | 152,422 | (62,198) | 90,224 | 2,598 | 114 | (78) | (3,037) | 14 | – | – | – | 154,977 | (65,142) | 89,835 |
| – Other structures | 15,936 | (6,372) | 9,564 | 354 | 76 | (36) | (237) | 193 | (20) | 1 | 543 | 17,626 | (7,188) | 10,438 |
| – Roads | 487,541 | (231,577) | 255,964 | 7,393 | 1,728 | (14) | (6,353) | 2,667 | (1,922) | 1 | 67,820 | 548,195 | (220,911) | 327,284 |
| – Bridges | 14,501 | (6,463) | 8,038 | – | – | (68) | (158) | – | – | 1 | 2,210 | 15,322 | (5,299) | 10,023 |
| – Footpaths | 50,662 | (17,438) | 33,224 | 283 | 954 | – | (697) | 655 | 27 | – | 13,514 | 71,816 | (23,856) | 47,960 |
| – Bulk earthworks (non-depreciable) | 59,894 | – | 59,894 | 247 | – | – | – | – | – | – | 15,250 | 75,391 | – | 75,391 |
| – Stormwater drainage | 238,543 | (77,293) | 161,250 | 681 | 627 | – | (1,682) | 223 | 1,402 | – | – | 242,009 | (79,508) | 162,501 |
| – Swimming pools | 2,985 | (511) | 2,474 | 22 | – | – | (30) | – | – | – | – | 3,007 | (541) | 2,466 |
| – Other open space/recreational assets | 125,732 | (53,180) | 72,552 | 1,412 | 1,919 | – | (2,711) | 863 | 513 | – | – | 130,245 | (55,697) | 74,548 |
| Other assets: | | | | | | | | | | | | | | |
| – Library books | 6,708 | (3,655) | 3,053 | 685 | – | – | (591) | – | – | – | – | 7,393 | (4,246) | 3,147 |
| – Other | 5,918 | (4,483) | 1,435 | – | – | – | (66) | – | – | – | – | 5,918 | (4,549) | 1,369 |
| Total infrastructure, property, plant and equipment | 1,958,704 | (474,855) | 1,483,849 | 20,023 | 18,631 | (1,086) | (17,293) | (542) | – | 5 | 99,337 | 2,081,351 | (478,427) | 1,602,924 |

(1) This column has been restated

(2) This column has been restated

(3) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Accounting policy

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

| Plant and equipment | Years | Stormwater assets | Years |
|------------------------------|-----------|------------------------------------|------------|
| Office equipment | 10 | Pits | 10 to 100 |
| Office furniture | 2 to 10 | Pipes | 100 to 150 |
| Computer equipment | 4 to 10 | | |
| Vehicles | 10 | Other infrastructure assets | |
| Other plant and equipment | 3 to 20 | Bulk earthworks | NA |
| | | Swimming pools | 100 |
| | | Recreation assets | 5 to 120 |
| Transportation assets | | Other Asset | |
| Road surface | 20 to 100 | Other Asset (Art Works) | NA |
| Road pavements | 60 to 80 | Library Books | 10 |
| Road structures | 10 to 120 | | |
| Bridge | 3 to 70 | Buildings | |
| Other structure (Car Park) | 25 to 60 | Buildings | 25 to 100 |
| Kerb and Gutter | 60 to 100 | | |
| Footpaths | 40 to 80 | | |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the Rural Fire Services Act 1997 (NSW), "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

These Rural Fire Service assets are recognised as assets of the Council in these financial statements.

C1-7 INVESTMENT PROPERTIES

| \$ '000 | 2021 | 2020 |
|---|---------------|---------------|
| Owned investment property | | |
| Investment property on hand at fair value | 47,173 | 46,170 |
| Total owned investment property | 47,173 | 46,170 |
| Owned investment property | | |
| At fair value | | |
| Opening balance at 1 July | 46,170 | 39,866 |
| Acquisitions | 1,003 | 1,277 |
| – Net gain from fair value adjustments | – | 5,027 |
| Closing balance at 30 June | 47,173 | 46,170 |

C1-8 INTANGIBLE ASSETS

Intangible assets are as follows:

| \$ '000 | 2021 | 2020 |
|---|------------|------------|
| Software | | |
| Opening values at 1 July | | |
| Gross book value | 2,526 | 1,750 |
| Accumulated amortisation | (1,599) | (1,526) |
| Net book value – opening balance | 927 | 224 |
| Movements for the year | | |
| Other movements | 63 | – |
| Purchases | 45 | 776 |
| Amortisation charges | (108) | (73) |
| Closing values at 30 June | | |
| Gross book value | 2,571 | 2,526 |
| Accumulated amortisation | (1,707) | (1,599) |
| Total software – net book value | 864 | 927 |
| Total intangible assets – net book value | 864 | 927 |

Accounting policy**IT development and software**

Systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems. Costs capitalised include software licenses.

Amortisation is calculated on a straight line bases over periods generally ranging from 5 to 10 years.

C2 LEASING ACTIVITIES

C2-1 COUNCIL AS A LESSEE

Council has leases over a range of assets including land and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Office and IT equipment

Leases for office and IT equipment are for multi-function devices. The lease term is for 4 - 5 years, the payments are fixed with renewal options available at the expiry of the lease term.

Land

Council leases Crown land from the State of New South Wales within the meaning of CLA. The term of the lease is 25 years with no renewal option but to continue the arrangement on a month to month basis on the expiration of the term of the lease.

(a) Right of use assets

| \$ '000 | Office and IT Equipment | Land | Total |
|---|----------------------------|--------------|--------------|
| 2021 | | | |
| Opening balance at 1 July | 52 | 1,687 | 1,739 |
| Adoption of AASB 16 at 1 July 2019 – first time lease recognition | 36 | – | 36 |
| Adjustments to right-of-use assets due to re-measurement of lease liability | (3) | 598 | 595 |
| Depreciation charge | (20) | (95) | (115) |
| Balance at 30 June | 65 | 2,190 | 2,255 |
| 2020 | | | |
| Adoption of AASB 16 at 1 July 2019 – first time lease recognition | 54 | 1,757 | 1,811 |
| Depreciation charge | (2) | (70) | (72) |
| Balance at 30 June | 52 | 1,687 | 1,739 |

(b) Lease liabilities

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|--------------------------------|-----------------|---------------------|-----------------|---------------------|
| Lease liabilities | 78 | 2,233 | 65 | 1,690 |
| Total lease liabilities | 78 | 2,233 | 65 | 1,690 |

(c) (i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

| \$ '000 | < 1 year | 1 – 5 years | > 5 years | Total | Total per Statement of Financial Position |
|-------------|----------|-------------|-----------|-------|--|
| 2021 | | | | | |
| Cash flows | 78 | 385 | 1,848 | 2,311 | 2,311 |
| 2020 | | | | | |
| Cash flows | 65 | 335 | 1,355 | 1,755 | 1,755 |

C2-1 COUNCIL AS A LESSEE (CONTINUED)

(ii) Lease liabilities relating to restricted assets

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|--|-----------------|---------------------|-----------------|---------------------|
| Total lease liabilities relating to unrestricted assets | 78 | 2,233 | 65 | 1,690 |
| Total lease liabilities | 78 | 2,233 | 65 | 1,690 |

(d) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

| \$ '000 | 2021 | 2020 |
|--|------------|------------|
| Interest on lease liabilities | 38 | 38 |
| Depreciation of right of use assets | 115 | 72 |
| Expenses relating to short-term leases | – | 14 |
| Expenses relating to low-value leases | 296 | 325 |
| | 449 | 449 |

(e) Statement of Cash Flows

| | | |
|-------------------------------|--------------|-------------|
| Total cash outflow for leases | (113) | (94) |
| | (113) | (94) |

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

C2-2 COUNCIL AS A LESSOR

Operating leases

Council leases out a number of properties to community and commercial groups. These leases have been classified as operating leases for financial reporting purposes and the assets are included in the Statement of Financial Position as:

- as investment property - where the asset is predominantly for rental or capital growth purposes (refer note C1-7)
- IPP&E - where the rental is incidental, or the asset is held to meet Council's service delivery objective (refer note C1-6).

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

| \$ '000 | 2021 | 2020 |
|---------|------|------|
|---------|------|------|

(i) Assets held as investment property

Investment property operating leases relate to current tenancies relating to Council's Investment Property at 828 Pacific Highway.

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below

| | | |
|--|--------------|--------------|
| Lease income relating to variable lease payments not dependent on an index or a rate | 2,992 | 2,159 |
| Total income relating to operating leases for investment property assets | 2,992 | 2,159 |

Operating lease expenses

| | | |
|--|--------------|--------------|
| Direct operating expenses that generated rental income | (851) | (845) |
| Total expenses relating to operating leases | (851) | (845) |

Repairs and maintenance: investment property

| | | |
|--|------------|------------|
| Contractual obligations for future repairs and maintenance | 107 | 104 |
| Total repairs and maintenance: investment property | 107 | 104 |

(ii) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of childcare, community and recreation facilities. The table below relates to operating leases on assets disclosed in C1-8.

| | | |
|--|--------------|--------------|
| Lease income (excluding variable lease payments not dependent on an index or rate) | 4,580 | 3,975 |
| Total income relating to operating leases for Council assets | 4,580 | 3,975 |

(iii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for an operating leases:

| | | |
|---|--------------|--------------|
| < 1 year | 2,679 | 2,042 |
| 1-2 years | 2,393 | 1,566 |
| 2-3 years | 2,167 | 1,287 |
| 3-4 years | 1,560 | 1,060 |
| 4-5 years | 648 | 1,092 |
| Total undiscounted lease payments to be received | 9,510 | 7,047 |

C3 LIABILITIES OF COUNCIL

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C3-1 PAYABLES

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|--|-----------------|---------------------|-----------------|---------------------|
| Payables | | | | |
| Goods and services – operating expenditure | 6,557 | – | 6,643 | – |
| Goods and services – capital expenditure | 4,184 | – | 1,418 | – |
| Security bonds, deposits and retentions | 9,483 | – | 7,291 | – |
| Other | 1,073 | – | 547 | – |
| Total payables | 21,297 | – | 15,899 | – |
| Total payables | 21,297 | – | 15,899 | – |

Current payables not anticipated to be settled within the next twelve months

| \$ '000 | 2021 | 2020 |
|---|--------------|--------------|
| The following liabilities, even though classified as current, are not expected to be settled in the next 12 months. | | |
| Payables – Loans, security bonds, deposits and retentions | 7,300 | 5,456 |
| Total payables and borrowings | 7,300 | 5,456 |

Accounting policy

Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 CONTRACT LIABILITIES

| \$ '000 | Notes | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|--|-------|-----------------|---------------------|-----------------|---------------------|
| Grants and contributions received in advance: | | | | | |
| Unexpended capital grants (to construct Council controlled assets) | (i) | 1,953 | – | 8,111 | – |
| Unexpended operating grants (received prior to performance obligation being satisfied) | (ii) | 279 | – | 141 | – |
| Total grants received in advance | | 2,232 | – | 8,252 | – |
| User fees and charges received in advance: | | | | | |
| Upfront fees | (iii) | 3,078 | – | 2,157 | – |
| Other | | 11,605 | – | 1,243 | – |
| Total user fees and charges received in advance | | 14,683 | – | 3,400 | – |
| Total contract liabilities | | 16,915 | – | 11,652 | – |

Notes

(i) Council has received funding to construct assets including sporting facilities, carparks, parks and other infrastructure. The funds received are under an enforceable contract which requires Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding receivable which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

C3-2 CONTRACT LIABILITIES (CONTINUED)

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for various program and classes do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue when the benefit or services are provided.

Contract liabilities relating to restricted assets

| \$ '000 | 2021 Current | 2021 Non-current | 2020 Current | 2020 Non-current |
|--|-----------------|---------------------|-----------------|---------------------|
| Externally restricted assets | | | | |
| Unspent grants held as contract liabilities (excl. Water & Sewer) | 2,232 | - | 8,253 | - |
| Contract liabilities relating to externally restricted assets | 2,232 | - | 8,253 | - |
| Total contract liabilities relating to restricted assets | 2,232 | - | 8,253 | - |
| Total contract liabilities relating to unrestricted assets | 14,683 | - | 3,399 | - |
| Total contract liabilities | 16,915 | - | 11,652 | - |

Revenue recognised that was included in the contract liability balance at the beginning of the period

| \$ '000 | 2021 | 2020 |
|--|--------------|------------|
| Grants and contributions received in advance: | | |
| Operating grants (received prior to performance obligation being satisfied) | 1,979 | 120 |
| Total revenue recognised that was included in the contract liability balance at the beginning of the period | 1,979 | 120 |

Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 BORROWINGS

| \$ '000 | 2021 | 2021 | 2020 | 2020 |
|------------------------------|---------------|--------------|------------|---------------|
| | Current | Non-current | Current | Non-current |
| Loans – secured ¹ | 19,460 | 1,960 | 560 | 21,420 |
| Total borrowings | 19,460 | 1,960 | 560 | 21,420 |

(1) Loans are secured over the general rating income of Council. Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note E1

Borrowings relating to restricted assets

| \$ '000 | 2021 | 2021 | 2020 | 2020 |
|---|---------------|--------------|------------|---------------|
| | Current | Non-current | Current | Non-current |
| Total borrowings relating to unrestricted assets | 19,460 | 1,960 | 560 | 21,420 |
| Total borrowings | 19,460 | 1,960 | 560 | 21,420 |

Current borrowings not anticipated to be settled within the next twelve months

| \$ '000 | 2021 | 2020 |
|-------------------------|---------------|----------|
| Borrowings | 18,900 | – |
| Total borrowings | 18,900 | – |

The following borrowings, even though classified as current, are not expected to be settled in the next 12 months.

| | | |
|-------------------------|---------------|----------|
| Borrowings | 18,900 | – |
| Total borrowings | 18,900 | – |

(a) Changes in borrowings arising from financing activities

| \$ '000 | 2020 | | Non-cash movements | | | | 2021 |
|--|-----------------|--------------|--------------------|--------------------|--|-------------------------|-----------------|
| | Opening Balance | Cash flows | Acquisition | Fair value changes | Acquisition due to change in accounting policy | Other non-cash movement | Closing balance |
| Loans – secured | 21,980 | (560) | – | – | – | – | 21,420 |
| Lease liability (Note C2-1b) | 1,755 | (75) | 36 | 594 | – | 1 | 2,311 |
| Total liabilities from financing activities | 23,735 | (635) | 36 | 594 | – | 1 | 23,731 |

(b) Financing arrangements

| \$ '000 | 2021 | 2020 |
|---|---------------|---------------|
| Total facilities | | |
| Bank Facility | 18,900 | 18,900 |
| Credit cards | 120 | 100 |
| Total financing arrangements | 19,020 | 19,000 |
| Drawn facilities | | |
| – Bank Facility | 18,900 | 18,900 |
| – Credit cards | 100 | 95 |
| Total drawn financing arrangements | 19,000 | 18,995 |
| Undrawn facilities | | |
| – Credit cards | 20 | 5 |

C3-3 BORROWINGS (CONTINUED)

Accounting policy

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

C3-4 EMPLOYEE BENEFIT PROVISIONS

| \$ '000 | 2021 | 2021 | 2020 | 2020 |
|--|---------------|-------------|---------------|-------------|
| | Current | Non-current | Current | Non-current |
| Annual leave | 3,773 | – | 3,393 | – |
| Sick leave | 294 | – | 296 | – |
| Long service leave | 7,858 | 321 | 7,798 | 285 |
| Total employee benefit provisions | 11,925 | 321 | 11,487 | 285 |

Employee benefit provisions relating to restricted assets

Refer to Note C1-3 for restricted assets (internal) related to provisions.

Current employee benefit provisions not anticipated to be settled within the next twelve months

| \$ '000 | 2021 | 2020 |
|--|--------------|--------------|
| The following provisions, even though classified as current, are not expected to be settled in the next 12 months. | | |
| Provisions – employees benefits | 7,959 | 7,465 |
| | 7,959 | 7,465 |

Description of and movements in provisions

| \$ '000 | ELE provisions | | | Total |
|--|----------------|------------|--------------------|---------------|
| | Annual leave | Sick leave | Long service leave | |
| 2021 | | | | |
| At beginning of year | 3,393 | 296 | 8,083 | 11,772 |
| Additional provisions | 2,976 | – | 856 | 3,832 |
| Payments | (2,596) | (2) | (760) | (3,358) |
| Total ELE provisions at end of year | 3,773 | 294 | 8,179 | 12,246 |
| 2020 | | | | |
| At beginning of year | 2,923 | 292 | 7,489 | 10,704 |
| Additional provisions | 2,834 | 4 | 1,425 | 4,263 |
| Payments | (2,364) | – | (831) | (3,195) |
| Total ELE provisions at end of year | 3,393 | 296 | 8,083 | 11,772 |

C3-4 EMPLOYEE BENEFIT PROVISIONS (CONTINUED)

Accounting policy

Short-term obligations

Short-term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled. All other short-term employee benefit obligations are presented as payables.

Liabilities for non-vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as current liabilities.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service.

Due to the nature of when and how long service leave can be taken, all long service leave for employees with 5 or more years of service has been classified as current, as it has been deemed that Council does not have the unconditional right to defer settlements beyond 12 months – even though it is not anticipated that all employees with more than 5 years' service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

Defined benefit superannuation contribution plans

Council participates in an employer-sponsored defined benefit superannuation scheme, named the Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB 119 *Employee benefits*.

Sufficient reliable information is not available to account for the Scheme as a defined benefit plan in accordance with AASB119 because the assets to the Scheme are pooled together for all Councils.

The scheme's most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme, however, is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

In relation to further disclosure below, under item d (iii) the expected contributions by Council to the Fund for the next annual reporting period are \$483,491.40. Based on the past service liabilities methodology, for item (d) (iv) the share of any funding surplus or deficit that can be attributed to Council is 0.83%.

The requirement for contributions in order to maintain the adequacy of the funding position for the accrued liabilities (currently \$40m per annum) is assessed annually by the Actuary.

As previously notified, the past service contributions of \$40m per annum remain in place and will continue to be reviewed on an annual basis or as required. The funding requirements for the defined benefit schemes are assessed by the Trustee on an annual basis with the outcome of each annual funding update communicated in the new year. We advise that under item (d) (v), it is estimated that there are \$331,300.00 past service contributions remaining.

C3-4 EMPLOYEE BENEFIT PROVISIONS (CONTINUED)

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2021 was \$510,646.08. The last formal valuation of the Fund was undertaken by the Fund Actuary, Richard Boyfield FIAA as at 30 June 2020.

Council received further disclosure requirements under paragraph 148 of the AASB119 which are detailed below:

(a) a description of the funding arrangements, including the method used to determine the entity's rate of contribution and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated.

The current standard employer contribution rates are:

| | |
|------------|---|
| Division B | 1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members* |
| Division C | 2.5% salaries |
| Division D | 1.64 times member contributions |

* For 180 Point Members, Employers are required to contribute 7% of salaries for the year ending June 2021 (increasing to 7.5% in line with the increase in the Superannuation guarantee) to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40 million per annum for 1 July 2019 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

(b) A description of the extent to which the entity can be liable to the plan other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) A description of any agreed allocation of a deficit or surplus on:

- *Wind-up the plan*

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

- *The entity's withdrawal from the plan*

There is no provision for allocation of any surplus which may be present at the date of withdrawal of any employer.

(d) Given the entity accounts for that plan as if it were defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan

We confirm the plan is a defined benefit plan.

(ii) the reason why sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

See earlier section on "AASB 119 accounting observations".

(iii) The expected contributions to the plan for the next annual reporting period.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

C3-4 EMPLOYEE BENEFIT PROVISIONS (CONTINUED)

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

| Employer reserves only* | \$millions | Asset Coverage |
|--------------------------|------------|----------------|
| Assets | 2,620.5 | |
| Past Service Liabilities | 2,445.6 | 107.2% |
| Vested Benefits | 2,468.7 | 106.2% |

*excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefit are:

| | |
|-------------------|-----------------|
| Investment return | 5.75% per annum |
| Salary inflation | 3.5% per annum |
| Increase in CPI | 2.5% per annum |

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program, however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review, which will be a triennial actuarial investigation will be completed by December 2021.

(v) An indication of the level of participation of the entity in the plan compared with other participating entities.

An employer's past service contribution per annum (see cover letter) as a percentage of the total past service contributions for all Pooled Employers (of \$40m for each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

D RISKS AND ACCOUNTING UNCERTAINTIES

DI-1 RISKS RELATING TO FINANCIAL INSTRUMENTS HELD

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

| \$ '000 | Carrying value 2021 | Carrying value 2020 | Fair value 2021 | Fair value 2020 |
|-------------------------------------|------------------------|------------------------|--------------------|--------------------|
| Financial assets | | | | |
| Measured at amortised cost | | | | |
| Cash and cash equivalents | 9,303 | 20,554 | 9,303 | 20,554 |
| Receivables | 24,148 | 17,176 | 24,148 | 17,176 |
| Investments | | | | |
| – Debt securities at amortised cost | 187,370 | 178,000 | 193,843 | 178,308 |
| Total financial assets | 220,821 | 215,730 | 227,294 | 216,038 |
| Financial liabilities | | | | |
| Payables | 21,297 | 15,899 | 21,297 | 15,899 |
| Loans/advances | 21,420 | 21,980 | 21,420 | 21,980 |
| Total financial liabilities | 42,717 | 37,879 | 42,717 | 37,879 |

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- **Payables** – exclude payments received in advance.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.
- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council also seeks advice from independent advisors before placing any funds in cash equivalents and investments.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – interest rate and price risk

| \$ '000 | 2021 | 2020 |
|---------|------|------|
|---------|------|------|

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

Impact of a 1% movement in interest rates

– Equity / Income Statement 445 440

Impact of a 10% movement in price of investments

– Equity / Income Statement 4,455 4,400

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages the credit risk by monitoring outstanding debts and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourage the payment of debt.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

Credit risk profile

Receivables – rates and annual charges

| \$ '000 | Not yet overdue | < 1 year overdue | 1 - 2 years overdue | 2 - 5 years overdue | > 5 years overdue | Total |
|-----------------------|--------------------|---------------------|------------------------|------------------------|----------------------|-------|
| 2021 | | | | | | |
| Gross carrying amount | – | 2,435 | 416 | 321 | 60 | 3,232 |
| 2020 | | | | | | |
| Gross carrying amount | – | 2,839 | 448 | 140 | 57 | 3,484 |

Receivables - non-rates and annual charges and contract assets

| \$ '000 | Not yet overdue | 0 - 30 days overdue | 31 - 60 days overdue | 61 - 90 days overdue | > 91 days overdue | Total |
|-----------------------|--------------------|------------------------|-------------------------|-------------------------|----------------------|--------|
| 2021 | | | | | | |
| Gross carrying amount | 17,250 | 448 | 35 | 1,398 | 1,785 | 20,916 |
| 2020 | | | | | | |
| Gross carrying amount | 12,014 | 525 | 111 | 1,395 | 294 | 14,339 |

D1-1 RISKS RELATING TO FINANCIAL INSTRUMENTS HELD (CONTINUED)

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities can be utilised as required.

The contractual undiscounted cash outflows (i.e.principal and interest) of Council's payables and borrowings are set out in the maturity table below:

| \$ '000 | Weighted average interest rate | Subject to no maturity | payable in: ≤ 1 Year | 1 - 5 Years | > 5 Years | Total cash outflows | Actual carrying values |
|------------------------------------|--------------------------------|------------------------|-------------------------|---------------|--------------|---------------------|------------------------|
| 2021 | | | | | | | |
| Trade/other payables | 0.00% | 9,483 | 11,814 | – | – | 21,297 | 21,297 |
| Loans and advances | 1.06% | – | 19,460 | 1,160 | 800 | 21,420 | 21,420 |
| Total financial liabilities | | 9,483 | 31,274 | 1,160 | 800 | 42,717 | 42,717 |
| 2020 | | | | | | | |
| Trade/other payables | 0.00% | 7,291 | 8,730 | – | – | 16,021 | 15,899 |
| Loans and advances | 1.61% | – | 560 | 20,420 | 1,000 | 21,980 | 21,980 |
| Total financial liabilities | | 7,291 | 9,290 | 20,420 | 1,000 | 38,001 | 37,879 |

D2 FAIR VALUE MEASUREMENT

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

| \$ '000 | Notes | Fair value measurement hierarchy | | | | | |
|--|-------|--|---------------|--|------------------|------------------|------------------|
| | | Level 2 Significant observable inputs | | Level 3 Significant unobservable inputs | | Total | |
| | | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Investment property | C1-7 | | | | | | |
| Investment properties | | 47,173 | 46,170 | – | – | 47,173 | 46,170 |
| Total investment property | | 47,173 | 46,170 | – | – | 47,173 | 46,170 |
| Infrastructure, property, plant and equipment | C1-6 | | | | | | |
| Operational Land | | – | – | 168,505 | 160,960 | 168,505 | 160,960 |
| Community Land | | – | – | 659,031 | 452,607 | 659,031 | 452,607 |
| Land Under Roads | | – | – | 1,173 | 1,173 | 1,173 | 1,173 |
| Land Improvements | | | | | | | |
| Depreciable | | – | – | 1,757 | 1,717 | 1,757 | 1,717 |
| Stormwater Drainage | | – | – | 165,277 | 162,501 | 165,277 | 162,501 |
| Structure (Car Parks) | | – | – | 10,759 | 10,438 | 10,759 | 10,438 |
| Buildings – Non Specialised | | – | – | 4,353 | 4,399 | 4,353 | 4,399 |
| Buildings – Specialised | | – | – | 93,854 | 89,835 | 93,854 | 89,835 |
| Furniture & Fittings | | – | – | 223 | 244 | 223 | 244 |
| Library Books | | – | – | 3,051 | 3,147 | 3,051 | 3,147 |
| Office Equipment | | – | – | 704 | 878 | 704 | 878 |
| Plant & Equipment (e.g. Fleet & Small Plant) | | – | – | 9,307 | 9,480 | 9,307 | 9,480 |
| Crown Land | | – | – | 138,653 | 138,653 | 138,653 | 138,653 |
| Other (Artworks, Sculptures) | | – | – | 1,032 | 1,369 | 1,032 | 1,369 |
| Roads and Bulk earthworks | | – | – | 301,808 | 301,206 | 301,808 | 301,206 |
| Bridges | | – | – | 9,794 | 10,023 | 9,794 | 10,023 |
| Footpaths | | – | – | 49,873 | 47,960 | 49,873 | 47,960 |
| Kerb & Gutter | | – | – | 92,941 | 93,165 | 92,941 | 93,165 |
| Road Structure & Street Furniture | | – | – | 9,065 | 8,304 | 9,065 | 8,304 |
| Recreational Facilities | | – | – | 75,029 | 74,548 | 75,029 | 74,548 |
| Swimming Pools | | – | – | 2,462 | 2,466 | 2,462 | 2,466 |
| Total infrastructure, property, plant and equipment | | – | – | 1,798,651 | 1,575,073 | 1,798,651 | 1,575,073 |

D2 FAIR VALUE MEASUREMENT (CONTINUED)

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Council obtains an independent valuation of its investment property on an annual basis and at the end of each reporting period the financial statements reflect the most up to date valuation. The best evidence of fair value is the current price in an active market for similar assets. The following information is used where necessary;

- Current prices in an active market for different types of properties or similar properties in a less active market.
- Income that may arise out of renting the property based on direct capitalisation method.

The investment property held by Council has been valued by the valuer using valuation techniques that are appropriate and for which sufficient data was available to measure fair value, maximising the use of observable inputs (Level 2 inputs) and minimising unobservable inputs (Level 3 inputs) (based on the per square metres).

The market approach was used to value the investment property. It was valued on 30 June 2021 by Scott Fullarton FAPI, Certified Practising Valuer, and Registered Valuer No 2144.

Infrastructure, property, plant and equipment (IPPE)

Community Land

Assets within the "Community Land" class are Council owned Community Land, and Community Land under Council's control, care, and management. Council's community land is revalued in June 2021, based on the most recent Unimproved Capital Value (UCV), provided by the Valuer General .

Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

Crown Land

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Crown Land is valued on the Unimproved Capital Value provided by the Valuer General. However, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

Operational Land

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. The total area of land at the time of the last valuation was 82,222m². Council's operational land is valued regularly with a comprehensive valuation completed and revalued every five years. Scott Fullarton Valuation Pty Ltd. completed the last valuation in June 2018. Council's operational land was valued at market value (highest and best use) after identifying all elements that would be taken into account by buyers and sellers in setting the price, including but not limited to zoning, topography, location, size, shape, access, exposure to traffic and businesses. Remaining useful life, condition of asset, future cash flow from the use of asset are also considered when determining the fair value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

D2 FAIR VALUE MEASUREMENT (CONTINUED)

Land Under Roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment. Eight locations were identified by Council's Strategic Asset Coordinator by end of 30 June 2019. Values were determined using the Englobo methodology derived from the Code of Accounting Practice and Financial Reporting.

This asset class is classified as Level 3 asset as significant inputs used in the Englobo valuation methodology are unobservable.

Land Improvements Depreciable

The land improvements asset class consists of land improvement capital works surrounding Council buildings and parks. Council values these land improvements internally using cost approach. Replacement costs (unit rates) and useful lives of Council's land improvement assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, dimensions and residual value. The condition of each asset was determined by completing field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Stormwater Drainage

The Stormwater Drainage asset class consists of Council's pits and pipes. Council staff completed the valuation of these assets internally using replacement cost approach and the last valuation was completed in June 2018.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through a combination of historic subdivision data and technical knowledge of Council staff, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, and residual value. The asset condition of 1 (Excellent) to 5 (Very Poor) was determined by assumptions based on age and CCTV investigations undertaken across a representative selection of Council's drainage network.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Other Structure (Car Park)

Council's car parks are componentised into the pavement, surface, formation and kerb & gutter for inspection and valuation. Council undertook the full revaluation of car park assets in June 2020.

The condition of each asset was determined by engineers completing field inspections using the rate 1 (Excellent) to 5 (Very Poor). Replacement costs (unit rate) of Council's car park assets were determined using technical knowledge from council engineers and managers based on current contractor cost information. The useful lives were determined using SSROC useful life as a guide. Other significant inputs considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Buildings - Non specialised and Specialised

Council engaged Scott Fullarton Valuation Pty Ltd to value all buildings in 2018. The approach estimated the replacement cost of each building and componentising of significant parts of specific buildings with different useful lives and taking into account a range of factors. Where the unit rates could be supported by market evidence, Level 2 inputs were utilised. Other inputs (such as estimates of residual value, useful life, asset condition and componentisation) required extensive professional judgment and impacted significantly on the final determination of fair value, as such, these assets have been valued utilising Level 3 inputs.

Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. Council undertook the full revaluation of road assets in June 2020.

The condition of Council's roads is determined utilising a pavement condition index which is based on surface cracking, surface texture and roughness, rutting. The condition is assessed completed by external consultant Infrastructure Management Group through field inspection. This pavement condition index is converted into road technical ratings condition 1 (Excellent) to 5 (Very Poor). The replacement costs (unit rates) are determined based on current contractor cost

D2 FAIR VALUE MEASUREMENT (CONTINUED)

information for different road classes and materials. Useful lives were reviewed by Council's roads engineer based on Austroads 2009 guide. Remaining useful life is based on the new condition rate and Austroads Health Indices calculated by the Council's pavement management system SMEC.

Road is categorised as Level 3 assets as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Bridges

Council's bridges register consists of pedestrian, road, culvert, and vehicle access bridges. Council undertook the full revaluation of bridge assets in June 2020. The bridges were inspected and valued by an independent consultant Aurecon Australasia Pty Ltd. In order to apply fair valuation and condition based depreciation, the following information was determined by the consultant for each component:

- Condition assessment - Bridge site inspection is at component level, based on which the average condition rating at decimal format is calculated for the component. The rate is then round up or down based on Aurecon Australasia's professional methodology.
- The useful life and remaining useful life - Useful life of a component is based on primary material that the component in question is comprised of. The remaining useful life (RUL) is calculated by taking into account both condition and age and subtracting that from the design life.
- Replacement cost - The cost to replace a component to a current day equivalent.
- Residual value - For the purposes of calculating Fair Value for all bridge components at the end of their Useful Life, the RV has been assumed to be \$0 since generally there is no significant re-sale value potential for bridge components.
- Depreciation Method - For the purposes of the fair value calculation, a straight-line depreciation is adopted.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Footpaths

Council's engineer completed the full valuation of the Footpath assets internally in June 2020.

Replacement costs (unit rates) are determined based on invoices for footpath construction 2019-2020 and Council's Minor Works Tender Schedule of Rates. Useful lives are reviewed using technical knowledge with no changes being implemented to existing adopted useful lives. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset are the latest condition rate is Council's asset system. The condition rates are updated per a five-year condition assessment program. Besides this, footpaths are also inspected with conditions updated as part of customer requests, authorised road opening work and Council's capital works program. Council models the footpath defects to determine an overall footpath condition rating for each footpath segment.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Kerb & Gutter

Council staff performed the valuation of the assets internally in June 2020.

The condition rates are assessed by external consultant Infrastructure Management Group through inspection and engineer's desktop assessment. Replacement costs (unit rates) are based on current contractor cost information. Useful lives are reviewed using technical knowledge with no changes being implemented to existing adopted useful lives. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Road Structure and Street Furniture

The Road Structures and Street Furniture register comprises of all structures (e.g. traffic islands, guardrails) and furniture (e.g. bollards, signs) within Council's road network. Council staff completed the valuation of the assets internally in June 2020.

The condition of these assets are monitored during Council's routine suburbs audit, and maintained if necessary. In addition, their conditions are updated regularly following customers' requests and completion of Council's capital works program. The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

D2 FAIR VALUE MEASUREMENT (CONTINUED)

Replacement costs (unit rates) are based on current invoices, quotations Council's Minor Works Tender and Schedule of Rates and capital works handover spreadsheets. The useful lives of Council's road structures and street furniture are reviewed and updated using technical knowledge from Council engineers based on SSROC guide. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Open Space / Recreational Assets

Council's recreational facilities register includes all assets within our sports fields, bushland and park locations. This includes but is not limited to ovals, playing courts, playgrounds, fences and fire trails.

Council staff completed the valuation of these assets internally in current financial year. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of these assets was determined by field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Swimming Pool

Council engaged Scott Fullarton Valuation Pty Ltd to value all swimming pools in 2018. Substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Plant & Equipment, Office Equipment, and Furniture & Fittings

This asset category includes:

Plant & Equipment – Motor vehicles, trucks, mowers, buses, earthmoving equipment

Office Equipment – Computer equipment

Furniture & Fittings – Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

Library Books

This asset category comprises of assets such as library books, journals, magazines, CDs and DVDs.

The library books are reported at fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. Valuation techniques remain the same for this reporting period. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset.

Others (Artwork, Sculptures)

Council engaged McWilliam and Associates Pty Ltd to value all artwork, memorabilia and monuments in current financial year.

This information was updated into Council's public art register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116. The replacement value for artworks and memorabilia was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

D2 FAIR VALUE MEASUREMENT (CONTINUED)

The replacement value for monuments was determined as the cost of replacing an asset with a similar object in a condition equal to, but not better than its condition when new. An estimate of associated costs including consultancy and site management is included in the determination of the replacement value.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Fair value measurements using significant unobservable inputs (level 3)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

| \$ '000 | Fair value 2021 | Valuation technique/s | Unobservable inputs |
|---|-----------------|-----------------------|---|
| Bridges | 9,794 | Cost Approach | Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 2 - 5 Good to Very poor Useful life 3-70 years |
| Community Land | 659,031 | NSW Valuer General | Unimproved Capital Value provided by Valuer General |
| Buildings - Specialised | 93,854 | Cost Approach | Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical |
| Buildings Non Specialised | 4,353 | Cost Approach | Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical |
| Crown Land | 138,653 | NSW Valuer General | Unimproved Capital Value provided by Valuer General |
| Footpaths | 49,873 | Cost Approach | Replacement Cost - Unit Rates \$110 - \$480 vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 40- 80 years |
| Furniture and Fittings, Office Equipment and Plant and Equipment (e.g. Fleet and Small Plant) | 10,235 | Cost Approach | Cost vary from asset to asset Useful life 2-10 years Residual Value \$nil - \$10 |

D2 FAIR VALUE MEASUREMENT (CONTINUED)

| \$ '000 | Fair value 2021 | Valuation technique/s | Unobservable inputs |
|--|--------------------|-----------------------------------|--|
| Kerb and Gutter | 92,941 | Cost Approach | <p>Replacement Cost - Unit Rate \$150 - \$250 vary from asset to asset</p> <p>Asset Condition rating 1 - 5 Excellent to Very poor</p> <p>Useful life 60-100 years</p> |
| Land Improvements Depreciable | 1,757 | Cost Approach | <p>Replacement Cost - Unit Rates vary from asset to asset</p> <p>Asset Condition rating 1 - 5 Excellent to Very poor</p> <p>Useful life 20 years</p> |
| Land Under Roads | 1,173 | Cost Approach / Englobo valuation | <p>Total area (85,374,620m²)</p> <p>Total area LUR (19,421m²)</p> <p>Englobo valuation basis (AASB116)</p> |
| Library Books | 3,051 | Cost Approach | <p>Replacement Costs vary from asset to asset</p> <p>Asset Condition rating 1-5 Excellent to Very poor</p> <p>Useful life 10 years</p> <p>Residual Value \$nil - \$10</p> |
| Operational Land | 168,505 | Market Value / Cost Approach | Total area (82,222m ²) |
| Other (Artworks, Sculptures) | 1,032 | Cost Approach | <p>sale price based on specialists' professional judgments and Replacement costs vary from asset to asset</p> |
| Other Structures (Car park) | 10,759 | Cost Approach | <p>Replacement Costs vary from asset to asset</p> <p>Asset Condition rating 1 - 4 Excellent to poor</p> <p>Useful life 25-60 years</p> |
| Recreational Facilities | 75,029 | Cost Approach | <p>Replacement Costs vary from asset to asset</p> <p>Asset Condition rating 1 - 5 Excellent to Very poor</p> <p>Useful life 5-120 years</p> |
| Road Structure and Street Furniture | 9,065 | Cost Approach | <p>Replacement Costs vary from asset to asset</p> <p>Asset Condition rating 1 - 5 Excellent to Very poor</p> <p>Useful life 10-120 years</p> |
| Roads | 226,417 | Cost Approach | <p>Unit Rates Surface:\$25-\$35 Pavement:\$5-\$350</p> <p>Asset Condition rating 1 - 5 Excellent to Very poor</p> <p>Pavement useful life 60 - 80 years Surface useful life 20 - 100 years</p> |

D2 FAIR VALUE MEASUREMENT (CONTINUED)

| \$ '000 | Fair value 2021 | Valuation technique/s | Unobservable inputs |
|---------------------|--------------------|-----------------------|---|
| Stormwater Drainage | 165,277 | Cost Approach | Replacement Cost Unit Rates vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor |
| Swimming Pools | 2,462 | Cost Approach | Useful life 10-150 years Replacement Costs vary from asset to asset Asset Condition rating 1-2 Excellent to Good Useful life 100 years |

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

| \$ '000 | Community Land | | Land under Roads | | Land improvements depreciable | | Stormwater drainage | |
|---|----------------|---------|------------------|-------|----------------------------------|-------|---------------------|---------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 452,607 | 452,628 | 1,173 | 1,173 | 1,717 | 1,864 | 162,501 | 161,250 |
| Total gains or losses for the period | | | | | | | | |
| Other movements | | | | | | | | |
| Transfers from/(to) another asset class | (5,489) | - | - | - | 209 | - | 2,675 | 1,402 |
| Purchases (GBV) | - | - | - | - | - | - | 1,850 | 1,531 |
| Disposals (WDV) | - | (21) | - | - | - | - | (24) | - |
| Depreciation and impairment | - | - | - | - | (169) | (147) | (1,725) | (1,682) |
| Revaluation | 211,912 | - | - | - | - | - | - | - |
| Closing balance | 659,030 | 452,607 | 1,173 | 1,173 | 1,757 | 1,717 | 165,277 | 162,501 |

| \$ '000 | Structures (car parks) | | Building specialised | | Other | | Roads and Bulk Earth Work | |
|---|------------------------|--------|----------------------|---------|--------------|-------|------------------------------|---------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 10,438 | 9,565 | 89,835 | 90,224 | 1,369 | 1,435 | 301,206 | 242,136 |
| Total gains or losses for the period | | | | | | | | |
| Other movements | | | | | | | | |
| Transfers from/(to) another asset class | 131 | (20) | - | - | (209) | - | - | (1,656) |
| Purchases (GBV) | 504 | 623 | 7,109 | 2,726 | 3 | - | 6,967 | 9,255 |
| Disposals (WDV) | - | (36) | - | (78) | (4) | - | - | - |
| Depreciation and impairment | (313) | (237) | (3,091) | (3,037) | (39) | (66) | (6,364) | (5,231) |
| Revaluation | - | 543 | - | - | (88) | - | - | 56,702 |
| Closing balance | 10,760 | 10,438 | 93,853 | 89,835 | 1,032 | 1,369 | 301,809 | 301,206 |

D2 FAIR VALUE MEASUREMENT (CONTINUED)

| \$ '000 | Bridges | | Footpaths | | Kerb and gutter | | Road structure and street furniture | |
|---|---------------|---------------|---------------|---------------|-----------------|---------------|-------------------------------------|--------------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 10,023 | 8,039 | 47,960 | 33,224 | 93,165 | 67,551 | 8,304 | 6,171 |
| Total gains or losses for the period | | | | | | | | |
| Other movements | | | | | | | | |
| Transfers from/(to) another asset class | - | - | - | 27 | - | (94) | (14) | (172) |
| Purchases (GBV) | - | - | 2,976 | 1,892 | 1,509 | 1,277 | 1,114 | 1,505 |
| Disposals (WDV) | - | (68) | (1) | - | - | - | - | (14) |
| Depreciation and impairment | (229) | (158) | (1,062) | (697) | (1,734) | (974) | (339) | (148) |
| Revaluation | - | 2,210 | - | 13,514 | - | 25,405 | - | 962 |
| Closing balance | 9,794 | 10,023 | 49,873 | 47,960 | 92,940 | 93,165 | 9,065 | 8,304 |

| \$ '000 | Recreational facilities | | Swimming pools | | Held for sale (comm land and LIMP) | | Crown land | |
|---|-------------------------|---------------|----------------|--------------|------------------------------------|----------|----------------|----------------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 74,548 | 72,552 | 2,466 | 2,474 | - | 380 | 138,653 | 138,653 |
| Total gains or losses for the period | | | | | | | | |
| Other movements | | | | | | | | |
| Transfers from/(to) another asset class | (2,726) | 513 | - | - | - | - | - | - |
| Purchases (GBV) | 7,350 | 4,194 | 26 | 22 | - | 24 | - | - |
| Disposals (WDV) | (1,138) | - | - | - | - | - | - | - |
| Depreciation and impairment | (2,773) | (2,711) | (30) | (30) | - | (404) | - | - |
| Revaluation | (231) | - | - | - | - | - | - | - |
| Closing balance | 75,030 | 74,548 | 2,462 | 2,466 | - | - | 138,653 | 138,653 |

D2 FAIR VALUE MEASUREMENT (CONTINUED)

| \$ '000 | Buildings non-specialised | | Furniture and fittings | | Office equipment | | Plant and equipment | |
|---|------------------------------|-------|------------------------|------|------------------|-------|---------------------|---------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 4,399 | 3,752 | 244 | 248 | 878 | 809 | 9,480 | 8,798 |
| Total gains or losses for the period | | | | | | | | |
| Other movements | | | | | | | | |
| Transfers from/(to) another asset class | – | – | (18) | – | 33 | – | (81) | – |
| Purchases (GBV) | 115 | 796 | 43 | 39 | 18 | 232 | 2,428 | 2,780 |
| Disposals (WDV) | – | – | – | – | (5) | – | (1,255) | (869) |
| Depreciation and impairment | (161) | (149) | (46) | (43) | (219) | (163) | (1,266) | (1,229) |
| Closing balance | 4,353 | 4,399 | 223 | 244 | 705 | 878 | 9,306 | 9,480 |

| \$ '000 | Operational Land | | Library books | | Total | |
|---|------------------|---------|---------------|-------|------------------|------------------|
| | 2021 | 2020 | 2021 | 2020 | 2021 | 2020 |
| Opening balance | 160,960 | 159,230 | 3,147 | 3,053 | 1,575,073 | 1,465,209 |
| Transfers from/(to) another asset class | 5,489 | – | – | – | – | – |
| Purchases (GBV) | 2,056 | 1,730 | 502 | 685 | 34,570 | 29,311 |
| Disposals (WDV) | – | – | – | – | (2,427) | (1,086) |
| Depreciation and impairment | – | – | (597) | (591) | (20,157) | (17,697) |
| Revaluation | – | – | – | – | 211,593 | 99,336 |
| Closing balance | 168,505 | 160,960 | 3,052 | 3,147 | 1,798,652 | 1,575,073 |

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

D3-1 CONTINGENCIES

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

(iii) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

Where agreement is reached independent valuations guide the acquisition process in accordance with Council's Acquisition and Divestment of Land Policy. At reporting date, independent valuations have not yet been secured to accurately determine the value of any potential liability to Council (and subsequent land asset) from all such potential acquisitions.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

E PEOPLE AND RELATIONSHIPS

E1 RELATED PARTY DISCLOSURES

E1 KEY MANAGEMENT PERSONNEL (KMP)

Key management personnel (KMP) of the Council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP defined for this disclosure are elected members, general manager, directors and some managers (based on their responsibility and financial delegations).

The aggregate amount of KMP compensation included in the Income Statement is:

| \$ '000 | 2021 | 2020 |
|--------------------------|--------------|--------------|
| Compensation: | | |
| Short-term benefits | 3,605 | 3,597 |
| Other long-term benefits | 160 | 34 |
| Total | 3,765 | 3,631 |

Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Council does not use Other transactions with KMP and their related parties.

E1-2 COUNCILLOR AND MAYORAL FEES AND ASSOCIATED EXPENSES

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| \$ '000 | 2021 | 2020 |
|---------|------|------|
|---------|------|------|

The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

| | | |
|---|------------|------------|
| Mayoral fee | 69 | 69 |
| Councillors' fees | 258 | 258 |
| Other Councillors' expenses (including Mayor) | 44 | 48 |
| Total | 371 | 375 |

E2 OTHER RELATIONSHIPS

E2-1 AUDIT FEES

| \$ '000 | 2021 | 2020 |
|---------|------|------|
|---------|------|------|

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements

| | | |
|--|-----------|-----------|
| Audit and review of financial statements | 67 | 61 |
| Remuneration for audit and other assurance services | 67 | 61 |
| Total Auditor-General remuneration | 67 | 61 |
| Total audit fees | 67 | 61 |

F OTHER MATTERS

F1-1 STATEMENT OF CASH FLOWS INFORMATION

Reconciliation of net operating result to cash provided from operating activities

| \$ '000 | 2021 | 2020 |
|---|---------------|---------|
| Net operating result from Income Statement | 25,584 | 27,093 |
| Adjust for non-cash items: | | |
| Depreciation and amortisation | 20,380 | 17,438 |
| Net loss on disposal of assets | 909 | (1,057) |
| Non-cash capital grants and contributions | – | (823) |
| Adoption of AASB 15/1058 | – | (137) |
| Gains recognised on fair value re-measurements through the P&L: | | |
| – Investment property | – | (5,027) |
| +/- Movement in operating assets and liabilities and other cash items: | | |
| (Increase)/Decrease in receivables | (6,325) | (6,529) |
| Increase/(Decrease) in provision for doubtful debts | (647) | 86 |
| (Increase)/Decrease in inventories | (36) | (43) |
| (Increase)/Decrease in other assets | 355 | (525) |
| Increase/(Decrease) in payables– operating | (86) | 1,079 |
| Increase/(Decrease) in other liabilities | 2,718 | (2,531) |
| Increase/(Decrease) in contract liabilities | 5,263 | 11,652 |
| Increase/(Decrease) in employee leave entitlements | 474 | 1,068 |
| Net cash provided from operating activities from the Statement of Cash Flows | 48,589 | 41,744 |

F2-1 COMMITMENTS

Capital commitments (exclusive of GST)

| \$ '000 | 2021 | 2020 |
|--|--------------|---------------|
| Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities: | | |
| Property, plant and equipment | | |
| Buildings | 997 | 809 |
| Other | 7,779 | 19,613 |
| Total commitments | 8,776 | 20,422 |
| These expenditures are payable as follows: | | |
| Within the next year | 8,776 | 20,422 |
| Total payable | 8,776 | 20,422 |
| Sources for funding of capital commitments: | | |
| Unrestricted general funds | 8,776 | 20,422 |
| Total sources of funding | 8,776 | 20,422 |

F3-1 EVENTS OCCURRING AFTER THE REPORTING DATE

Council is aware of the following 'non-adjusting events' that merit disclosure:

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2021, which was reported to Council, and is expected to further impact the following financial year. The scale, timing and duration of the potential impacts on Council in current environment is unknown, however, it is expected that there will be a decrease in projected revenue.

In the period after balance sheet date to signing of this report, Council was financially sound and there have not been any additional significant adverse operational or financial impacts as a result of COVID-19 Pandemic or other circumstances and any known impacts to date have been reflected in the 30 June 2021 financial statements.

F4 CHANGES FROM PRIOR YEAR STATEMENTS

F4-1 CORRECTION OF ERRORS

Nature of prior-period error

Assets Revaluation Reserve

Council revalued the following asset classes during the year: recreational facility assets, artwork and community land. As part of this process a number of missing (new) and duplicate assets have been identified. The duplicate assets have been disposed and the newly identified assets have been recognised in the Asset Register by restating the balances at the beginning of the earliest period presented (1 July 2019) with an adjustment to the Asset Revaluation Reserve at that date.

Community Land – an adjustment (increase) of \$49.7m made to Community land Revaluation Reserve.

Recreation Facility Assets – an adjustment (decrease) of (\$0.226m) made to Recreational facility Revaluation Reserve.

Changes to the opening Statement of Financial Position at 1 July 2019

Statement of Financial Position

| \$ '000 | Original Balance 1 July, 2019 | Impact Increase/ (decrease) | Restated Balance 1 July, 2019 |
|--|-------------------------------------|-----------------------------------|-------------------------------------|
| Infrastructure Property, Plant and Equipment | 1,434,352 | 49,497 | 1,483,849 |
| Total assets | 1,680,841 | 49,497 | 1,730,338 |
| Net Assets | 1,631,889 | 49,497 | 1,681,386 |
| Asset Revaluation Reserve | 760,471 | 49,497 | 809,968 |
| Total equity | 1,631,889 | 49,497 | 1,681,386 |

Adjustments to the comparative figures for the year ended 30 June 2020

Statement of Financial Position

| \$ '000 | Original Balance 30 June, 2020 | Impact Increase/ (decrease) | Restated Balance 30 June, 2020 |
|--|--------------------------------------|-----------------------------------|--------------------------------------|
| Infrastructure Property, Plant and Equipment | 1,553,427 | 49,497 | 1,602,924 |
| Total assets | 1,821,240 | 49,497 | 1,870,737 |
| Net Assets | 1,758,182 | 49,497 | 1,807,679 |
| Asset Revaluation Reserve | 859,808 | 49,497 | 909,305 |
| Total equity | 1,758,182 | 49,497 | 1,807,679 |

F5 STATEMENT OF DEVELOPER CONTRIBUTIONS AS AT 30 JUNE 2021

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F5-1 SUMMARY OF DEVELOPER CONTRIBUTIONS

| \$ '000 | Opening balance at 1 July 2020 | Contributions received during the year | | Interest and investment income earned | Amounts expended | Internal borrowings | Held as restricted asset at 30 June 2021 | Cumulative balance of internal borrowings (to)/from |
|--|--------------------------------|--|----------|---------------------------------------|------------------|---------------------|--|---|
| | | Cash | Non-cash | | | | | |
| Traffic facilities | 28,913 | 1,089 | - | 507 | (4,517) | - | 25,992 | - |
| Parking | 909 | - | - | 15 | (4) | - | 920 | - |
| Open space | 90,863 | 2,786 | - | 1,438 | (13,419) | - | 81,668 | - |
| Community facilities | 7,716 | 360 | - | 128 | (579) | - | 7,625 | - |
| Other | (210) | - | - | - | 288 | - | 78 | - |
| S7.11 contributions – under a plan | 128,191 | 4,235 | - | 2,088 | (18,231) | - | 116,283 | - |
| S7.12 levies – under a plan | 8,156 | 3,389 | - | 150 | (1,832) | - | 9,863 | - |
| Total S7.11 and S7.12 revenue under plans | 136,347 | 7,624 | - | 2,238 | (20,063) | - | 126,146 | - |
| Total contributions | 136,347 | 7,624 | - | 2,238 | (20,063) | - | 126,146 | - |

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

F5-2 DEVELOPER CONTRIBUTIONS BY PLAN

| \$ '000 | Opening balance at 1 July 2020 | Contributions received during the year | | Interest and investment income earned | Amounts expended | Internal borrowings | Held as restricted asset at 30 June 2021 | Cumulative balance of internal borrowings (to)/from |
|--|--------------------------------|--|----------|---------------------------------------|------------------|---------------------|--|---|
| | | Cash | Non-cash | | | | | |
| CONTRIBUTION PLAN – 1993 Plan | | | | | | | | |
| Parking | 909 | - | - | 15 | (4) | - | 920 | - |
| Total | 909 | - | - | 15 | (4) | - | 920 | - |
| CONTRIBUTION PLAN – 2000 to 2003 Residential Plan | | | | | | | | |
| Open space | 780 | - | - | 13 | (19) | - | 774 | - |
| Community facilities | 47 | - | - | - | (47) | - | - | - |
| Total | 827 | - | - | 13 | (66) | - | 774 | - |
| CONTRIBUTION PLAN – 2004/2009 Residential Plan | | | | | | | | |
| Open space | 1,737 | 31 | - | 26 | (414) | - | 1,380 | - |
| Community facilities | 3,197 | - | - | 52 | (234) | - | 3,015 | - |
| Traffic and other | - | - | - | - | - | - | - | - |
| Total | 4,934 | 31 | - | 78 | (648) | - | 4,395 | - |
| CONTRIBUTION PLAN – 2010 Plan | | | | | | | | |
| Traffic facilities | 28,913 | 1,089 | - | 507 | (4,517) | - | 25,992 | - |
| Open space | 87,994 | 2,755 | - | 1,393 | (12,986) | - | 79,156 | - |
| Community facilities | 4,472 | 360 | - | 76 | (298) | - | 4,610 | - |
| Other | (210) | - | - | - | 288 | - | 78 | - |
| Total | 121,169 | 4,204 | - | 1,976 | (17,513) | - | 109,836 | - |
| CONTRIBUTION PLAN – Ku-ring-gai SEPP 5 Plan | | | | | | | | |
| Open space | 352 | - | - | 6 | - | - | 358 | - |
| Total | 352 | - | - | 6 | - | - | 358 | - |
| S7.12 Levies – under a plan | | | | | | | | |
| CONTRIBUTION PLAN NUMBER – | | | | | | | | |
| Section 7.12 levies | | | | | | | | |
| Indirect contribution | 8,156 | 3,389 | - | 150 | (1,832) | - | 9,863 | - |
| Total | 8,156 | 3,389 | - | 150 | (1,832) | - | 9,863 | - |

F6 STATEMENT OF PERFORMANCE MEASURES

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F6-1 STATEMENT OF PERFORMANCE MEASURES – CONSOLIDATED RESULTS

| \$ '000 | Amounts 2021 | Indicator 2021 | 2020 | Indicators 2019 | 2018 | Benchmark |
|--|-----------------|-------------------|------------|--------------------|------------|------------|
| 1. Operating performance ratio | | | | | | |
| Total continuing operating revenue excluding capital grants and contributions less operating expenses ¹ | 8,014 | 5.85% | 4.65% | 10.22% | 4.03% | >0.00% |
| Total continuing operating revenue excluding capital grants and contributions ¹ | 136,986 | | | | | |
| 2. Own source operating revenue ratio | | | | | | |
| Total continuing operating revenue excluding all grants and contributions ¹ | 127,533 | 82.03% | 83.83% | 85.20% | 76.97% | >60.00% |
| Total continuing operating revenue | 155,480 | | | | | |
| 3. Unrestricted current ratio | | | | | | |
| Current assets less all external restrictions ² | 76,463 | 2.30x | 3.42x | 3.65x | 3.05x | >1.50x |
| Current liabilities less specific purpose liabilities ³ | 33,284 | | | | | |
| 4. Debt service cover ratio | | | | | | |
| Operating result before capital excluding interest and depreciation/impairment/amortisation ¹ | 28,698 | 30.56x | 20.06x | 17.72x | 13.96x | >2.00x |
| Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement) | 939 | | | | | |
| 5. Rates and annual charges outstanding percentage | | | | | | |
| Rates and annual charges outstanding | 3,431 | 3.62% | 4.12% | 3.73% | 2.96% | <5.00% |
| Rates and annual charges collectable | 94,681 | | | | | |
| 6. Cash expense cover ratio | | | | | | |
| Current year's cash and cash equivalents plus all term deposits | 152,123 | 15.52 mths | 15.95 mths | 16.35 mths | 16.80 mths | >3.00 mths |
| Monthly payments from cash flow of operating and financing activities | 9,802 | | | | | |

(1) Excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets, and net loss of interests in joint ventures and associates.

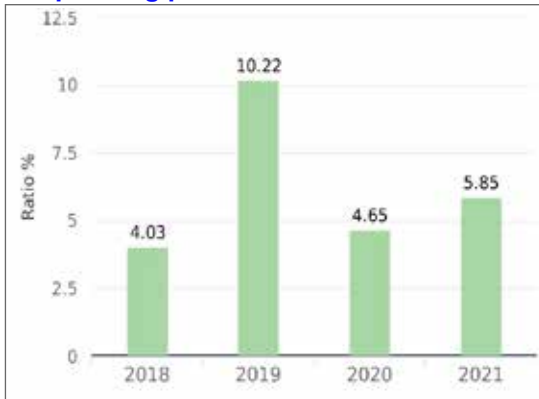
(2) Refer Note C1-1 to C1-5 inclusive. Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

(3) Refer to Note C3 - excludes all loans, payables and provisions not expected to be paid in the next 12 months (incl.ELE).

G ADDITIONAL COUNCIL DISCLOSURES (UNAUDITED)

G1-1 STATEMENT OF PERFORMANCE MEASURES – CONSOLIDATED RESULTS (GRAPHS)

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio 5.85%

Council's Performance Ratio is above the benchmark of (0%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The improvement in the ratio is mainly due to increased general income compared to the year before, which had a more significant impact from COVID-19 Pandemic revenue loss and expenditure from natural disasters.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 82.03%

Council's Own Source Operating Revenue Ratio has remained stable and above the benchmark of (>60%) in the last four years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 2.30x

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming benchmark for the last four years. The ratio saw a decrease from previous year mainly due to an increase in current liabilities related to a major project currently in progress and due to be completed in the next financial year. Notwithstanding, Council's liquidity is good and it can readily pay its debts as they fall due.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

GI-1 STATEMENT OF PERFORMANCE MEASURES – CONSOLIDATED RESULTS (GRAPHS) (CONTINUED)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 30.56x

The Debt Service Cover Ratio has increased from previous year and is above the benchmark of 2x, mainly due to an improvement in the operating cash, as well as decreased principal and interest repayments during the financial year compared to the previous year.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 3.62%

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 3.62% is satisfactory and is better than the benchmark of "less than 5%". This is primarily due to an improvement in collection of rates and annual charges post 2019/20 which had an impact on some ratepayers as a result of Covid-19 Pandemic.

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 15.52 mths

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months". This ratio has marginally reduced compared to previous year.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Ku-ring-gai Council

To the Councillors of the Ku-ring-gai Council

Opinion

I have audited the accompanying financial statements of Ku-ring-gai Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

22 September 2021
SYDNEY



Ms Jennifer Anderson
Mayor
Ku-ring-gai Council
818 Pacific Highway
GORDON NSW 2072

Contact: Chariee Bultitude
Phone no: 02 9275 7104
Our ref: D2119704/1748

22 September 2021

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2021
Ku-ring-gai Council**





I have audited the general purpose financial statements (GPFS) of the Ku-ring-gai Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

INCOME STATEMENT

Operating result

| | 2021 | 2020 | Variance |
|--|------|------|---|
| | \$m | \$m | % |
| Rates and annual charges revenue | 90.9 | 88.3 |  3 |
| Grants and contributions revenue | 27.9 | 23.9 |  17 |
| Operating result from continuing operations | 25.6 | 27.1 |  6 |
| Net operating result before capital grants and contributions | 7.1 | 12.2 |  42 |

The Council's operating result from continuing operations (\$25.6 million including depreciation and amortisation expense of \$20.4 million) was \$1.5 million lower than the 2019–20 result.

This result includes an increase in rates and annual charges (\$2.6 million), an increase in user charges and fees (\$0.9 million), an increase in grants and contribution revenue (\$4.0 million), a decrease in interest and investment income (\$1.7 million) and other income (\$3.6 million). The decrease in other income is mainly due to fair value of investment property, this year there is no major movement noted in the fair value of assets and last year there was \$5.0 million recognised as an increment in assets.

The decrease in Council's net operating result is due to a higher increase in the total expenses (\$3.2 million) compared to the increase in total income (\$1.6 million).

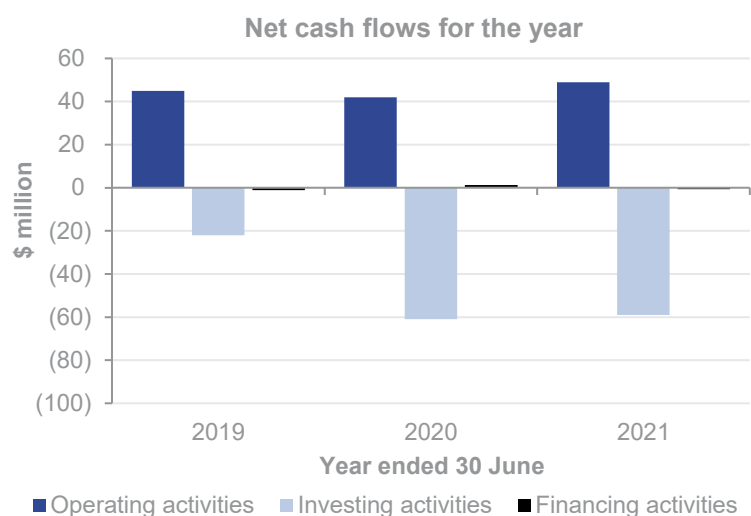
The net operating result before capital grants and contributions (\$7.1 million) was \$5.1 million lower than the 2019–20 result. This result includes an increase in employee benefits and on-costs (\$1.3 million), depreciation, amortisation and impairment (\$2.9 million) and net losses from the disposal of assets (\$0.9 million).

Rates and annual charges revenue (\$90.9 million) increased by \$2.6 million (3 per cent) in 2020–21 due to the rate peg and natural growth in rateable properties.

Grants and contributions revenue (\$27.9 million) increased by \$4 million (17 per cent) in 2020–21 due to additional grant funding received.

STATEMENT OF CASH FLOWS

- Cash flows from operating activities increased by \$6.8 million in 2020-21 due to an increase in receipts of user charges & fees, and rates & annual charges. This is offset by a decrease in grants & contributions income.
- Council's cash outflows from investing activities decreased by \$1.6 million in 2020-21 due to movements in investment securities during the year, purchase of IPPE and utilisation of term deposits.
- Net cash from financing activities decreased by \$1.9 million in 2020-21 due to the prior year reflecting proceeds from borrowings of \$2.0 million.



FINANCIAL POSITION

Cash and investments

| Cash and investments | 2021 | 2020 | Commentary |
|---|--------------|--------------|---|
| | \$m | \$m | |
| Total cash, cash equivalents and investments | 196.7 | 198.6 | <ul style="list-style-type: none"> • Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted funds decreased by \$8.4 million as a result of a decrease in developer contributions. • Internally restricted cash and investments have been restricted in use by resolution or by a policy of Council to reflect identified programs of works and any forward plans identified by Council. Internal restrictions for infrastructure and facilities have increased. • Council's unrestricted cash balance is relatively consistent. |
| Restricted cash and investments: | | | |
| • External restrictions | 147.2 | 155.6 | |
| • Internal restrictions | 43.0 | 37.8 | |
| • Unrestricted | 6.5 | 5.2 | |

Debt

At 30 June 2021, Council recognised \$21.4 million in loans (30 June 2020: \$21.9 million). The loan is for the purpose of refurbishment of certain infrastructure, property, plant and equipment under the operational plan. Council's loans are secured over the general rating income of Council.

PERFORMANCE

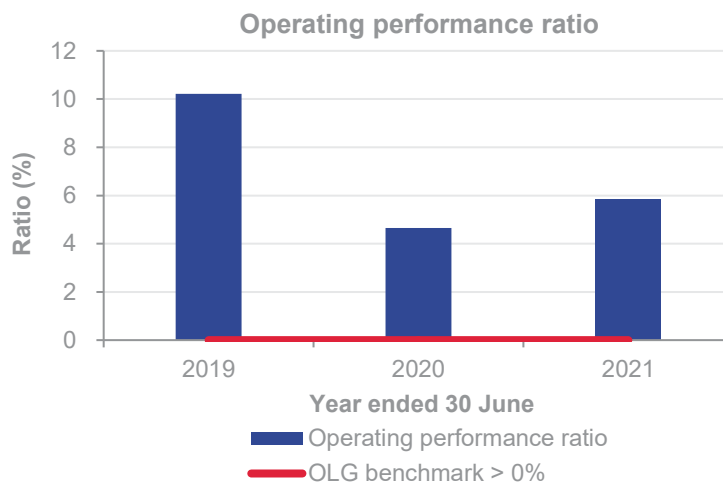
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

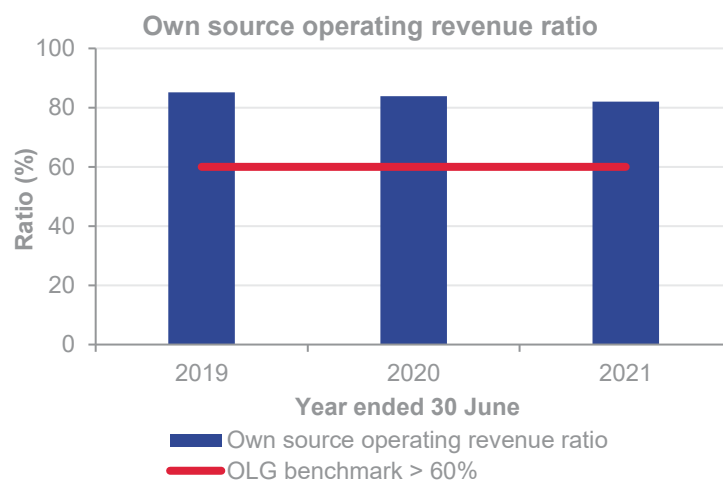
The Council exceeded the OLG benchmark for the current reporting period.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

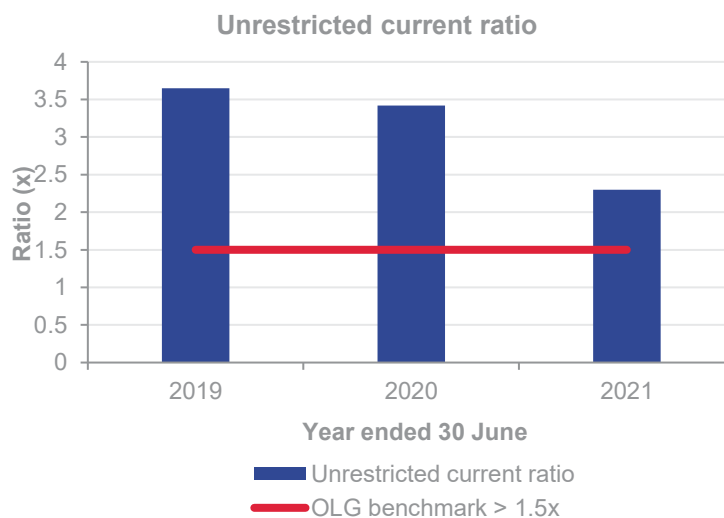
The Council exceeded the OLG benchmark for the current reporting period.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents Council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

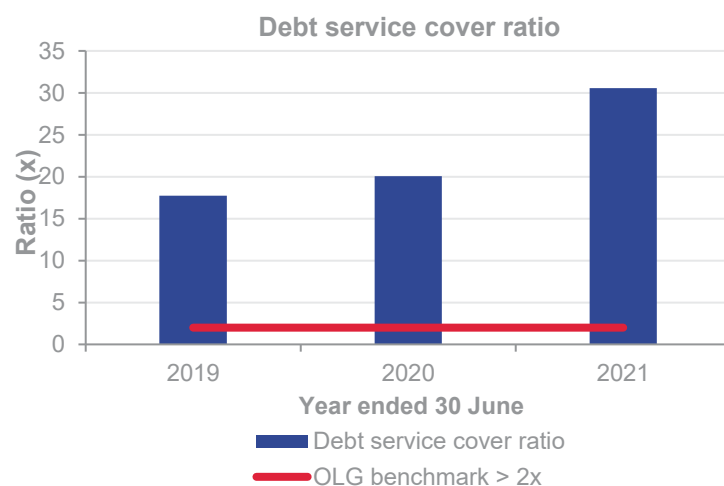
The Council exceeded the OLG benchmark for the current reporting period.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

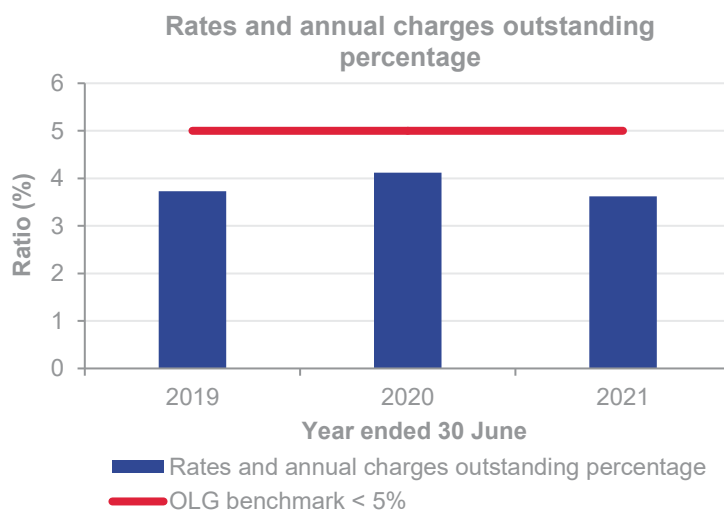
The Council exceeded the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metropolitan councils.

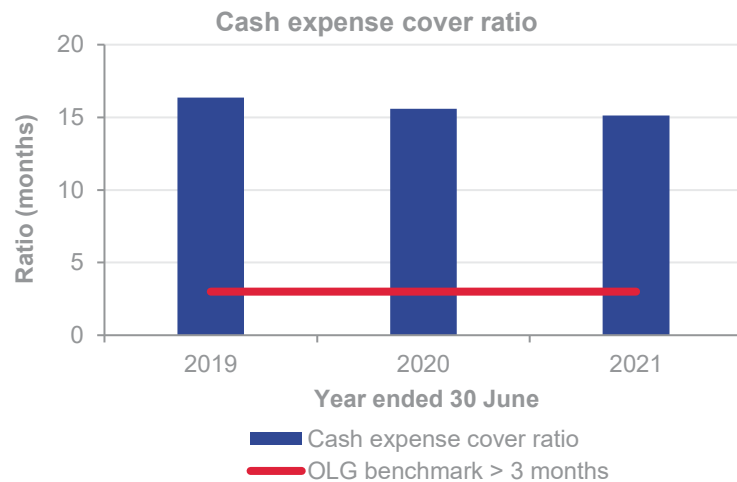
The Council exceeded the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

During the 30 June 2021 financial year, Council recognised \$22.7 million in additions renewals (30 June 2020: \$20.0 million). Council performed a comprehensive revaluation of recreational assets, investment property, community land and artwork. The revaluation process included a condition assessment of the infrastructure assets. An increase in asset renewals during the 30 June 2021 financial year, can be attributable to additional infrastructure assets that were identified as being required to be replaced during the revaluation process.

OTHER MATTERS

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

Chariee Bultitude
Delegate of the Auditor-General for New South Wales

cc: Mr John McKee, General Manager
Mr Stephen Coates, Chair of the Audit, Risk and Improvement Committee
Mr Jim Betts, Secretary of the Department of Planning, Industry and Environment

SPECIAL PURPOSE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2021

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

SPECIAL PURPOSE FINANCIAL STATEMENTS STATEMENT BY COUNCILLORS AND MANAGEMENT

FOR THE YEAR ENDED 30 JUNE 2021

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government Code of Accounting Practice and Financial Reporting,

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 21 September 2021.



Cedric Spencer
Mayor
21 September 2021



Sam Ngai
Deputy Mayor
21 September 2021



John McKee
General Manager
21 September 2021



Angela Apostol
Responsible Accounting Officer
21 September 2021

INCOME STATEMENT OF THOMAS CARLYLE CHILDREN CENTRE

FOR THE YEAR ENDED 30 JUNE 2021

413

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 894 | 735 |
| Grants and contributions provided for non-capital purposes | 826 | 1,005 |
| Total income from continuing operations | 1,720 | 1,740 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 1,367 | 1,294 |
| Materials and services | 106 | 78 |
| Depreciation, amortisation and impairment | 40 | 40 |
| Other expenses | 86 | 82 |
| Total expenses from continuing operations | 1,599 | 1,494 |
| Surplus (deficit) from continuing operations before capital amounts | 121 | 246 |
| Surplus (deficit) from continuing operations after capital amounts | 121 | 246 |
| Surplus (deficit) from all operations before tax | 121 | 246 |
| Less: corporate taxation equivalent [based on result before capital] | (31) | (68) |
| Surplus (deficit) after tax | 90 | 178 |
| Plus accumulated surplus | 1,039 | 1,170 |
| Plus adjustments for amounts unpaid: | | |
| – Corporate taxation equivalent | 31 | 68 |
| Less: | | |
| – Dividend paid | (83) | (377) |
| Closing accumulated surplus | 1,077 | 1,039 |
| Return on capital % | 9.8% | 19.4% |

INCOME STATEMENT OF ART CENTRE

FOR THE YEAR ENDED 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 447 | 388 |
| Grants and contributions provided for non-capital purposes | 10 | – |
| Total income from continuing operations | 457 | 388 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 351 | 313 |
| Materials and services | 344 | 247 |
| Depreciation, amortisation and impairment | 48 | 48 |
| Other expenses | 31 | 41 |
| Total expenses from continuing operations | 774 | 649 |
| Surplus (deficit) from continuing operations before capital amounts | (317) | (261) |
| Surplus (deficit) from continuing operations after capital amounts | (317) | (261) |
| Surplus (deficit) from all operations before tax | (317) | (261) |
| Surplus (deficit) after tax | (317) | (261) |
| Plus accumulated surplus | 4,114 | 4,099 |
| Plus adjustments for amounts unpaid: | | |
| Add: | | |
| – Subsidy paid/contribution to operations | 218 | 276 |
| Closing accumulated surplus | 4,015 | 4,114 |
| Return on capital % | (4.5)% | (4.6)% |
| Subsidy from Council | 421 | 311 |

INCOME STATEMENT OF TRADE WASTE

FOR THE YEAR ENDED 30 JUNE 2021

415

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 1,812 | 1,803 |
| Other income | 99 | 99 |
| Total income from continuing operations | 1,911 | 1,902 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 45 | 46 |
| Materials and services | 1,141 | 1,136 |
| Total expenses from continuing operations | 1,186 | 1,182 |
| Surplus (deficit) from continuing operations before capital amounts | 725 | 720 |
| Surplus (deficit) from continuing operations after capital amounts | 725 | 720 |
| Surplus (deficit) from all operations before tax | 725 | 720 |
| Less: corporate taxation equivalent [based on result before capital] | (189) | (198) |
| Surplus (deficit) after tax | 536 | 522 |
| Plus accumulated surplus | 526 | 616 |
| Plus adjustments for amounts unpaid: | | |
| – Corporate taxation equivalent | 189 | 198 |
| Less: | | |
| – Dividend paid | (686) | (810) |
| Closing accumulated surplus | 565 | 526 |
| Return on capital % | 92.9% | 93.1% |

INCOME STATEMENT OF GORDON GOLF COURSE

FOR THE YEAR ENDED 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 1,299 | 944 |
| Total income from continuing operations | 1,299 | 944 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 679 | 749 |
| Materials and services | 447 | 368 |
| Depreciation, amortisation and impairment | 117 | 118 |
| Other expenses | 394 | 332 |
| Total expenses from continuing operations | 1,637 | 1,567 |
| Surplus (deficit) from continuing operations before capital amounts | (338) | (623) |
| Surplus (deficit) from continuing operations after capital amounts | (338) | (623) |
| Surplus (deficit) from all operations before tax | (338) | (623) |
| Surplus (deficit) after tax | (338) | (623) |
| Plus accumulated surplus | 7,401 | 7,408 |
| Plus adjustments for amounts unpaid: | | |
| Add: | | |
| – Subsidy paid/contribution to operations | 418 | 616 |
| Closing accumulated surplus | 7,481 | 7,401 |
| Return on capital % | (3.5)% | (7.8)% |
| Subsidy from Council | 482 | 694 |

INCOME STATEMENT OF TURRAMURRA GOLF COURSE

FOR THE YEAR ENDED 30 JUNE 2021

417

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 1,259 | 1,008 |
| Total income from continuing operations | 1,259 | 1,008 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 507 | 470 |
| Materials and services | 317 | 390 |
| Depreciation, amortisation and impairment | 402 | 401 |
| Other expenses | 462 | 473 |
| Total expenses from continuing operations | 1,688 | 1,734 |
| Surplus (deficit) from continuing operations before capital amounts | (429) | (726) |
| Surplus (deficit) from continuing operations after capital amounts | (429) | (726) |
| Surplus (deficit) from all operations before tax | (429) | (726) |
| Surplus (deficit) after tax | (429) | (726) |
| Plus accumulated surplus | 17,262 | 17,624 |
| Plus adjustments for amounts unpaid: | | |
| Add: | | |
| – Subsidy paid/contribution to operations | 374 | 364 |
| Closing accumulated surplus | 17,207 | 17,262 |
| Return on capital % | (2.4)% | (2.7)% |
| Subsidy from Council | 695 | 962 |

INCOME STATEMENT OF TENNIS COURTS

FOR THE YEAR ENDED 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 584 | 325 |
| Total income from continuing operations | 584 | 325 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | – | 2 |
| Materials and services | 22 | 12 |
| Depreciation, amortisation and impairment | 325 | 330 |
| Other expenses | 35 | 24 |
| Total expenses from continuing operations | 382 | 368 |
| Surplus (deficit) from continuing operations before capital amounts | 202 | (43) |
| Surplus (deficit) from continuing operations after capital amounts | 202 | (43) |
| Surplus (deficit) from all operations before tax | 202 | (43) |
| Less: corporate taxation equivalent [based on result before capital] | (53) | – |
| Surplus (deficit) after tax | 149 | (43) |
| Plus accumulated surplus | 3,544 | 3,778 |
| Plus adjustments for amounts unpaid: | | |
| – Corporate taxation equivalent | 53 | – |
| Add: | | |
| – Subsidy paid/contribution to operations | (189) | (191) |
| Closing accumulated surplus | 3,557 | 3,544 |
| Return on capital % | 3.4% | (0.8)% |
| Subsidy from Council | – | 91 |

INCOME STATEMENT OF SWIMMING POOL

FOR THE YEAR ENDED 30 JUNE 2021

419

| \$ '000 | 2021 Category 1 | 2020 Category 1 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 4,196 | 4,097 |
| Total income from continuing operations | 4,196 | 4,097 |
| Expenses from continuing operations | | |
| Materials and services | 3,251 | 3,636 |
| Depreciation, amortisation and impairment | 456 | 454 |
| Other expenses | 899 | 473 |
| Total expenses from continuing operations | 4,606 | 4,563 |
| Surplus (deficit) from continuing operations before capital amounts | (410) | (466) |
| Surplus (deficit) from continuing operations after capital amounts | (410) | (466) |
| Surplus (deficit) from all operations before tax | (410) | (466) |
| Surplus (deficit) after tax | (410) | (466) |
| Plus accumulated surplus | 19,356 | 20,033 |
| Plus adjustments for amounts unpaid: | | |
| Add: | | |
| – Subsidy paid/contribution to operations | (239) | (211) |
| Closing accumulated surplus | 18,707 | 19,356 |
| Return on capital % | (2.2)% | (2.4)% |
| Subsidy from Council | 690 | 637 |

INCOME STATEMENT OF COMMERCIAL LEASING

FOR THE YEAR ENDED 30 JUNE 2021

| \$ '000 | 2021 Category 1 | 2020 Category 1 |
|--|--------------------|--------------------|
| Income from continuing operations | | |
| User charges | 3,161 | 2,620 |
| Other Income | 835 | 383 |
| Fair Value Increment | – | 5,027 |
| Total income from continuing operations | 3,996 | 8,030 |
| Expenses from continuing operations | | |
| Employee benefits and on-costs | 281 | 332 |
| Borrowing costs | 37 | 37 |
| Materials and contracts | 617 | 467 |
| Depreciation, amortisation and impairment | 155 | 129 |
| Other expenses | 348 | 418 |
| Total expenses from continuing operations | 1,438 | 1,383 |
| Surplus (deficit) from continuing operations before capital amounts | 2,558 | 6,647 |
| Surplus (deficit) from continuing operations after capital amounts | 2,558 | 6,647 |
| Surplus (deficit) from all operations before tax | 2,558 | 6,647 |
| Less: corporate taxation equivalent [based on result before capital] | (665) | (1,828) |
| Surplus (deficit) after tax | 1,893 | 4,819 |
| Plus accumulated surplus | 48,582 | 42,309 |
| Plus adjustments for amounts unpaid: | | |
| – Corporate taxation equivalent | 665 | 1,828 |
| Less: | | |
| – Dividend paid | (1,346) | (374) |
| Closing accumulated surplus | 49,794 | 48,582 |
| Return on capital % | 95.4% | 254.5% |

STATEMENT OF FINANCIAL POSITION OF THOMAS CARLYLE CHILDREN CENTRE

421

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|--------------------|--------------------|
| ASSETS | | |
| Non-current assets | | |
| Receivables | 57 | – |
| Infrastructure, property, plant and equipment | 1,240 | 1,271 |
| Total non-current assets | 1,297 | 1,271 |
| Total assets | 1,297 | 1,271 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 5 | 3 |
| Employee benefit provisions | 154 | 168 |
| Total current liabilities | 159 | 171 |
| Total liabilities | 159 | 171 |
| Net assets | 1,138 | 1,100 |
| EQUITY | | |
| Accumulated surplus | 1,077 | 1,039 |
| Revaluation reserves | 61 | 61 |
| Total equity | 1,138 | 1,100 |

STATEMENT OF FINANCIAL POSITION OF ART CENTRE

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|--------------------|--------------------|
| ASSETS | | |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 6,977 | 5,629 |
| Total non-current assets | 6,977 | 5,629 |
| Total assets | 6,977 | 5,629 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 151 | 85 |
| Employee benefit provisions | 53 | 52 |
| Total current liabilities | 204 | 137 |
| Total liabilities | 204 | 137 |
| Net assets | 6,773 | 5,492 |
| EQUITY | | |
| Accumulated surplus | 4,015 | 4,114 |
| Revaluation reserves | 2,758 | 1,378 |
| Total equity | 6,773 | 5,492 |

STATEMENT OF FINANCIAL POSITION OF TRADE WASTE

423

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|----------------------------|----------------------------|
| ASSETS | | |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 780 | 773 |
| Total non-current assets | 780 | 773 |
| Total assets | 780 | 773 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 105 | 114 |
| Employee benefit provisions | 110 | 133 |
| Total current liabilities | 215 | 247 |
| Total liabilities | 215 | 247 |
| Net assets | 565 | 526 |
| EQUITY | | |
| Accumulated surplus | 565 | 526 |
| Total equity | 565 | 526 |

STATEMENT OF FINANCIAL POSITION OF GORDON GOLF COURSE

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|--------------------|--------------------|
| ASSETS | | |
| Current assets | | |
| Receivables | 38 | 3 |
| Total current assets | 38 | 3 |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 9,683 | 8,014 |
| Total non-current assets | 9,683 | 8,014 |
| Total assets | 9,721 | 8,017 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 22 | 23 |
| Employee benefit provisions | 48 | 105 |
| Total current liabilities | 70 | 128 |
| Total liabilities | 70 | 128 |
| Net assets | 9,651 | 7,889 |
| EQUITY | | |
| Accumulated surplus | 7,481 | 7,401 |
| Revaluation reserves | 2,170 | 488 |
| Total equity | 9,651 | 7,889 |

STATEMENT OF FINANCIAL POSITION OF TURRAMURRA GOLF COURSE

425

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|--------------------|--------------------|
| ASSETS | | |
| Current assets | | |
| Receivables | 29 | 28 |
| Total current assets | 29 | 28 |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 17,847 | 26,818 |
| Total non-current assets | 17,847 | 26,818 |
| Total assets | 17,876 | 26,846 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 25 | 4 |
| Employee benefit provisions | 158 | 154 |
| Total current liabilities | 183 | 158 |
| Total liabilities | 183 | 158 |
| Net assets | 17,693 | 26,688 |
| EQUITY | | |
| Accumulated surplus | 17,207 | 17,262 |
| Revaluation reserves | 486 | 9,426 |
| Total equity | 17,693 | 26,688 |

STATEMENT OF FINANCIAL POSITION OF TENNIS COURTS

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 2 | 2020 Category 2 |
|---|--------------------|--------------------|
| ASSETS | | |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 5,926 | 5,423 |
| Total non-current assets | 5,926 | 5,423 |
| Total assets | 5,926 | 5,423 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 29 | 42 |
| Total current liabilities | 29 | 42 |
| Total liabilities | 29 | 42 |
| Net assets | 5,897 | 5,381 |
| EQUITY | | |
| Accumulated surplus | 3,557 | 3,544 |
| Revaluation reserves | 2,340 | 1,837 |
| Total equity | 5,897 | 5,381 |

STATEMENT OF FINANCIAL POSITION OF SWIMMING POOL

427

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 1 | 2020 Category 1 |
|---|--------------------|--------------------|
| ASSETS | | |
| Current assets | | |
| Receivables | 309 | 66 |
| Total current assets | 309 | 66 |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 18,780 | 19,391 |
| Total non-current assets | 18,780 | 19,391 |
| Total assets | 19,089 | 19,457 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 382 | 101 |
| Total current liabilities | 382 | 101 |
| Total liabilities | 382 | 101 |
| Net assets | 18,707 | 19,356 |
| EQUITY | | |
| Accumulated surplus | 18,707 | 19,356 |
| Total equity | 18,707 | 19,356 |

STATEMENT OF FINANCIAL POSITION OF COMMERCIAL LEASING

AS AT 30 JUNE 2021

| \$ '000 | 2021 Category 1 | 2020 Category 1 |
|---|----------------------------|----------------------------|
| ASSETS | | |
| Non-current assets | | |
| Infrastructure, property, plant and equipment | 2,682 | 2,626 |
| Investment property | 47,173 | 46,170 |
| Total non-current assets | 49,855 | 48,796 |
| Total assets | 49,855 | 48,796 |
| LIABILITIES | | |
| Current liabilities | | |
| Payables | 7 | 136 |
| Provisions | 54 | 78 |
| Total current liabilities | 61 | 214 |
| Total liabilities | 61 | 214 |
| Net assets | 49,794 | 48,582 |
| EQUITY | | |
| Accumulated surplus | 49,794 | 48,582 |
| Total equity | 49,794 | 48,582 |

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Swimming Pool

Comprising the whole of the operations and assets of Councils Swimming Pool.

b. Commercial Leasing

Comprising the whole of the operations and assets of Commercial Leasing.

Category 2

(where gross operating turnover is less than \$2 million)

a. Thomas Carlyle Children Centre

Comprising the whole of the operations and assets of Thomas Carlyle Children Centre.

b. Art Centre

Comprising the whole of the operations and assets of the Art Centre.

c. Trade Waste

Comprising the whole of the operations and assets of Trade Waste.

d. Gordon Golf Course

Comprising the whole of the operations and assets of the Gordon Golf Course.

NOTE – SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e. Turramurra Golf Course

Comprising the whole of the operations and assets of Turramurra Golf Course.

f. Tennis Courts

Comprising the whole of the operations and assets of Council's Tennis Courts.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Corporate income tax rate – 26% (19/20 27.5%)

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 26%. (19/20 27.5%)

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

Loan and debt guarantee fees

There are no loans applicable to the business activities in the operating statement.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Ku-ring-gai Council

To the Councillors of the Ku-ring-gai Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Ku-ring-gai Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020-21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

22 September 2021
SYDNEY

SPECIAL SCHEDULES

FOR THE YEAR ENDED 30 JUNE 2021

Contents

| | |
|--|-----|
| Permissible income for general rates | 436 |
| Report on infrastructure assets as at 30 June 2021 | 440 |

Special Schedules are not audited (with the exception of the Permissible income for general rates Statement).

Background

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as:

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS)
- the Office of Local Government (OLG)

(ii) The financial data is collected for various users including:

- the allocation of Financial Assistance Grants
- the incorporation of Local Government financial figures in national statistics
- the monitoring of loan approvals
- the allocation of borrowing rights, and
- the monitoring of the financial activities of specific services.

PERMISSIBLE INCOME FOR GENERAL RATES

| \$ '000 | Notes | Calculation 2020/21 | Calculation 2021/22 |
|---|-------------|------------------------|------------------------|
| Notional general income calculation ¹ | | | |
| Last year notional general income yield | a | 66,563 | 68,889 |
| Plus or minus adjustments ² | b | 581 | 305 |
| Notional general income | c = a + b | 67,144 | 69,194 |
| Permissible income calculation | | | |
| Or rate peg percentage | e | 2.60% | 2.00% |
| Or plus rate peg amount | i = e x c | 1,746 | 1,384 |
| Sub-total | k = (c + i) | 68,890 | 70,578 |
| Plus (or minus) last year's carry forward total | l | (1) | - |
| Sub-total | n = l | (1) | - |
| Total permissible income | o = k + n | 68,889 | 70,578 |
| Less notional general income yield | p | 68,889 | 70,388 |
| Catch-up or (excess) result | q = o - p | - | 190 |
| Carry forward to next year ⁵ | t = q | - | 190 |

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (5) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Ku-ring-gai Council

To the Councillors of Ku-ring-gai Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Ku-ring-gai Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

22 September 2021
SYDNEY

REPORT ON INFRASTRUCTURE ASSETS

AS AT 30 JUNE 2021

| Asset Class | Asset Category | Estimated cost | | | 2020/21 Actual maintenance \$ '000 | Net carrying amount \$ '000 | Gross replacement cost (GRC) \$ '000 | Assets in condition as a percentage of gross replacement cost | | | | |
|-------------------------|---|--|---|--|---|-----------------------------------|---|--|--------------|--------------|-------------|-------------|
| | | Estimated cost to bring to the to satisfactory standard ^a \$ '000 | Estimated cost to bring assets agreed level of service set by Council ^b \$ '000 | 2020/21 Required maintenance ^c \$ '000 | | | | 1 | 2 | 3 | 4 | 5 |
| Buildings | All Council Buildings | 1,330 | 7,601 | 3,420 | 3,091 | 98,207 | 170,864 | 25.4% | 25.5% | 44.6% | 4.5% | 0.0% |
| | Sub-total | 1,330 | 7,601 | 3,420 | 3,091 | 98,207 | 170,864 | 25.4% | 25.5% | 44.6% | 4.5% | 0.0% |
| Other structures | Other structures | 203 | 1,159 | 750 | 216 | 10,759 | 18,362 | 28.6% | 25.0% | 40.1% | 6.3% | 0.0% |
| | Sub-total | 203 | 1,159 | 750 | 216 | 10,759 | 18,362 | 28.6% | 25.0% | 40.1% | 6.3% | 0.0% |
| Roads | Roads | 18,249 | 68,290 | 2,340 | 1,413 | 226,417 | 353,837 | 6.8% | 47.7% | 26.8% | 14.9% | 4.0% |
| | Bridges | 255 | 962 | 80 | 22 | 9,794 | 15,322 | 0.5% | 82.4% | 10.7% | 4.9% | 1.4% |
| | Footpaths | 920 | 4,456 | 1,450 | 897 | 49,873 | 74,647 | 27.6% | 20.2% | 46.3% | 5.5% | 0.5% |
| | Other Road Assets (Incl. Bulk Earthworks) | 2,095 | 8,757 | 1,050 | 1,357 | 177,397 | 275,274 | 29.1% | 8.5% | 59.2% | 2.7% | 0.5% |
| | Sub-total | 21,519 | 82,465 | 4,920 | 3,689 | 463,480 | 719,080 | 17.3% | 30.6% | 40.9% | 9.0% | 2.2% |

AS AT 30 JUNE 2021

| Asset Class | Asset Category | Estimated cost to bring to the to bring assets agreed level of to satisfactory service set by Council ^a | | 2020/21 Required maintenance ^c | 2020/21 Actual maintenance | Net carrying amount | Gross replacement cost (GRC) | Assets in condition as a percentage of gross replacement cost | | | | |
|---|--------------------------------------|--|---------------|---|----------------------------|---------------------|------------------------------|---|--------------|--------------|-------------|-------------|
| | | \$ '000 | \$ '000 | | | | | 1 | 2 | 3 | 4 | 5 |
| Stormwater drainage | Stormwater drainage | 658 | 2,851 | 870 | 1,619 | 165,277 | 247,886 | 11.7% | 67.8% | 19.4% | 1.0% | 0.2% |
| | Sub-total | 658 | 2,851 | 870 | 1,619 | 165,277 | 247,886 | 11.7% | 67.8% | 19.4% | 1.0% | 0.2% |
| Open space / recreational assets | Swimming Pools & Recreational Assets | 417 | 2,292 | 5,990 | 8,285 | 77,491 | 134,015 | 9.3% | 26.3% | 62.7% | 1.7% | 0.0% |
| | Sub-total | 417 | 2,292 | 5,990 | 8,285 | 77,491 | 134,015 | 9.3% | 26.3% | 62.7% | 1.7% | 0.0% |
| | Total – all assets | 24,127 | 96,368 | 15,950 | 16,900 | 815,214 | 1,290,207 | 16.6% | 36.5% | 39.5% | 6.1% | 1.3% |

(a) The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by the Council and community.

(b) The estimated cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council.

(c) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

| # | Condition | Integrated planning and reporting (IP&R) description |
|---|---------------------|--|
| 1 | Excellent/very good | No work required (normal maintenance) |
| 2 | Good | Only minor maintenance work required |
| 3 | Satisfactory | Maintenance work required |
| 4 | Poor | Renewal required |
| 5 | Very poor | Urgent renewal/upgrading required |

REPORT ON INFRASTRUCTURE ASSETS (CONTINUED)

AS AT 30 JUNE 2021

Infrastructure asset performance indicators consolidated *

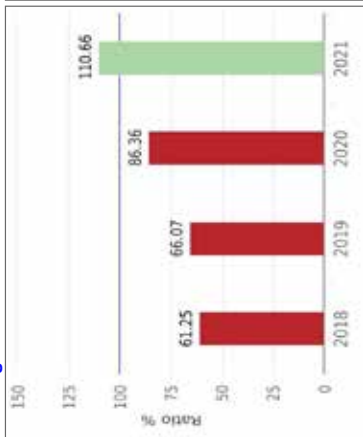
| \$ '000 | Amounts 2021 | Indicator 2021 | 2020 | Indicators 2019 | 2018 | Benchmark |
|--|------------------|-------------------|---------|--------------------|---------|-----------|
| Buildings and infrastructure renewals ratio ¹ | | | | | | |
| Asset renewals ¹ | 19,721 | | | | | |
| Depreciation, amortisation and impairment | 17,821 | 110.66% | 86.36% | 66.07% | 61.25% | >=100.00% |
| Infrastructure backlog ratio | | | | | | |
| Estimated cost to bring assets to a satisfactory standard | 24,127 | | | | | |
| Net carrying amount of infrastructure assets | 861,570 | 2.80% | 2.97% | 2.49% | 2.90% | <2.00% |
| Asset maintenance ratio | | | | | | |
| Actual asset maintenance | 16,900 | | | | | |
| Required asset maintenance | 15,950 | 105.96% | 114.03% | 113.73% | 114.62% | >100.00% |
| Cost to bring assets to agreed service level | | | | | | |
| Estimated cost to bring assets to an agreed service level set by Council | 96,368 | | | | | |
| Gross replacement cost | 1,290,207 | 7.47% | 7.75% | 6.27% | 6.20% | |

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP) in the previous year calculations

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Buildings and infrastructure renewals ratio



Benchmark: — >= 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

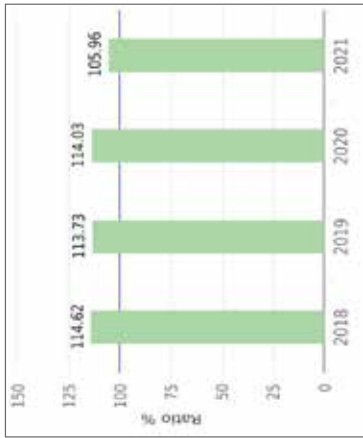
Commentary on result
20/21 ratio 110.66%

The ratio is an improvement from previous year due to additional renewal mainly on drainage and footpath, and a change in the calculation allowing for work in progress expenditure to be included in the ratio. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.

Benchmark: — >= 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Asset maintenance ratio



Benchmark: — > 100.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

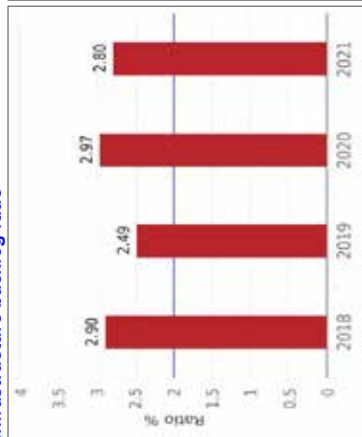
Commentary on result
20/21 ratio 105.96%

A ratio of above 100% indicates that the Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%. The ratio has slightly reduced due to a reduction in repairs, maintenance and cleaning of some assets compared to the previous year. Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.

Benchmark: — Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Infrastructure backlog ratio



Benchmark: — < 2.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

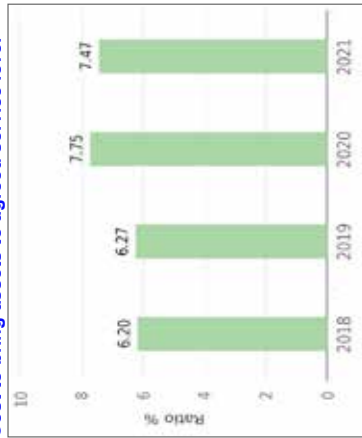
Commentary on result
20/21 ratio 2.80%

Council achieved a backlog ratio of 2.80% at the end of 2020/21 financial year, which is a decrease from the last financial year, mainly due to 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: — Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Cost to bring assets to agreed service level



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.

Commentary on result
20/21 ratio 7.47%

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 is a decrease on prior year mainly due to 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.

Source of benchmark: Code of Accounting Practice and Financial Reporting

Kookaburra sits on an old Par 3 sign.
Photographer: Chris Houghton.



Caption ??
Caption ??

INDEXES AND GLOSSARY

GLOBAL REPORTING INITIATIVE – CONTENT INDEX

The Global Reporting Initiative (GRI) is an independent international organisation established in 1997 to promote and assist organisations to undertake sustainability reporting. This includes reporting publicly on a range of economic, environmental and social impacts of their operations and providing information about an organisation's positive or negative contributions to sustainable development through the GRI best practice Sustainability Reporting Standards.

Use of the standards provides another means of monitoring Council's coverage of sustainability issues, in addition to existing sustainability reporting requirements under the *NSW Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* and other statutory requirements addressing financial

management and accounting, the environment, climate change, employee and workplace conditions, governance and social wellbeing.

Council submitted its Annual Report 2019/20 to the GRI report registration team in December 2020. Subsequently Council was advised that submitted reports are currently not appearing in the GRI reporting system and may be processed at a future date, subject to future decisions by the GRI team.

Relevant GRI standards included in the following index, have either full or partial disclosure information in Council's 2020/21 Annual Report.

More information about the GRI is available at www.globalreporting.org

| Disclosure number | GRI standard title | Report section | Page number/s |
|---|--|--|---------------------------|
| GRI 102 – General Disclosures 2016 | | | |
| Organisational profile | | | |
| 102-1 | Name of the organisation | Ku-ring-gai Council | N/A |
| 102-2 | Activities, brands, products and services | The year in review Performance summary Performance – delivering the vision | 11-20 29-72 153-282 |
| 102-3 | Location of headquarters | Inside front cover Inside back cover | 2 462 |
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GLOSSARY AND ACRONYMS

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| 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. |
| ABS | Australian Bureau of Statistics. |
| Advocacy | Proactively communicating to support for a recommendation of a cause or policy. |
| AED | Automated External Defibrillator. |
| AIR | Australian Immunisation Register. |
| APZ | Asset Protection Zone. |
| ARIC | Audit, Risk and Improvement Committee. |
| Asset management | Managing the ongoing maintenance of existing Council assets and development of new assets, to ensure they meet the community's needs and expectations now and into the future. |
| BCM | Business Continuity Management. |
| 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.betterbusinesspartnership.com.au |
| Biodiversity | The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part. |
| CASS | Chinese Australian Services Society. |
| CALD | Culturally and Linguistically Diverse. |
| Catchment | Area of land that drains rainfall into a river or lake. |
| CBD | Central business district. |
| CDC | Complying Development Certificate. |
| CEEC | Cultural and Environmental Education Centre. |
| CHSP | Commonwealth Home Support Program. |
| CMT | Crisis Management Team. The team consists of the General Manager, Directors and 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 – Our Ku-ring-gai 2038 (adopted June 2018) 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. |

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| Content Manager | Councils electronic document record management system that registers incoming/ outgoing correspondence and documentation and provides ready access to files. |
| Councillors | Elected representatives, who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance. |
| COVID-19 pandemic | Coronavirus disease (COVID-19) is a highly contagious virus that was first confirmed in Australia in January 2020. |
| CPP | Community Participation Plan. |
| CRA | Corporate Risk and Assurance. |
| CRC | Cooperative Research Centre. |
| Crown land | Land managed by Council that is owned by State Government. |
| CSIRO | Commonwealth Scientific and Industrial Research Organisation. |
| CWC | Climate Wise Communities. |
| DA | Development Application. |
| Delivery Program (DP) | The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long term objectives and priorities during the four-year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals. |
| Demographic statistics including ERP | Demographic statistics in this report are taken from both the Australian Bureau of Statistics Census and National Institute of Economic and Industry Research for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. ERP refers to the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces 'Estimated Resident Population' (ERP) numbers. |
| Destination Management Plan (DMP) | Council adopted the Destination Management Plan 2017-2020 in 2017/18. It outlines ways to boost economic development and visitor numbers to the local government area. |
| 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. |
| DPIE | Department of Planning, Industry and Environment. |
| EAP | Employee Assistance Program (AccessEAP). |
| ECO | Emergency Control Organisation. |
| EEO | Equal Employment Opportunity. |
| 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. The Environmental Levy was made permanent on 1 July 2019. |
| ERM | Enterprise Risk Management. |
| Financial year | The financial year for this Annual Report 2020/21 is the period from 1 July 2020 to 30 June 2021. |
| FA&FAR | First Aid and First Aid Response (draft format) procedure specifies the minimum requirements and responsibilities for the provision of first aid. |

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| GHG | Greenhouse Gas. |
| Global Reporting Initiative | A program that introduces globally applicable standards to enable organisations to understand their contribution towards sustainable development. |
| Governance | Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern. |
| Greater Sydney Commission | The Commission's role is to coordinate and align planning that will shape the future of Greater Sydney. |
| Guringai people | Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land. |
| Heritage | Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy. |
| HSR | Health and Safety Representative. |
| HVAC | Heating, ventilation and air conditioning. |
| IAP2 | International Association of Public Participation. |
| ICAC | Independent Commission Against Corruption. |
| Independent Pricing and Regulatory Tribunal of NSW (IPART) | The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans. |
| Infrastructure | Roads, buildings, bridges, pavements, cycleways and other constructions. |
| Integrated planning and reporting (IP&R) | In 2009, the NSW Office of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require: <ul style="list-style-type: none"> • long-term strategic planning with the community • long-term resourcing strategies for assets, finances and the workforce • four-year programs aligned to a council's term, detailing key actions, projects and resourcing • one-year plans of actions, projects and budget, and • a quarterly, biannual and annual performance reporting schedule. |
| JP | Justice of the Peace. |
| KLEP | Ku-ring-gai Local Environmental Plan. |
| KLPP | Ku-ring-gai Local Planning Panel. |
| KPBC | Kissing Point Baseball Club. |
| KYDS | Ku-ring-gai Youth Development Services Inc. |
| LGA | Local Government Area. |
| Life Online | The web-based portal was created by Council within two weeks of the COVID-19 lockdown in mid-March 2020. It provides assistance to residents to manage life at home and do business with Council during COVID-19. The website helps to keep people supported and connected with both Council and others in the community. |

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| LGNSW | Local Government 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 issue. ‘Long Term’ implies that it is beyond a Council’s term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective. |
| LSPS | The Local Strategic Planning Statement came into effect in March 2020 and outlines Ku-ring-gai’s economic, social and environmental land use needs for the next 20 years. |
| 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. |
| MAD | Make a Difference recognition program enables employees to recognise peer achievement by making recommendations and assigning MAD badges online. |
| MAP | Mentoring Advisory Panels. |
| Multipurpose facilities | Facilities that are designed to accommodate a range of activities to suit the diverse needs across the LGA. |
| 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. |
| NCAT | NSW Civil and Administration Tribunal. |
| 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. |
| NSFA | Northern Suburbs Football Association. |
| Northern Sydney Regional Organisation of Councils (NSROC) | Comprising the Councils of Hornsby, Hunter’s Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby. |
| NPWS | National Parks and Wildlife Service. |
| 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, reporting, collaboration and community engagement. The Office strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters. |
| Operational Plan (OP) | An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget. |
| Partnering/ collaboration | A structured approach to working together with other parties to achieve a mutually beneficial outcome. |
| Performance indicator (PI) | A measure that assists in the assessment of overall performance towards the community’s term achievements and long term objectives and also tell us whether we are heading in the right direction. |
| Perform | Council’s talent and performance management system. |

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| Performance reporting | The performance of Council against the delivery of the activities is measured through various mechanisms. Performance indicators represent a measure of the standard or outcome of an organisation's services or activities. Annual reporting of indicators are designed to encapsulate the performance and outcomes of Council. Quarterly reporting on the Operation Plan, bi-annual on the Delivery Program and quarterly budget reporting 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. |
| PPE | Personal Protective Equipment. |
| 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 127,603 (2020 ABS, ERP) was expected to reach over 151,800 by 2041 (2019, NSW Department Planning, Industry and Environment. The 2019 projections remain the government's common planning assumptions until they are updated in 2022). 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 framework for measuring and reporting on the achievement of long term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters. |
| R&R | Reward and Recognition program. |
| RDA | Regional Development Australia. |
| REF | Review of Environmental Factors. |
| 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.</p> |
| Reverse vending machines | Reverse vending machines for recycling bottles and other containers in return for cash were installed in Turramurra and St Ives. |
| RFQ | Request for Quotation. |
| RFS | Rural Fire Service. |
| Risk management | Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council. |
| RJCC | Roseville Junior Cricket Club. |
| RMS | Roads and Maritime Services. |

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| S4.55 | Modifications to development applications. |
| S8.2 | Request to review determination. |
| SimTable | An innovative 3D simulation tool used in consultation sessions to show residents how bush fires can start and spread in their neighbourhood as well as other extreme weather events. |
| Small Business Friendly Councils Program (NSW Small Business Commission) and Service NSW for Business | These programs are designed to provide support to local business by connecting them with services provided at a state level. |
| SNPP | Sydney North Planning Panel. |
| SRV | Special rate variation. |
| SSROC | Southern Sydney Regional Organisation of Councils. |
| Stakeholder | Any individual or group having a particular interest in a project or action. |
| Stormwater management charge | The charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses. |
| Sustainability | Sensitive use of natural resources without harming the ecological balance of the region. |
| Sustainable development | Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources. |
| Term achievement (TA) | The four-year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its term. |
| TfNSW | Transport for NSW. |
| Theme | A topic heading that groups issues, long term objectives and term achievements together. The six themes in the Community Strategic Plan are; 1: Community, people and culture; 2: Natural environment; 3: Places, spaces and infrastructure; 4: Access, traffic and transport; 5: Local economy and employment; 6: Leadership and governance. Together the six themes, containing issues, long term objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions. |
| Values (corporate) | Underlying attitudes that influence decisions and actions to maximise an organisation's performance. |
| Vision | Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it. In 2008, the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai, as part of the development of its first 20-year Community Strategic Plan. The original vision and values, as stated above, were retained in our third Community Strategic Plan Our Community – Our Ku-ring-gai 2038. |
| Ward | Ku-ring-gai covers the area from Roseville cinemas in the south to Wahroonga Park in the north and from St Ives Showground in the east to Lane Cove National Park in the west. This area is broken up into five wards, each represented by two councillors. Ward maps are available is here www.krg.nsw.gov.au |
| WHS | Work, health and safety. |
| WPFC | West Pymble Football Club. |

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Australia Day Drive In, St Ives.
Photographer: Wolter Peeters.

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