



**REVISED
DELIVERY PROGRAM 2018 – 2021
& OPERATIONAL PLAN 2020 – 2021**

Adopted June 2020







A red hot day at North Turramurra Golf Course.
Photographer: Stuart Martin

Contents

About this program.....	5
From Mayor Jennifer Anderson	6
A message from the General Manager	8
Local strategic planning statement	10
Major projects.....	12
PART 1: INTRODUCTION	16
Integrated planning and reporting framework.....	17
Delivering the vision.....	19
Performance monitoring and reporting.....	20
Ku-ring-gai – our place, our people	22
Community engagement	26
Community democracy.....	28
Our councillors.....	30
Our organisational leadership	33
PART 2: THE PLAN	37
Theme 1: Community, People and Culture	38
Theme 2: Natural Environment	44
Theme 3: Places, Spaces and Infrastructure.....	49
Theme 4: Access, Traffic and Transport.....	57
Theme 5: Local Economy and Employment.....	60
Theme 6: Leadership and Governance	63
Glossary.....	72
Acronyms.....	75
PART 3: FINANCE	76
Financial summary	77
Revenue policy.....	81
Pricing - goods and services	85
Budget statements	86
Capital works program 2020 – 2021	88
APPENDIX	99
Ordinary and special rates map 2020 – 2021 ...	100

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KU-RING-GAI COUNCIL

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



Sitting on the roof in Moorhouse Avenue, St Ives.
Photographer: Jonathan D'Cruz

About this program

All NSW councils are required to progress the achievement of their Community Strategic Plans through a Delivery Program, based around the term of a council.

The Delivery Program outlines what Council intends to do during its term of office, within available resources, and acts as a point of reference for all principal activities undertaken by Council. Council's statements of term achievements in the Delivery Program link directly back to the long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038'.

Supporting the Delivery Program is a Resourcing Strategy, which shows how Council will fund and resource its services, projects and programs over the medium to longer term.

In conjunction with the Delivery Program, Council is also required to prepare a one year Operational Plan. This plan details the projects, programs and services that will be undertaken for the 2020 – 2021 year along with a budget showing how Council will fund the plan, a revenue policy, fees and charges and capital works lists. Tasks in the Operational Plan link back to Council's term achievements in the Delivery Program.

To assist the community in understanding Council's programs, both the Delivery Program and Operational Plan are presented in the same document. The exception is Council's annual Fees and Charges, which are presented in a separate document.

Preparation of this Delivery Program and Operational Plan has been informed by the community's long term objectives contained in the Community Strategic Plan 'Our Ku-ring-gai 2038', Council policies and strategies, prioritisation of capital works projects, service delivery standards and income.

Photography

Photographs featured in this document include entrants in Council's Capture Ku-ring-gai photography competitions, and contributions from other members of the community and staff.

Thank you to all photographers.

Cover: *Bracken Fern (Pteridium esculentum)*.

From Mayor Jennifer Anderson



It is inspiring to see Ku-ring-gai residents, businesses and community groups swing into action to assist those older and more vulnerable members of our community through support networks or by simply making contact with their neighbours.

On behalf of the Ku-ring-gai community, I present Ku-ring-gai Council's revised Delivery Program 2018-2021 and Operational Plan 2020-2021. This document sets out Council's proposed services, projects and programs for the coming year. It will help us progress the long-term vision of the Ku-ring-gai Community Strategic Plan 'Our Ku-ring-gai 2038'.

The 2019-2020 year has been marked by a series of natural disasters, including the catastrophic bushfire season, which severely affected a number of NSW regions, severe storm damage to many suburbs in Ku-ring-gai and continuation of the drought.

During this time Ku-ring-gai residents and businesses demonstrated their amazing generosity and resilience, either by directly volunteering their time to help others, getting behind local community fundraisers or making donations to registered charities such as the Salvation Army, St Vincent de Paul, the Red Cross, WIRES and the RSPCA.

Ku-ring-gai's valuable contributions to the bushfire efforts included the deployment of RFS brigades from Ku-ring-gai and Killara to fire-affected regions, Council staff who fought the bushfires as RFS volunteers, the Ku-ring-gai St John Ambulance Brigade volunteers deployed to the south coast to help at the evacuation centre and many others who assisted through various charities and other emergency services.

Following the damaging storm events in Ku-ring-gai the volunteers of the RFS and the SES, Ausgrid and Council staff also worked long hours to return our streets to some normality.

The beginning of the 2020 year has been severely impacted by the coronavirus crisis. It is inspiring to see that Ku-ring-gai residents, businesses and community groups have already swung into action to assist those older and more vulnerable members of our community through support networks or by simply making contact with their neighbours.

Council's first priority during this extraordinary time remains the health and safety of our community and staff. We have continued to provide essential services such as waste collection, road maintenance and street cleaning, and have made changes to how we provide many other services and respond to community needs.

A full list of these changes can be found on the home page of our website along with links to the latest government information and support services. Despite the health emergency posed by



the coronavirus, Council is continuing to plan for the delivery of infrastructure projects and programs for the 2020-2021 financial year.

This revised Delivery Program and Operational Plan 2020-2021 marks the third year of achieving the long-term priorities and objectives set out by the Community Strategic Plan adopted by Council in June 2018. We continue to focus on advancing major projects while maintaining services and achieving financial targets.

Key projects proposed for 2020-2021 include:

- Lindfield Village Green – construction and completion;
- Lindfield Village Hub – awarding of tender to build the Hub;
- St Johns Avenue, Gordon – construction of ‘eat street’ and streetscape improvements;
- St Ives Village Green – Youth Precinct Stage 2 works;
- Marian Street Theatre, Killara – determination of development application for refurbishment;
- St Ives Showground – completion of an accessible regional playground.

Funding allocated to other key capital works programs includes:

- \$7.5 million for new and upgraded parks;
- \$4.1 million to upgrade sportsfields;
- \$1.8 million for playground upgrades and new equipment;
- \$4.7 million to enhance our natural environment and sustainability;
- \$11.9 million for road renewal and footpaths;
- \$4.5 million for new road construction;
- \$1.5 million for drainage and stormwater upgrades;
- \$1.1 million for upgrades to amenities and public toilets.

The continued spread of the COVID-19 outbreak will likely mean changes to Council services and facilities and realignment of the current proposed projects. Despite this we remain committed to serving our residents and customers to the best of our ability during this difficult time.

Proposed projects for the 2020-2021 financial year were guided by the Ku-ring-gai Local Strategic Planning Statement, which was adopted by Council in March 2020. All Sydney metropolitan councils

were required to prepare a Local Strategic Planning Statement in response to planning priorities contained in the NSW Government’s Greater Sydney Region Plan and North District Plan, which includes the Ku-ring-gai Council area.

The statement sets out the vision for land use in Ku-ring-gai, including land use planning priorities generated from forecast population growth and the need for more housing over the next 20 years, as well as desired economic, social and environmental outcomes. It will also help guide future changes to Ku-ring-gai Council’s planning controls – the Local Environmental Plan and Development Control Plan.

As part of the implementation of the statement, Council is currently exhibiting a housing strategy that addresses future housing needs for Ku-ring-gai. Other studies will focus on retail and commercial centres, employment lands and local character to provide up-to-date information on Ku-ring-gai’s characteristics and trends. Comprehensive community consultation will be undertaken separately for these studies, which are expected to be completed in the 2020-2021 financial year.

Due to the ongoing coronavirus crisis, the NSW State Government has made the decision to postpone the September 2020 local government elections. It is the Government’s intention that these council elections will now be held in September 2021. As a result, current Ku-ring-gai councillors will continue to hold their civic offices until the rescheduled local government elections are held.

It is vital that we continue to plan and deliver a range of projects and programs that have a positive impact on our community. Council’s revised Delivery Program 2018-2021 and Operational Plan 2020-2021 provides the next instalment in our achievement of agreed long term goals for Ku-ring-gai.

I commend Council’s revised Delivery Program 2018-2021 and Operational Plan 2020-2021 to you and encourage you to read the document and actively participate in the community consultation between April and May.

I end by encouraging everyone living in Ku-ring-gai to maintain a safe and active interest in the future of our beautiful area and its wonderful community.

Jennifer G. Anderson

Councillor Jennifer Anderson
MAYOR

A message from the General Manager



Council's current focus is the safety of our community and staff, the continued delivery of essential services to the community including the most vulnerable, and assisting the government to implement measures to slow the spread of the COVID-19 virus.

Each year NSW councils are required to revise their Delivery Program and prepare a one year Operational Plan for the forthcoming year. The Operational Plan must include information on key activities that Council will undertake during the year, as well as a budget detailing how Council will fund those activities and how the money will be spent.

Preparation of Ku-ring-gai Council's 2020-2021 Operational Plan commenced in late 2019 and was substantially completed before the current measures to slow the COVID-19 virus were introduced by state and federal governments. The full implications of those measures for Council's proposed services, projects and programs next year are difficult to assess at this time and will need careful monitoring to determine appropriate responses.

Council is in a sound financial position. A budget surplus of \$29.3 million was achieved for the 2018-2019 financial year after allowing for depreciation and \$15.5 million when capital grants and contributions are excluded. Council's current 2019-2020 budget incorporates prudent fiscal decisions that maintain stability and ongoing commitment to financial sustainability and the effective delivery of services.

The proposed 2020-2021 budget forecasts an operating surplus of \$26 million after allowing for depreciation and \$12.8 million when capital grants and contributions are excluded. This is consistent with Council's Long Term Financial Plan which provides a framework to achieve continued operating surpluses and maintain healthy levels of working capital and reserves. In addition, Council's loan borrowing is moderate and manageable, and will be substantially repaid over the life of the plan from identified sources of repayments in line with Council's funding strategy. This will provide a sound financial basis going forward, particularly to respond to the challenges in the year ahead.

In 2020-2021, nearly \$102 million will be allocated to roads, footpaths and drainage, improvements to sports fields and parks, acquisition of land for new local parks, improvements to community buildings and the progression of key transformational projects centred mainly on our local centres. Council continues to seek opportunities to reduce expenditure and ensure that broadened income streams are captured to increase ongoing financial commitment to improving Council's \$1.42 billion portfolio of assets.

Over recent years, Council has also enhanced its delivery of services and facilities through improvements to its operations. This has included a new internal structure to streamline the organisation and assist decision-making, a governance structure to facilitate the delivery of major urban revitalisation projects and a program of continuous improvement focused on service delivery.

Council has also adopted or progressed major policies that will guide land use decisions within Ku-ring-gai over the next 20 years. This work has established a strong decision-making framework to respond to the challenges in the year ahead.

In responding to these challenges Council will continue to pursue more efficient ways to deliver our services, review our future infrastructure and facility needs and plan to ensure the organisation maintains its financial sustainability into the future.

The organisation's current focus continues to be the safety of our community and council staff, ensuring the continued delivery of essential services to the Ku-ring-gai community including the most vulnerable, and assisting the state and federal governments to implement measures designed to slow the spread of the virus and support health services.

This revised Delivery Program and Operational Plan provides details of the services, projects and major programs Council proposes to deliver in 2020-2021. This includes the progression of numerous initiatives to deliver environmental, social and economic benefits for our community.

We look forward to delivering on the commitments made to our community and in doing so, to progress the long-term priorities of the Community Strategic Plan 'Our Ku-ring-gai 2038'.



John McKee
GENERAL MANAGER



Local strategic planning statement

In 2018, the NSW Government introduced new plans for both metropolitan Sydney and the northern area of Sydney. These are A Metropolis of Three Cities – The Greater Sydney Region Plan and the North District Plan for the northern councils of Sydney.

The Ku-ring-gai Local Government Area is part of the North District Plan.

Sydney's district plans recognise the pressures created by Greater Sydney's rapidly growing population, changing demographics, need for housing and better infrastructure. The plans require each council to prepare a Local Strategic Planning Statement (LSPS) for their area to guide future land use planning and development

Following state government assurance processes and extensive community engagement, Council exhibited a draft LSPS in 2019 followed by formal adoption on 17 March 2020 subject to assurance confirmation from the Greater Sydney Commission.

Ku-ring-gai's LSPS provides a locally relevant response to the State Government's strategic plans. It sets out a 20-year vision for land use within Ku-ring-gai addressing economic, social, environmental and infrastructure needs. It provides guidance on:

- Where future housing, jobs and services will go
- What the local character of Ku-ring-gai is, and will be in the future
- The future identity and character for Ku-ring-gai's four local centres - Lindfield, Gordon, Turramurra and St Ives
- Provision of cultural, community and leisure facilities to foster a healthy, culturally rich and socially connected Ku-ring-gai
- Provision of open space and recreation facilities
- Protection of heritage
- Managing growth in a way that improves and protects bushland and biodiversity
- Increasing Ku-ring-gai's urban canopy
- Protecting and improving the health of waterways and riparian areas

- Reducing greenhouse gas emissions
- Increasing resilience to impacts from climate changes and natural and urban hazards
- Future transport infrastructure
- Supporting the local economy
- Identifying partnership opportunities with government agencies.

Specific planning priorities for Ku-ring-gai's four local centres are:

- Lindfield as a thriving and diverse centre
- Gordon as the civic and cultural heart of Ku-ring-gai
- Turramurra as a family focused urban village
- St Ives as an active green lifestyle and shopping destination.

Ku-ring-gai Council already has comprehensive land use plans and related policies developed in consultation with the community. The draft 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 must also respond to the priorities and actions contained in the North District Plan and identify additional investigations and research required to respond to the plan. These important investigations will add to the work Council has already completed, and will ensure well-informed decision-making into the future.

Additional identified strategic planning and research requirements include a Housing Strategy and Retail/Commercial Centres Strategy.

Ultimately, the LSPS will help guide future changes to Ku-ring-gai's planning controls - the Local Environmental Plan (LEP) and Development Control Plan (DCP).

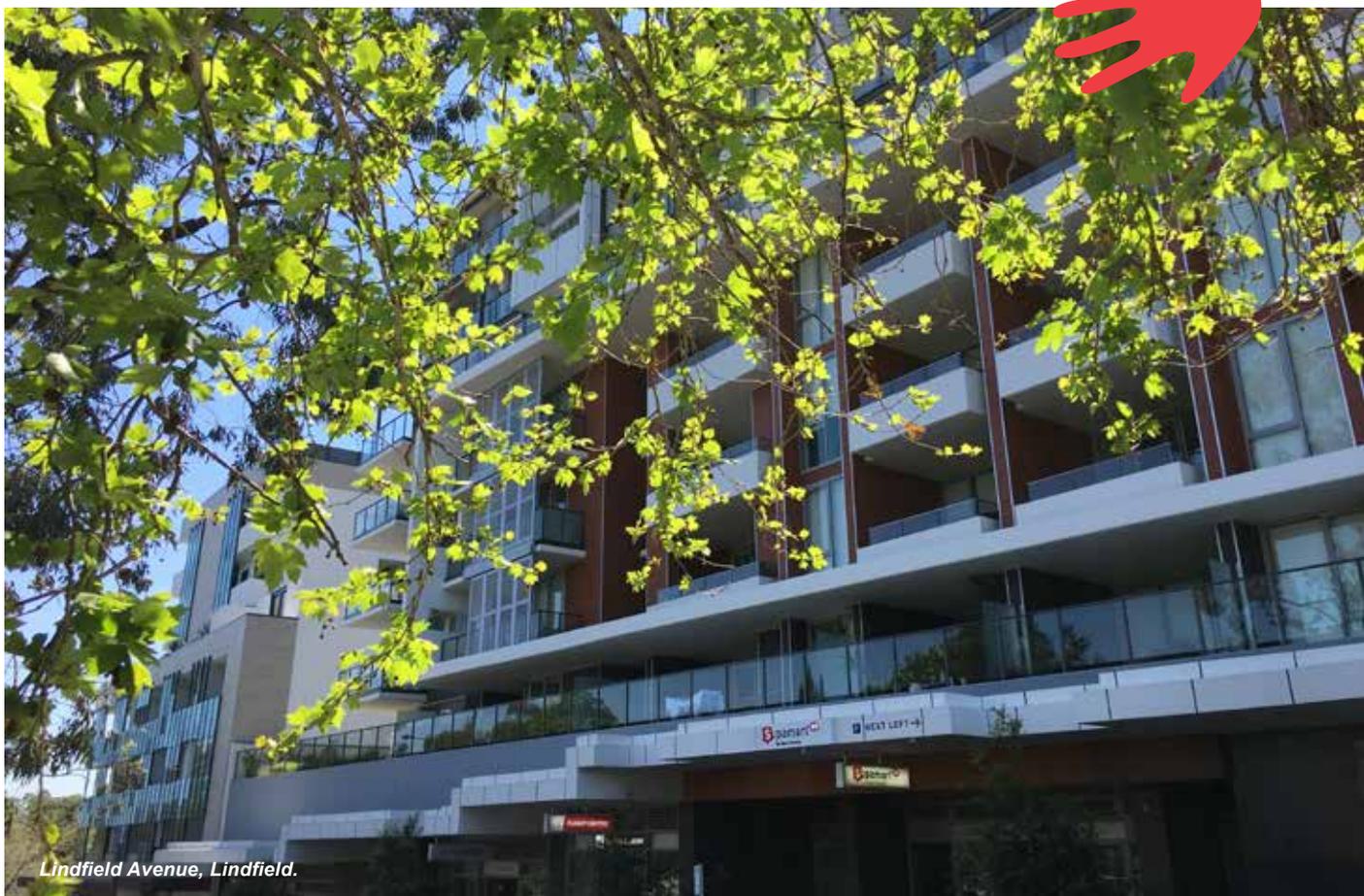
The LSPS will also assist stakeholders, such as government agencies, to understand Ku-ring-gai's future planning needs and better coordinate responses for future infrastructure such as roads and transport, open space and schools.

Council's Community Strategic Plan – Our Ku-ring-gai 2038, the overarching policy document for Ku-ring-gai, will continue to be utilised as the basis for Council's decisions, resource allocation and activity over the next 10 - 20 years.

The LSPS, which contains the next level of detail for land use planning in Ku-ring-gai, will both inform, and be informed, by the Community Strategic Plan.

Given the 20 year timeframe of the LSPS some local planning priorities identified in the statement will need to be staged and resourced over a period of years. This includes the preparation of strategies and plans to support the delivery and implementation of the LSPS. These will be included in relevant Delivery Programs and Operational Plans, with resourcing requirements included in the associated Resourcing Strategy.

The Local Strategic Planning Statement can be accessed through the NSW Planning Portal at www.planningportal.nsw.gov.au or via Council's website at www.kmc.nsw.gov.au



Major projects

INTRODUCTION

Ku-ring-gai's Community Strategic Plan includes long term objectives that respond to current and future needs of the population. The achievement of some objectives requires the delivery of major strategic projects that will also assist in the revitalisation of the Ku-ring-gai area. To turn these objectives into reality, Council is taking a lead role in the planning and delivery of key projects in the area that utilise Council owned lands.

Council has a strong track record in delivering major projects to the Ku-ring-gai community. The complexity and long term nature of these projects often means that they need to extend beyond one Council term. While the majority of the projects are located in and around key local centres, some are located further afield.

Projects completed over the last five years include the Gordon Library upgrade, construction of the Ku-ring-gai Fitness and Aquatic Centre and new Council depot as well as the award winning North Turramurra Recreation Area.

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

- An independent Major Projects Advisory Committee
- A Councillor's Major Projects Consultation Forum
- An internal Major Projects Steering Committee.

Projects completed over the last five years include the Gordon Library upgrade, construction of the Ku-ring-gai Fitness and Aquatic Centre, the new Council depot and the award winning North Turramurra Recreation Area.

ACTIVATE KU-RING-GAI PROJECTS

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

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

Revitalising these centres is included in Council's Community Strategic Plan, long term Resourcing Strategy, Delivery Program 2018-2021 and annual Operational Plans which set out Council's budget and actions for each financial year.

Information on current projects is provided below:

► Lindfield Village Green

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

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

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

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

Design and documentation for construction of the project was completed in 2019 with a request for tender released in October 2019. The successful tenderer was appointed in February 2020 with the project scheduled to begin in April 2020. Construction is estimated to take approximately 18 months.

► Lindfield Village Hub

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

The project will deliver a mixed-use precinct including new urban plaza and park, communal meeting place with a library/community centre, outdoor cafés, restaurants, eateries and new apartments. A supermarket and supporting retail shops will also be provided on the site along with basement car parking. The project will be delivered through Council entering into a Project Delivery Agreement with a development partner.

In 2019, Council conducted an open Expressions of Interest for a Development Partner which resulted in a shortlist of tenderers. Following the finalisation of tender documentation, a formal tender invitation was issued. Tender bids are due to close in April 2020.

Concurrent with the tender process, a Planning Proposal was prepared for the site in accordance with Council's 20 August 2019 resolution. The Planning Proposal is now being reviewed by Council and the Ku-ring-gai Local Planning Panel (independent local planning panel) before being submitted to the NSW Department of Planning for a determination.

The Planning Proposal was prepared to respond to the regional North District Plan and to the identified need to provide greater housing choice. The proposal seeks to

increase the intensity of land use at the site above the current level, for the purpose of additional commercial and residential accommodation. It also seeks to improve the public infrastructure that will be delivered by Council by reconfiguring the public open space land as a more beneficial local park, as well as providing for a pocket park incorporating deep soil planting and visual buffering to adjacent areas.

The proposed increase in land use intensity will enable Council to deliver the extensive public infrastructure required within the Lindfield Village Hub, through improved opportunities to fund the identified public infrastructure. This is a priority of Council and is consistent with Council's Long Term Financial Plan and community expectations expressed through community engagement activities.

► 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 in November 2019 have been addressed and the development application is undergoing final assessment. It is anticipated that the development application will be considered and determined by the Sydney North Planning Panel (SNPP) in May or June 2020. Until Council is in a position to relocate the library, it will continue to operate at the current location.

Major projects (cont.)

► Turramurra Community Hub

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

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

A detailed Business Case was produced for the hub project during 2019 and presented to the Major Projects Steering Committee in November 2019. Once Council has confirmed the likely height and density framework of the site through ongoing planning processes further analysis on the financial feasibility of the project can be undertaken.

► Gordon Cultural and Civic Hub

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

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

Council adopted a Creative Arts Facilities – Options Report in October 2019 and is currently in the process of preparing a final 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 local government area. The report proposes

that a new purpose-built cultural hub in Gordon would include a large gallery/exhibition space, auditorium, gallery shop and café, as well as art studios that include music recording facilities.

Council is now undertaking a feasibility analysis of masterplan options prior to further progression of the project.

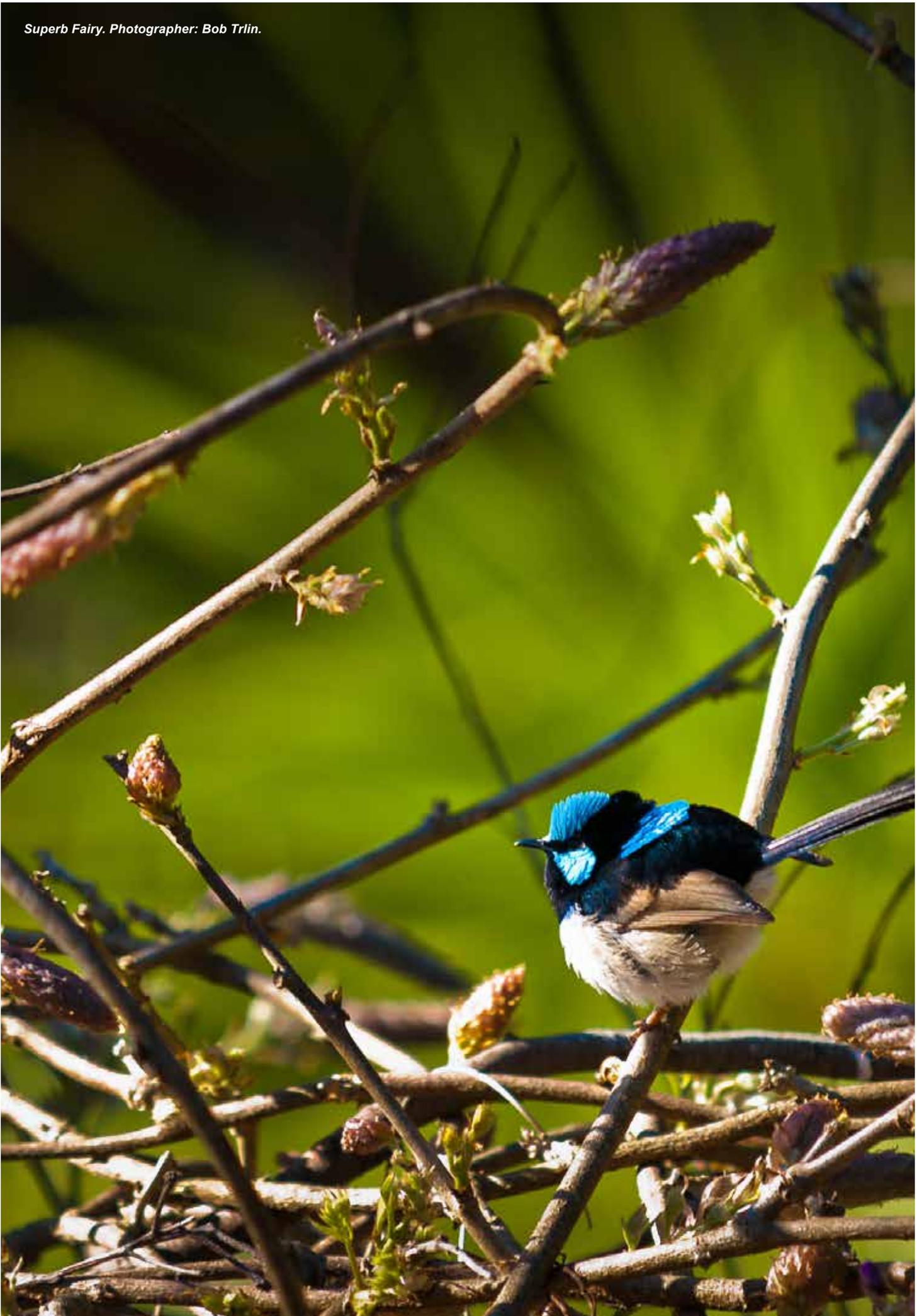
► Marian Street Theatre

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 2018-2021 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 with an application expected to be lodged in mid-2020.

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.

Superb Fairy. Photographer: Bob Trlin.



Part 1: Introduction

The Delivery Program and Operational Plan is divided into three parts.

PART 1 – INTRODUCTION

PART 2 – THE PLAN

This section outlines the three year term achievements that Council will undertake to progress the Community Strategic Plan 'Our Ku-ring-gai 2038', along with one year actions that Council will complete during the coming year.

The actions have been developed against each of the six themes in the Community Strategic Plan:

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

PART 3 – FINANCE

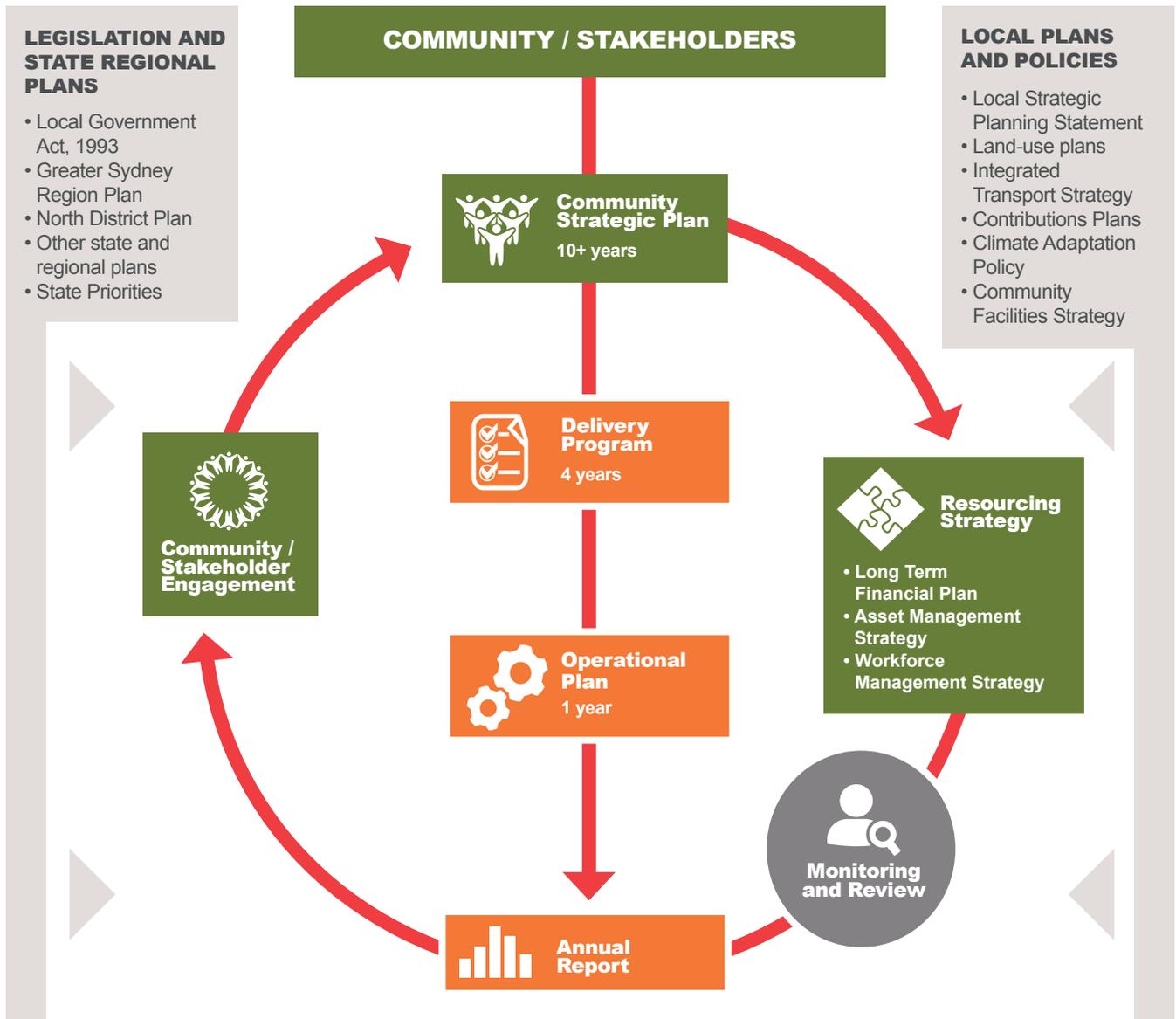
This section contains Council's financial management framework, budget, revenue policy, capital works program and operational projects for 2020-2021. Council's Fees and Charges 2020-2021 are detailed in a separate document. All integrated planning and reporting plans are available on Council's website, four libraries and the Customer Service Centre in Gordon.



Integrated planning and reporting framework

The NSW Government introduced the Integrated Planning and Reporting Framework in 2009 to assist councils in delivering their community's vision through long, medium and short term plans. The purpose of the framework was to formalise best practice strategic and resource 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 continue to be relevant to Ku-ring-gai and its community today, and are retained in Council's current Community Strategic Plan.



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

Website: olg.nsw.gov.au

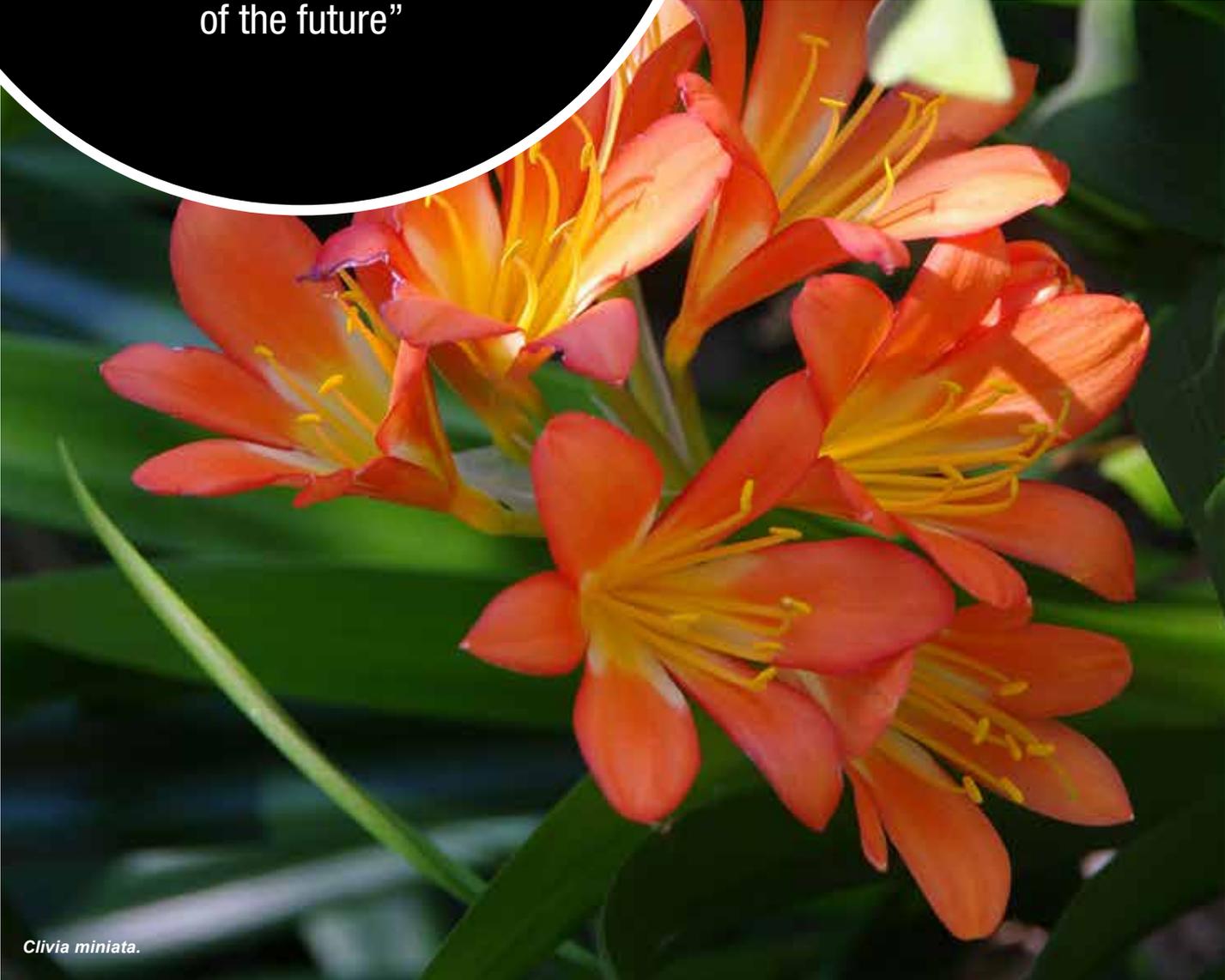


VISION STATEMENT

“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 the following principles:

- 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.



Clivia miniata.

Delivering the vision

The Integrated Planning and Reporting Framework requires Council to report regularly on its progress towards the achievement of community objectives through Council’s Delivery Program and one year Operational Plan.

► **Delivery Program 2018-2021**

The Delivery Program 2018-2021 is Council’s commitment during its term of office. It identifies, through term achievements, how Council is going to work towards achieving the community’s vision, long term objectives and priorities over the three years. It outlines the services, initiatives, programs and projects it is committed to delivering, how Council resources will be allocated and it is linked to the Community Strategic Plan through term achievements identified under the six theme areas.

► **Operational Plan 2020-2021**

The Operational Plan is developed annually and outlines the details of what Council will deliver for its community along with any required changes. It incorporates Council’s Budget, Capital Works Program, Statement of Revenue Policy and Fees and Charges for the financial year.

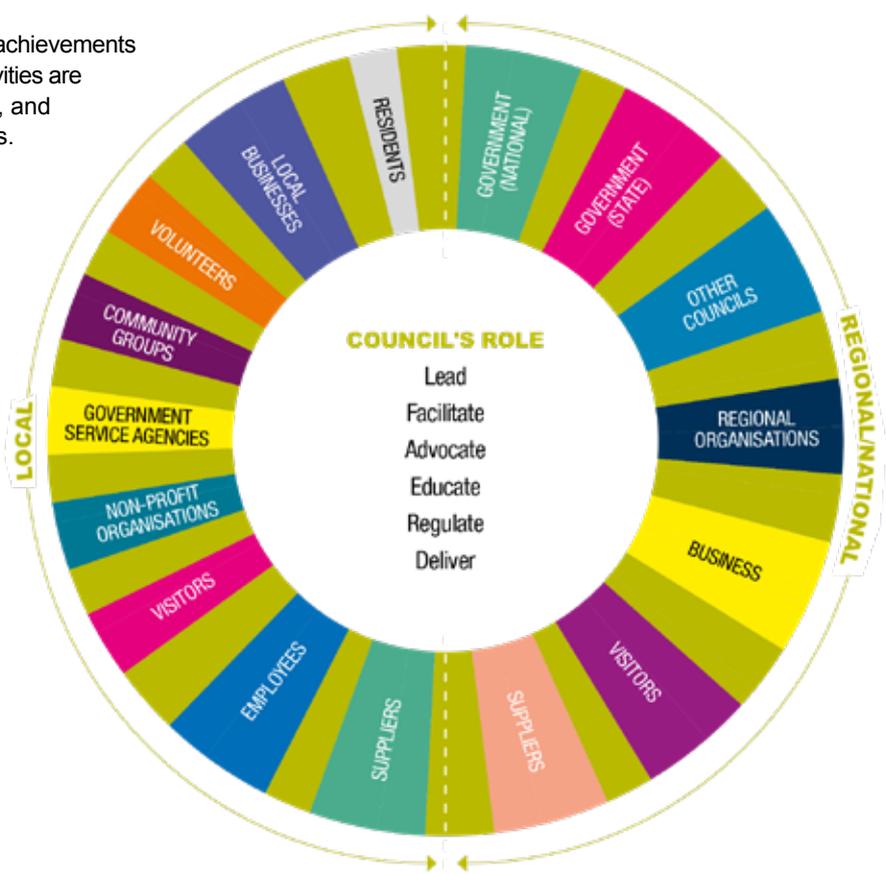
► **Principal activities**

The themes, long term objectives and term achievements are the platform from which all Council activities are generated to ensure they are responding to, and meeting, community needs and aspirations. Council activities are detailed in the Delivery Program, Operational Plan and Resourcing Strategy.

► **Our stakeholders**

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 long term objectives identified in the Community Strategic Plan and detailed in Council’s Delivery Program and annual Operational Plans.

Other stakeholders, such as state agencies, non government organisations, businesses, community groups and individuals also have an important 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. Stakeholders are listed against the long term objectives within Council’s Community Strategic Plan.

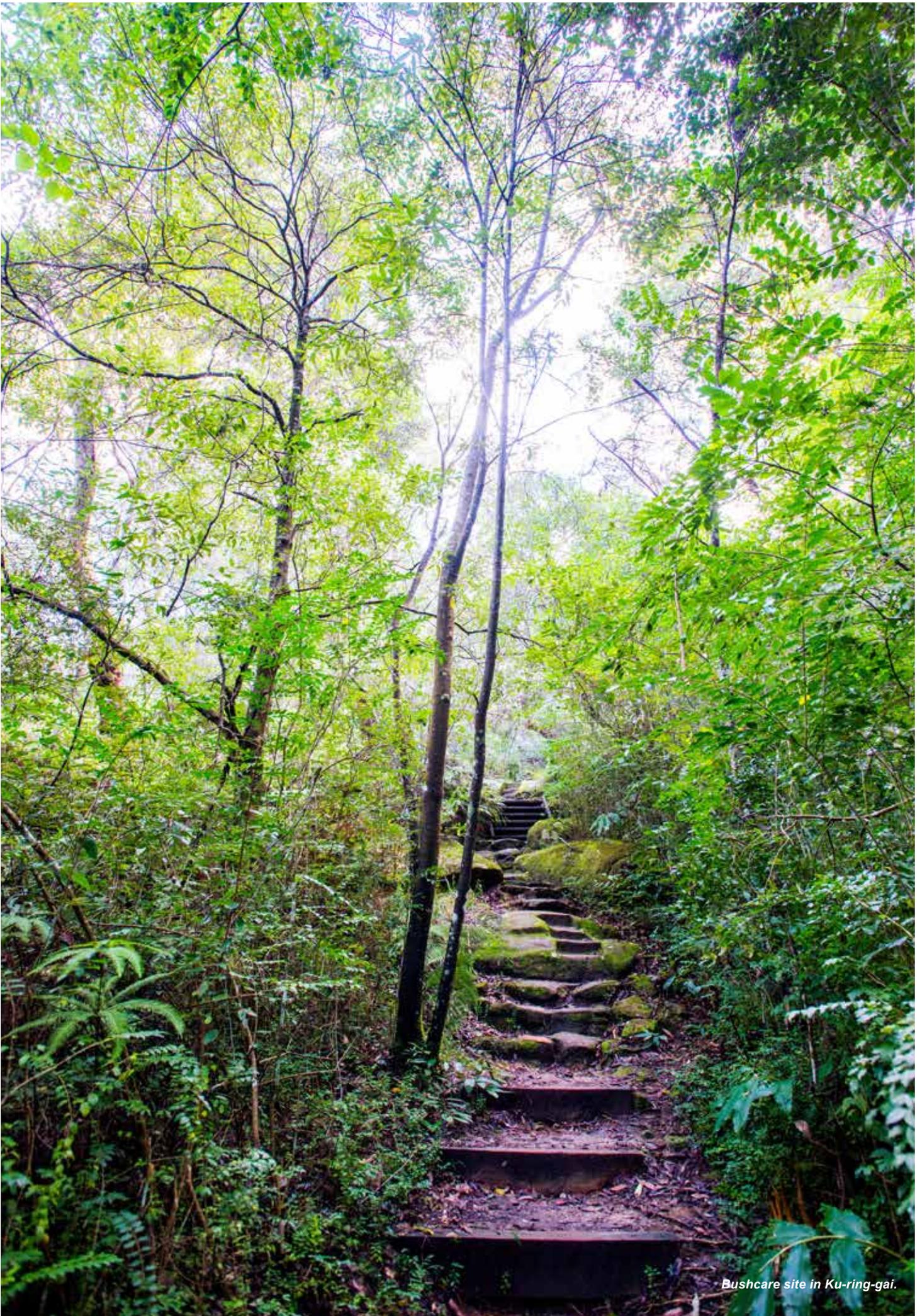


Performance monitoring and reporting

Integrated planning and reporting places a strong emphasis on the community being regularly informed of Council's progress in achieving the community's vision and long term objectives. This is through the delivery of effective and efficient services, capital and operating projects, programs and actions. The following table summarises Council's plans and responsibilities for review and reporting during 2020-2021:

Planning and delivery	Review and reporting
<p>Community Strategic Plan – Our Ku-ring-gai 2038</p> <ul style="list-style-type: none"> 6 themes, 30 long term objectives 	<p>An End of Term Report is presented to councillors in the year of an ordinary council election, summarising progress implementing the Community Strategic Plan during a council's term.</p>
<p>Resourcing Strategy 2020-2030</p> <ul style="list-style-type: none"> Long Term Financial Plan 2020-2030 Asset Management Strategy 2020-2030 Workforce Management Strategy 2020-2030 	<p>The Resourcing Strategy is reviewed and updated annually.</p>
<p>Delivery Program 2018-2021</p> <ul style="list-style-type: none"> 56 term achievements 	<p>Quarterly progress reports are presented to Council on Council's adopted budget including progress and expenditure on capital and operating projects and Council services. Progress on Operational Plan tasks is reported internally*.</p>
<p>Operational Plan 2020-2021</p> <ul style="list-style-type: none"> 199 one year tasks (projects, programs, actions, services) 	<p>Biannual progress reports are presented to Council on progress against one year tasks and Council's term achievements. Performance indicators are reported annually as part of June biannual reporting.</p> <p>An Annual Report is published including Council's audited Financial Statements, statutory reporting and a summary of achievements and challenges during the financial year, assessed against what Council said it would do.</p>

* Quarterly progress reports are also presented to Council on selected capital projects.

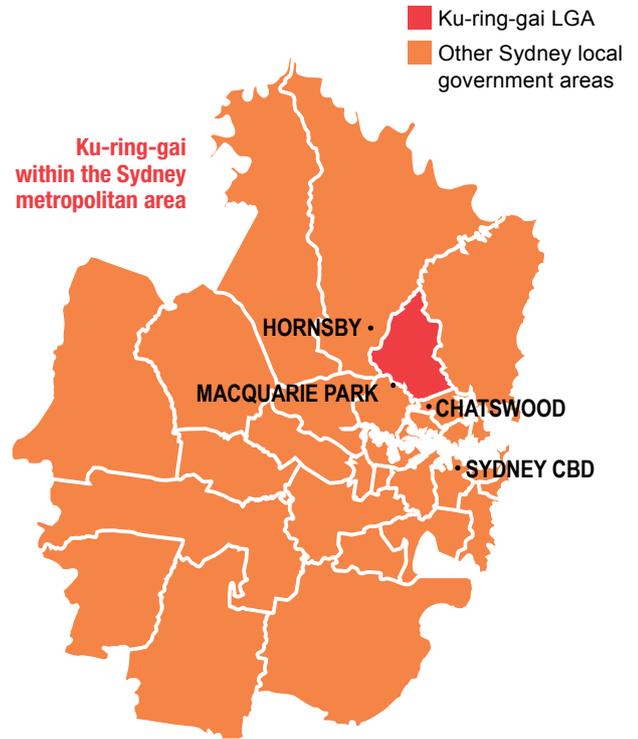


Bushcare site in Ku-ring-gai.

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.



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
- Over 800 recorded native plant species and more than 400 species of native animals
- Two bio-banking sites totalling over 100 hectares of parks and reserves.

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 Turrumurra). 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 987 heritage items and 55 heritage conservation areas within a well-defined compact urban area. In addition, over 4,089 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

► 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)



Above: Children enjoying a puppet show at the Wildflower Garden, St Ives in 1985. Photographer: Richard Walton. Source: Ku-ring-gai Library Local Studies Collection.

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.

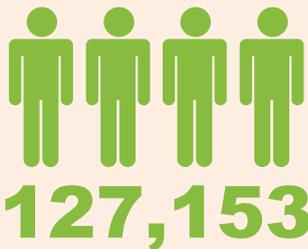
6 OUR DIVERSE LOCAL ECONOMY

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.

Ku-ring-gai – our place, our people

POPULATION 2019 ¹



ESTIMATED RESIDENT POPULATION



AGE GROUPS

Demographic	Age ⁴	Ku-ring-gai 2016 ⁴	Greater Sydney 2016 ⁴	Projected Ku-ring-gai 2036 ³
Children 	0 - 9 yrs	14,658 or 12.4%	12.8%	18,200 or 11.7%
Young people 	10-19 yrs	18,500 or 15.7%	11.8%	24,300 or 15.7%
	20-24 yrs	6,638 or 5.6%	7.1%	9,250 or 5.9%
Older people 	65-74 yrs	10,515 or 8.9%	7.7%	14,600 or 9.4%
	75+ yrs	10,941 or 9.2%	6.2%	17,700 or 11.5%

HOUSEHOLD TYPE

Demographic	Ku-ring-gai 2016 ⁴	Greater Sydney 2016 ⁴	Projected Ku-ring-gai 2036 ²
Families 	21,774 or 54.9%	46%	29,250 or 55.7%
Couples without children 	9,589 or 24.2%	22.4%	23,250 or 44.3%
Lone person 	6,155 or 15.5%	20.4%	9,150 or 17.4%

CULTURAL DIVERSITY³

27.7%
SPEAK A LANGUAGE
OTHER THAN ENGLISH
AT HOME



38.9%
RESIDENTS BORN
OVERSEAS

RESIDENTS REQUIRING ASSISTANCE DUE TO A DISABILITY³



3.6%
DAY TO DAY
assistance due
to disability

HOUSING CHOICE³



19%
HIGH RISE
DWELLINGS



8.4% MEDIUM DENSITY
DWELLINGS



72.4%
DETACHED DWELLINGS

A DIVERSE ECONOMY



36,299
LOCAL JOBS⁵



14,682
LOCAL BUSINESSES⁴



**\$6.73
BILLION**
CONTRIBUTED TO GRP⁵

A PROSPEROUS AREA³

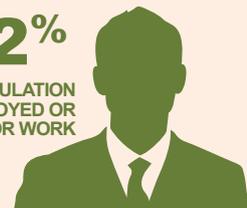


46%
TOTAL
HOUSEHOLDS
WITH A HIGH
INCOME



47.9%
POPULATION
UNIVERSITY EDUCATED

61.2%
OF THE POPULATION
IS EMPLOYED OR
LOOKING FOR WORK



Sources:

1. Australian Bureau of Statistics, Estimated Resident Population, 2019
2. NSW Planning and Environment, Population Projections, 2019.
3. Australian Bureau of Statistics, Census of Population and Housing, 2016
4. Australian Bureau of Statistics, 2018.
5. National Institute of Economic and Industry Research (NIEIR) ©2019

Community engagement

Community engagement

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

ENGAGING WITH OUR COMMUNITY

Council ensures engagement with the community is equitable and accessible. To do this, Council employs a range of methods to connect with our local stakeholders including:

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

Engagement and consultation includes a multi-modal approach to communications and engagement. This can include special events, have your say pages on the website, forums, workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.

ADVISORY AND REFERENCE COMMITTEES

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

Advisory and reference committees include:

► 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. The committee also oversees 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 Council's risk management framework.

The committee meets on a quarterly basis and its membership includes:

- Two (2) external independent members
- Two (2) Councillor members (excluding the Mayor) - these members have voting rights
- Other attendees, who do not have voting rights - General Manager, Director Corporate, Head of the Shared Service Internal Audit, Manager Finance, Manager People & Culture and other staff as requested by the General Manager
- Other invitees who are representatives of the External Auditor
- The Mayor and Councillors, who are invited to attend as observers.

► 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, Department of Planning and Environment, NSW Police, State Emergency Services, Sydney Water, Roads and Maritime Services and other ex-officio members.

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

► Heritage Reference Committee

The Heritage Reference Committee includes councillors, a community representative and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee provides advice to Council on heritage matters as well as promoting an understanding and appreciation of

heritage through specific activities and events, and makes recommendations to Council on the allocation of annual heritage homes grant funding to applicants. The committee meets monthly as required.

► **Ku-ring-gai Traffic Committee**

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, NSW Police, Roads and Maritime Services and the local Member of State Parliament.

The Committee is not a committee of Council, being established under delegation of the Roads and Maritime Services. As such, the Committee's role is to consider and advise Council on traffic related matters. Meetings of the committee are held as required.

► **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 defined as those projects undertaken by Council generally with a value of \$5 million or more. Currently, these major projects include, but are not limited to, the renewal of the Lindfield, Gordon and Turramurra local centres as well as the renewal of Marian Street Theatre.

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

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

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

► **Marian Street Theatre Community Reference Committee**

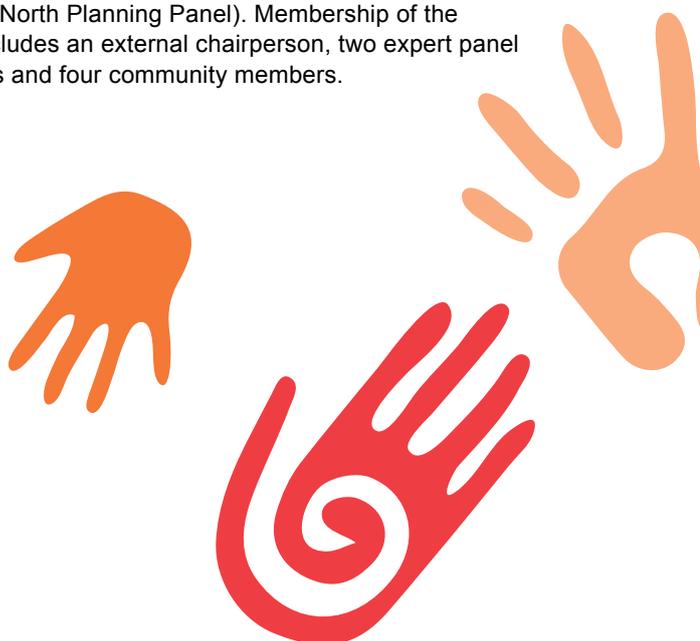
The Marian Street Theatre Community Reference Committee was established in August 2018 to enable Council to engage with both the Save Marian Street Theatre Committee and the community, on a formal basis during the design and construction stages of this major project.

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

KU-RING-GAI LOCAL PLANNING PANEL (KLPP)

From 1 March 2018, the NSW Minister for Planning made it mandatory for Local Planning Panels to operate in the Greater Sydney region. The Minister for Planning has set out the types of development applications to be determined by the KLPP. The KLPP also provides advice on significant land use planning proposals to Council.

Councillors no longer determine development applications, which are determined by either the KLPP, Council staff or the relevant regional planning panel (Sydney North Planning Panel). Membership of the panel includes an external chairperson, two expert panel members and four community members.



Community democracy

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

COUNCIL'S GUIDING PRINCIPLES

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

Key principles address:

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

COUNCIL'S ROLES

Council has an over-arching custodial role for the shared vision and aspirations of the Ku-ring-gai community. This includes caring for the community and the environment as well as the area's unique assets. In addition, Council is required to fulfil diverse roles to progress the long term objectives of the community strategic plan. Through its Delivery Program and one year Operational Plan they include:

► 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 land use planning, consultation on draft policies 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 activities identified in its plans. Collaborating with community groups, businesses, the development industry and government is a way to achieve the community's long term objectives for the area. This can occur through partnerships, joint agreements 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 objectives and projects.

► 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.

► 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.

DECISION MAKING

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

Ordinary Council meetings are held once a month with a public forum held in the week prior to the Council meeting. Residents are welcome to attend these meetings. The dates of the meetings are available on Council's website and published in the local newspaper. Residents can speak to the Council about agenda items or any other matters in the public interest at the forum.

Ordinary Council Meetings are webcast live as well as recorded.

Extraordinary Council Meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are published on our website and in the local newspaper (if timeframes permit).

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

Council meeting business papers are available to the public on Council's website, at our Customer Service Centre and all libraries on the Wednesday prior to the forum and in the Council Chamber on meeting nights. Meeting minutes are also available on Council's website.

COUNCIL ELECTIONS

The next NSW local government election was scheduled to be held in September 2020. On March 25, 2020 the Minister for Local Government postponed the September council elections to address the risks posed by the COVID-19 virus. It is the Government's intention to now hold the local government elections in September 2021.



The Ku-ring-gai community celebrated the start of the festive season with the switching on of Council's Christmas tree lights outside Gordon Library. Community members were treated to a performance by @Dae Hahn Choir (pictured).

Our councillors

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



ROSEVILLE WARD



Mayor Jennifer Anderson

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 [Read more about Mayor Anderson](#)



Cr Sam Ngai

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 [Read more about Cr Ngai](#)

COMENARRA WARD



Deputy Mayor Callum Clarke

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 [Read more about Cr Clarke](#)

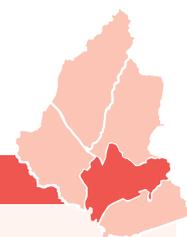


Cr Jeff Pettett

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 [Read more about Cr Pettett](#)

GORDON WARD

**Cr Cheryl Szatow**

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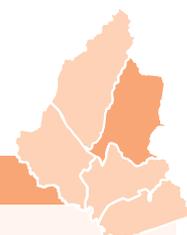
[Read more about Cr Szatow](#)

**Cr Peter Kelly**

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[Read more about Cr Kelly](#)

ST IVES WARD

**Cr Christine Kay**

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**Cr Martin Smith**

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[Read more about Cr Smith](#)

WAHROONGA WARD

**Cr Donna Greenfield**

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[Read more about Cr Greenfield](#)

**Cr Cedric Spencer**

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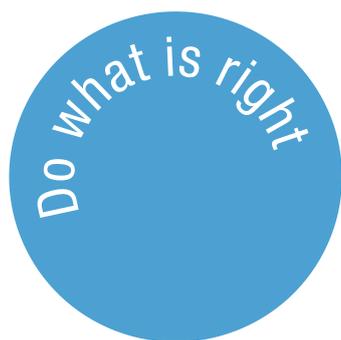
[Read more about Cr Spencer](#)



*The Ku-ring-gai Council mechanics at work.
Photographer: Molly Moloney*

Our organisational leadership

In 2015, Council adopted four corporate values to guide the organisation's delivery of the Community Strategic Plan, Delivery Program and Operational Plan. These are:



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



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



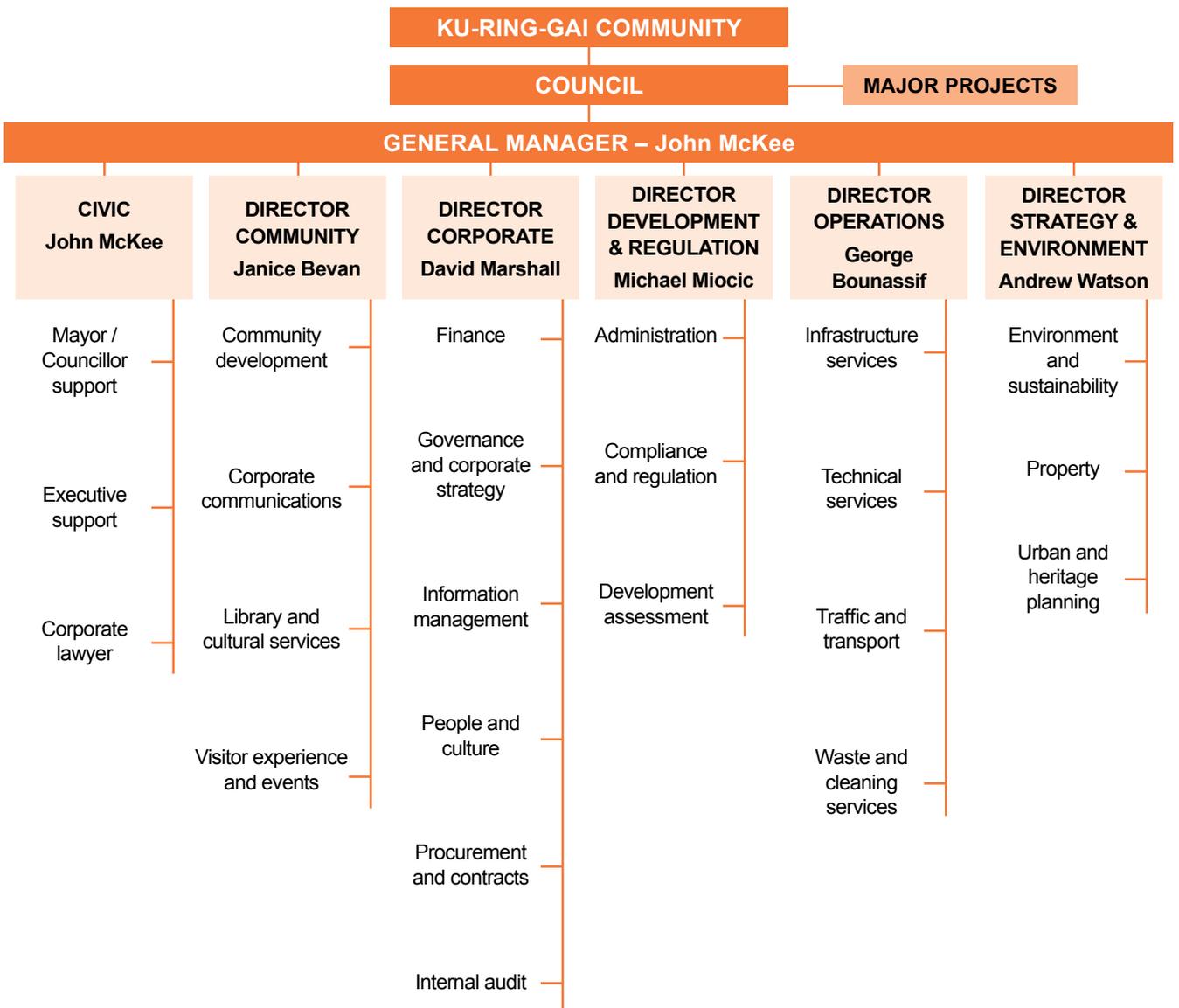
- We are accountable for our decisions
- We take responsibility for the outcomes of our choices, behaviours and actions



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

LEADERSHIP TEAM

Council is made up of six departments with the General Manager and Directors making up the 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.



WORKFORCE

Council employs a range of full time, part time and casual employees in a diverse range of service areas.

► Workforce total headcount by employment type as at 30 June 2019

Employment type	Ku-ring-gai Council 2019
Full time	353
Part time	59
Total full and part time	412
Plus casuals	276

The median age of our workforce is 47 years with 51% of our employees aged between 45 and 65 years, and 43.4% per cent of employees aged less than 44 years.

The gender profile of our workforce is 48% female and 52% male with employee positions spread across employment bands.

► Workforce % by age and gender as at 30 June 2019

Age	Male	Female	Total No.	Total %
15 -24	2	6	8	1.94%
25 - 34	32	44	76	18.44%
35 - 44	53	42	95	23.05%
45 - 54	51	52	103	25.00%
55 - 64	65	43	108	26.21%
65 +	13	9	22	5.33%
Total	216	196	412	100%*

* rounded up

► Total % of women in senior positions (band 6 and above) from 30 June 2010 to 30 June 2019

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

The average years of service per staff member is eight years indicating that Council remains an attractive employer for prospective applicants.

► Workforce total headcount by years of service and department as at 30 June 2019

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

SERVICES

Below is a list of services Council provides by theme:

Theme 1: Community, People and Culture

Children's services, youth services, aged services, disability services, cultural development, community events, libraries and art centre, community health and safety programs, healthy and active lifestyle programs, wellbeing programs, community facilities and halls management, sports grounds and parks bookings, and emergency management support.

Theme 2: Natural Environment

Environmental 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.

Theme 3: Places, Spaces and Infrastructure

Urban design and planning, heritage planning, development assessment, development compliance, regulation and compliance, open space projects, landscape design, engineering design, civil works and maintenance, drainage works and maintenance, strategic asset management, building asset works and maintenance, parks and sports field works and maintenance, fitness and aquatic centre, tree preservation and maintenance.

Theme 4: Access, Traffic and Transport

Traffic and transport strategy and research, road safety, engineering design, civil works and maintenance.

Theme 5: Local Economy and Employment

Economic and social development, marketing and events coordination.

Theme 6: Leadership and Governance

Customer service, financial management, integrated planning and reporting, property, revenue accounting, governance, procurement, risk management, communication, community engagement, human resources, information management, administration and records and civic support.



PART 2 - THE PLAN

This part outlines the three year term achievements that Council will undertake to progress the Community Strategic Plan, along with one year actions that Council will complete during the coming year. These have been developed against each of its six themes:

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





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.



*Willow's second birthday party in Wahroonga.
Photographer: Anson Lee*

Community Strategic Plan	Issue C1: Community Health and Wellbeing Long Term Objective C1.1: An equitable and inclusive community that cares and provides for its members.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C1.1.1: 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.	C1.1.1.1: Develop and implement effective plans, services and programs to proactively address the changing needs of the community including recommendations and programs identified in Council's Community Needs Analysis and Children's Services Needs Study.	Manager Community Development
	C1.1.1.2: Partner with key stakeholders to deliver community programs in response to identified community needs.	
	C1.1.1.3: Deliver accessible and inclusive library services to the community, including information and lending services, consistent with social justice principles.	Manager Library & Cultural Services
C1.1.2: Access has increased for communities that face barriers to using social services and community facilities.	C1.1.2.1: Implement programs in response to identified community needs that address a range of accessibility issues, reduce social isolation and promote social inclusion.	Manager Community Development
	C1.1.2.2: Implement Council's Access, Disability and Inclusion Plan.	
Community Strategic Plan	Issue C2: Cultural Diversity and Creativity Long Term Objective C2.1: A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C2.1.1: Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.	C2.1.1.1: Deliver programs and events that celebrate our diversity.	Manager Visitor Experience & Events
	C2.1.1.2: Promote cultural events to the whole community via Council's communication methods e.g. social media and website.	Manager Corporate Communications
	C2.1.1.3: Promote opportunities for cultural groups to stage events consistent with Council's sponsorship policy.	Manager Visitor Experience & Events
	C2.1.1.4: Obtain development consent for the refurbishment of the Marian Street Theatre.	Director Strategy & Environment

Community Strategic Plan	Issue C3: Community Connectedness Long Term Objective C3.1: A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C3.1.1: Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.	C3.1.1.1: Resource and support local initiatives and volunteer organisations through the Ku-ring-gai Community Grants Program.	Manager Community Development
	C3.1.1.2: Coordinate the Ku-ring-gai Hornsby Volunteer Coordination Service to enhance the capacity of local organisations to deliver services to older and frail aged residents.	
	C3.1.1.3: Resource and support volunteers by providing information, training and participation opportunities and recognising their contribution to the community.	
	C3.1.1.4: Deliver environmental volunteering programs.	Manager Environment & Sustainability
	C3.1.1.5: Encourage and support participation in lifelong learning and community connection within broad cultural, creative and information programs.	Manager Library & Cultural Services
	C3.1.1.6: Develop and deliver information collections, including local studies and electronic resources, that reflect cultural diversity and pride in local community.	
Community Strategic Plan	Issue C4: Healthier Lifestyles Long Term Objective C4.1: A community that embraces healthier lifestyle choices and practices.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C4.1.1: A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	C4.1.1.1: Healthy and active lifestyle programs and activities are delivered in collaboration with agencies and partners.	Manager Community Development
	C4.1.1.2: Deliver and support programs and events that improve the wellbeing of the community.	Manager Technical Services

Community Strategic Plan	Issue C5: Community Safety Long Term Objective C5.1: A community where residents feel safe and enjoy good health.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C5.1.1: Programs are implemented to manage risks and impacts on public safety.	C5.1.1.1: Facilitate, resource and promote collaborative approaches to community safety that prevent anti social behaviour and support local crime prevention initiatives.	Manager Community Development
	C5.1.1.2: Crime Prevention Through Environmental Design (CPTED) principles are incorporated into the design and construction of Councils Capital Works.	Manager Technical Services
	C5.1.1.3: Implement the Companion Animals Plan 2017-2020.	Manager Compliance & Regulation
	C5.1.1.4: Prepare a new Companion Animals Plan 2020 - 2025 for Council adoption.	
	C5.1.1.5: Ensure all buildings and multi-occupancy residential buildings are compliant with Council's Annual Fire Safety program.	
	C5.1.1.6: Undertake mandatory inspections of swimming pools as prescribed under legislation.	
	C5.1.1.7: Implement the Food Safety Protection program in accordance with the NSW Food Authority Agreement.	
	C5.1.1.8: Maintain Council's register and responsibilities for managing regulated premises.	
Community Strategic Plan	Issue C6: Housing Choice and Affordability Long Term Objective C6.1: Housing diversity, adaptability and affordability is increased to support the needs of a changing community.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C6.1.1: 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.	C6.1.1.1: Commence implementation of the Ku-ring-gai Housing Strategy to 2036.	Manager Urban & Heritage Planning
	C6.1.1.2: Develop strategies and models that will assist the provision of affordable housing choices consistent with the Local Strategic Planning Statement (LSPS).	
	C6.1.1.3: Identify opportunities to provide a range of housing choices as part of the implementation of the Ku-ring-gai Housing Strategy to 2036.	

Community Strategic Plan	Issue C7: Emergency Management Long Term Objective C7.1: An aware community able to prepare and respond to the risk to life and property from emergency events.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
C7.1.1: Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.	C7.1.1.1: Implement and report on the Emergency Management Plan (EMPLAN) in consultation with the Hornsby Ku-ring-gai Local Emergency Management Committee.	Manager Infrastructure Services
	C7.1.1.2: Implement the Hornsby Ku-ring-gai Bush Fire Risk Management Plan, in consultation with the Hornsby Ku-ring-gai Bush Fire Management Committee.	
	C7.1.1.3: Complete flood risk management studies in consultation with the Flood Risk Management Committee and investigate priority management actions.	Manager Environment & Sustainability



The first night noodle market was held on the Village Green at St Ives in January 2020 to celebrate the Lunar New Year.

PERFORMANCE INDICATORS 2020 – 2021

Utilisation percentage rate for Council's children's services.

Baseline/source: In 2016/17, there was 87% utilisation of children's services. (Source: Council)

INCREASING TREND 

Number of participants in youth service programs.

Baseline/source: In 2016/17, there were 6,240 participants in youth service programs. (Source: Council)

MONITOR 

Number of participants in aged and disability programs.

Baseline/source: In 2016/17, there were 3,097 participants in aged and disability programs. (Source: Council)

INCREASING TREND 

User satisfaction with Council's community services and programs.

Baseline/source: In 2016/17, there was an average 85% user satisfaction with all services and programs. (Source: Council)

MAINTAIN

Number of participants in Council's major local events.

Baseline/source: In 2016/17, there were 45,000 participants at major supported community events. (Source: Council)

MAINTAIN

Number of enrolments for art centre courses.

Baseline/source: In 2016/17, there were 2,000 enrolments for art centre courses. (Source: Council)

MAINTAIN

Number of visits to Council libraries.

Baseline/source: In 2016/17, there were over 500,000 visits to the libraries. (Source: Council)

MAINTAIN

Number of visits to the library website.

Baseline/source: In 2016/17, there were over 176,000 visits to the library website. (Source: Council)

INCREASING TREND 

Number of physical loans per resident.

Baseline/source: In 2016/17, there were 7.0 physical loans per resident. (Source: Council)

MAINTAIN

Number of registrations in active recreation programs supported by Council.

Baseline/source: In 2016/17, there were 738 registrations in active recreation programs supported by Council. (Source: Council)

INCREASING TREND 

Percentage of swimming pool barrier inspection program completed.

Baseline/source: In 2016/17, 100% of the swimming pool barrier inspection program was completed. (Source: Council)

MAINTAIN

Percentage registration of companion animals within Ku-ring-gai.

Baseline/source: In 2016/17, 95% of companion animals in Ku-ring-gai were registered. (Source: Council)

MAINTAIN OR INCREASING 

Percentage completion of fire trail improvement program.

Baseline/source: In 2016/17, 100% of the fire trail improvement program was completed. (Source: Council)

MAINTAIN

Percentage completion of hazard reduction program.

Baseline/source: In 2016/17, 45% of the hazard reduction program was completed. (Source: Council)

INCREASING TREND 



THEME 2

Natural Environment

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

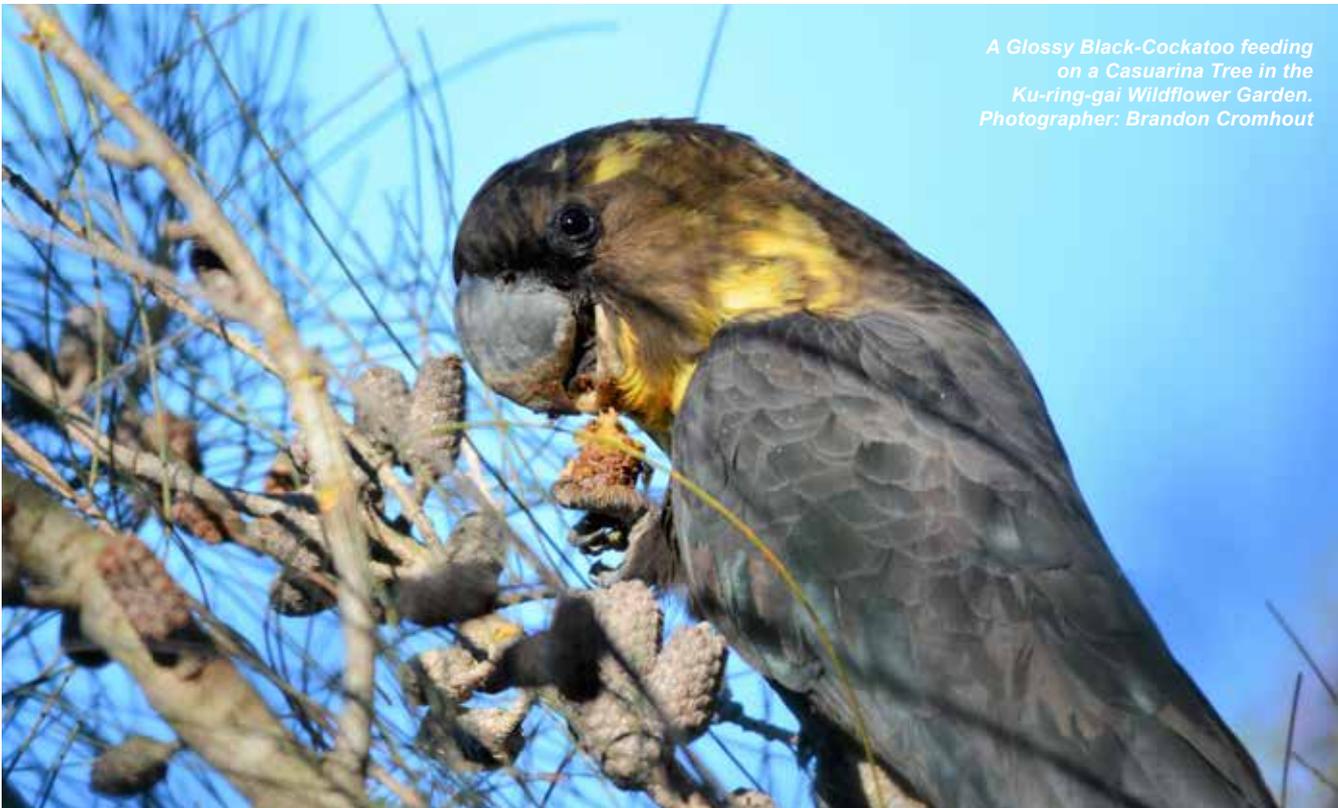


The Eastern Dwarf Tree Frog is a small species of frog reaching up to 2.5cm in body length.

Community Strategic Plan		Issue N1: Appreciating Ku-ring-gai's unique natural environment	
Long Term Objective N1.1: A community empowered with knowledge, learning and information that benefits the environment.			
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager	
N1.1.1: Increased community understanding of the value of the natural environment and local environmental issues and impacts.	N1.1.1.1: Utilise a variety of communication mechanisms and channels for different target groups to deliver environmental information.	Manager Environment & Sustainability	
	N1.1.1.2: Deliver environmental resources and programs for residents.		
N1.1.2: Increased community action that benefits the natural environment.	N1.1.2.2: Deliver environmental resources and programs for businesses.	Manager Visitor Experience & Events	
	N1.1.2.3: Deliver environmental resources and programs for schools, children and young people.		
	N1.1.2.4: Develop a detailed design for a Cultural and Environmental Education Centre and secure funding for its construction.		
Community Strategic Plan		Issue N2: Natural Areas	
Long Term Objective N2.1: Our bushland is rich with native flora and fauna.			
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager	
N2.1.1: The condition of bushland and the conservation of native flora and fauna have improved.	N2.1.1.1: Develop a Ku-ring-gai Natural Areas Plan of Management and implement priority actions.	Manager Environment & Sustainability	
	N2.1.1.2: Implement priority actions in the Biodiversity Policy and implement the biodiversity monitoring program.		
	N2.1.1.3: Implement priority actions in the Fauna Management Policy and implement the fauna monitoring program.		
	N2.1.1.4: Review service level agreements for bushland maintenance activities and develop maintenance delivery schedules.	Manager Infrastructure Services	
	N2.1.1.5: Implement site management plans for priority bushland reserves and implement a monitoring program.		
	N2.1.1.6: Implement the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land.		

Community Strategic Plan	Issue N2: Natural Areas Long Term Objective N2.1: Our bushland is rich with native flora and fauna.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
N2.1.2: Ecological protection and understanding is integrated into land use planning.	N2.1.2.1: Continually review and implement guidelines, processes and templates for environmental assessments.	Manager Environment & Sustainability
	N2.1.2.2: Apply development assessment controls and conditions to ensure new development reflects government legislation and Council's adopted Local Environment Plans and Development Control Plans with regards to riparian and biodiversity provisions.	Manager Development Assessment Services
Community Strategic Plan	Issue N3: Natural Waterways Long Term Objective N3.1: Our natural waterways and riparian areas are enhanced and protected.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
N3.1.1: The condition of natural waterways and riparian areas have improved.	N3.1.1.1: Participate in research programs and partnerships to advance water management.	Manager Environment & Sustainability
	N3.1.1.2: Implement priority actions in the Water Sensitive City Policy, develop and implement Water Sensitive City Strategy.	
	N3.1.1.3: Maintain water sensitive urban design (WSUD) devices in accordance with asset management plan service levels.	Manager Waste & Cleaning Services
N3.1.2: Utilisation of water harvesting and reuse has increased at Council owned facilities.	N3.1.2.1: Manage water harvesting and reuse sites according to Water Reuse Management Plans, maintenance programs and the Asset Management Strategy.	Manager Infrastructure Services
Community Strategic Plan	Issue N4: Climate Change Long Term Objective N4.1: A community addressing and responding to the impacts of climate change and extreme weather events.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
N4.1.1: The community is effectively informed and engaged on climate change impacts and responses.	N4.1.1.1: Deliver the Climate Wise Communities program to build community resilience to the impacts of climate change and extreme weather events.	Manager Environment & Sustainability
N4.1.2: Council's vulnerability to climate change is reduced.	N4.1.2.1: Implement priority actions in the Climate Change Adaptation Strategy.	
	N4.1.2.2: Review the Climate Change Policy and implement priority actions.	

Community Strategic Plan	Issue N5: Sustainable Resource Management Long Term Objective N5.1: A community progressively reducing its consumption of resources and leading in recycling and reuse.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
<p>N5.1.1: The community is effectively engaged in improved waste reduction, reuse and recycling.</p>	<p>N5.1.1.1: Deliver effective and efficient waste management services.</p>	<p>Manager Waste & Cleaning Services</p>
	<p>N5.1.1.2: Finalise new Waste Collection Tender and Contract.</p>	
	<p>N5.1.1.3: Deliver community waste education programs.</p>	
	<p>N5.1.1.4: Deliver grant funded Waste Less Recycle More projects.</p>	
	<p>N5.1.1.5: Participate in the Northern Sydney Regional Organisation of Councils (NSROC) Regional Waste Disposal Contract.</p>	
	<p>N5.1.1.6: Implement Regional Waste Plan Actions.</p>	
<p>N5.1.2: The community is effectively engaged in energy and water conservation and efficiency programs.</p>	<p>N5.1.2.1: Implement programs to assist the community to reduce energy and water use.</p>	<p>Manager Environment & Sustainability</p>



PERFORMANCE INDICATORS 2020 – 2021

Number of residents involved in community environmental programs.

Baseline/source: In 2016/17, 5,348 residents were involved in community environmental programs per year. (Source: Council)

INCREASING TREND 

Number of residents at a household or individual level who carried out actions to benefit the environment.

Baseline/source: In 2016/17, 2,843 residents carried out actions to benefit the environment per year. (Source: Council)

INCREASING TREND 

Number of hectares of bushland/habitat regenerated.

Baseline/source: In 2016/17, bush regeneration works were conducted on 60 hectares of bushland. (Source: Council)

STABLE OR INCREASING 

Percentage of creeks tested that maintain or improve their stream health score.

Baseline/source: In 2016/17, 100% of creeks tested maintained or improved their health score. (Source: Council)

MAINTAIN

Tonnes of rubbish diverted from our waterways.

Baseline/source: In 2016/17, 2,295 tonnes of rubbish was diverted from waterways. (Source: Council)

MONITOR 

Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.

Baseline/source: In 2016/17, 86% of harvested/reused water was utilised at harvested/reuse sites. (Source: Council)

MONITOR 

Number of residents involved in climate change adaptation activities.

Baseline/source: In 2016/17, there were 294 participants in climate change adaptation activities. (Source: Council)

INCREASING TREND 

Kilograms of waste generated per resident.

Baseline/source: In 2016/17, 208.19 kg of waste was generated per resident. (Source: Council)

DECREASING TREND 

Percentage household waste diverted from landfill.

Baseline/source: Council's target is 60% of total household waste diverted from landfill. (Source: Council)

INCREASING TREND 

Household potable water consumption per capita.

Baseline/source: In 2016/17, there was 79.38 kL/capita water consumption. (Source: Sydney Water)

DECREASING TREND 

Household electricity consumption per capita.

Baseline/source: In 2016/17, there was 2,980kWh household energy consumption per capita. (Source: Ausgrid and RAPP2.0)

DECREASING TREND 



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.



Charles Bean Sportsground is the first synthetic playing field in Ku-ring-gai Council to be constructed. The new synthetic surface allows the playing field to be used during wet weather and reduces maintenance costs, compared to a grass surface.

Community Strategic Plan	Issue P1: Preserving the unique visual character of Ku-ring-gai Long Term Objective P1.1: Ku-ring-gai's unique visual character and identity is maintained.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P1.1.1: Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.	P1.1.1.1: Continue to review the effectiveness of existing strategies, plans and processes across all programs.	Manager Urban & Heritage Planning
	P1.1.1.2: Prepare a Local Character Strategy for Ku-ring-gai consistent with the Local Strategic Planning Statement (LSPS), Local Character Guidelines, and the North District Plan.	
	P1.1.1.3: Development is assessed against local government and state planning objectives and controls to protect and enhance the unique visual and landscape character of Ku-ring-gai.	Manager Development Assessment Services
	P1.1.1.4: Administer and implement Council's tree preservation policies and procedures.	Manager Technical Services
	P1.1.1.5: Implement the urban forest replenishment program for Ku-ring-gai including identification of funding opportunities.	
	P1.1.1.6: Deliver programs to reduce litter and graffiti and provide street cleaning operations to improve drainage and the appearance of Ku-ring-gai.	Manager Waste & Cleaning Services
	P1.1.1.7: Develop an urban forest monitoring program.	Manager Technical Services
P1.1.2: Place making programs are being implemented for selected neighbourhood centres.	P1.1.2.1: Develop concept plans for neighbourhood centres to achieve place-making objectives informed by community engagement.	Manager Technical Services
	P1.1.2.2: Undertake a coordinated program of neighbourhood centres revitalisation.	
Community Strategic Plan	Issue P2: Managing Urban Change Long Term Objective P2.1: A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P2.1.1: Land use strategies, plans and processes are in place to effectively manage the impact of new development.	P2.1.1.1: Prepare plans and strategies as required by the Local Strategic Planning Statement (LSPS).	Manager Urban & Heritage Planning
	P2.1.1.2: Continue to review the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.	

Community Strategic Plan	Issue P3: Quality Urban Design and Development Long Term Objective P3.1: The built environment delivers attractive, interactive and sustainable living and working environments.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P3.1.1: A high standard of design quality and building environmental performance is achieved in new and existing development.	P3.1.1.1: Promote Council's design quality and building sustainability standards to industry and community stakeholders.	Manager Urban & Heritage Planning
P3.1.2: Community confidence has continued in our assessment, regulatory and environmental processes.	P3.1.2.1: Development is assessed against local government and state planning objectives and controls, including building sustainability controls, to achieve quality urban design outcomes.	Manager Development Assessment Services
	P3.1.2.2: Facilitate community participation through Council's Community Participation Plan and the Ku-ring-gai Local Planning Panel (KLPP) consistent with the Code of Meeting Practice.	
	P3.1.2.3: Provide regulatory compliance services consistent with state and local controls which includes education of the community and their involvement in local policy reviews.	Manager Compliance & Regulation
Community Strategic Plan	Issue P4: Revitalisation of our centres Long Term Objective P4.1: Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P4.1.1: 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.	P4.1.1.1: Finalise a Local Centres Public Domain Plan and Technical Manual including outdoor dining and activities.	Manager Urban & Heritage Planning
	P4.1.1.2: Finalise the Public Domain Masterplans for Turramurra, Lindfield and Gordon local centres and concept plans for key precincts.	
	P4.1.1.3: Actively engage with residents, key agencies, landholders, businesses and other stakeholders to assist with the delivery of the Activate Ku-ring-gai Program.	
	P4.1.1.4: Finalise a Creative Arts Facility Strategy to guide the delivery of creative arts and cultural facilities across the local government area.	
	P4.1.1.5: Identify locations for new parks in priority areas identified in Council's adopted Open Space Acquisition Strategy.	
	P4.1.1.6: Finalise strategies and plans for Gordon Local Centre and surrounds.	

Community Strategic Plan	Issue P4: Revitalisation of our centres	
Delivery Program Term Achievement - 3 Year	Long Term Objective P4.1: Our centres offer a broad range of shops and services and contain lively urban village spaces and places where people can live, work, shop, meet and spend leisure time.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P4.1.1: 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. (cont.)	P4.1.1.7: Finalise strategies and plans for Turramurra Local Centre and surrounds.	Manager Urban & Heritage Planning
	P4.1.1.8: Finalise strategies and plans for Lindfield Local Centre and surrounds.	
	P4.1.1.9: Monitor, review and guide the Major Project proposals to ensure they deliver quality community outcomes and design excellence.	
	P4.1.1.10: Obtain development consent and continue to facilitate disposal of the Lindfield Library site.	Director Strategy & Environment
	P4.1.1.11: Integrate people and vehicle movements for the primary local centres through the Public Domain Plan, Traffic & Transport studies in collaboration with Transport for NSW (TfNSW).	Manager Urban & Heritage Planning
P4.1.2: Commence construction of Lindfield Village Green.	P4.1.2.1: Commence construction of Lindfield Village Green.	Manager Technical Services
P4.1.3: Secure a development partner for Lindfield Village Hub.	P4.1.3.1: Progress and award tender for the Lindfield Village Hub.	Group Lead Major Projects
P4.1.4: Secure a development partner for Turramurra Community Hub.*	P4.1.4.1: Examine planning options within feasibility parameters for the Turramurra Community Hub.*	
Community Strategic Plan	Issue P5: Heritage that is protected and responsibly managed	
Delivery Program Term Achievement - 3 Year	Long Term Objective P5.1: Ku-ring-gai's heritage is protected, promoted and responsibly managed.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P5.1.1: Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.	P5.1.1.1: Implement, monitor and review Ku-ring-gai's heritage planning controls including the development of a heritage strategy consistent with the Local Strategic Planning Statement (LSPS).	Manager Urban & Heritage Planning
	P5.1.1.2: Protect and effectively manage Ku-ring-gai's Aboriginal heritage assets in conjunction with the Aboriginal Heritage Office.	Manager Environment & Sustainability
	P5.1.1.3: Promote local heritage in consultation with key stakeholders.	Manager Urban & Heritage Planning
	P5.1.1.4: Heritage is protected and conserved through the development assessment process consistent with Council's adopted Local Environmental Plans and Development Control Plans and state heritage controls.	Manager Development Assessment Services
	P5.1.1.5: Complete the heritage conservation refurbishment for Tulkiyan House that preserves the heritage structure and internal fabric.	Manager Technical Services

* P4.1.4/ P4.1.4.1: Items currently placed on hold by Council Resolution dated 19 May, 2020 (GB.2 Minute 96) for a period of up to 24 months pending the outcome of Ku-ring-gai Council's comprehensive Local Environmental Plan.

Community Strategic Plan	Issue P5: Heritage that is protected and responsibly managed Long Term Objective P5.1: Ku-ring-gai's heritage is protected, promoted and responsibly managed.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P5.1.1: Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets. (cont.)	P5.1.1.6: Cultural and heritage assets in open space areas are protected, preserved, restored and maintained.	Manager Technical Services
	P5.1.1.7: Deliver Aboriginal cultural activities at the St Ives Showground and Ku-ring-gai Wildflower Garden.	Manager Visitor Experience & Events
Community Strategic Plan	Issue P6: Enhancing recreation, sporting and leisure facilities Long Term Objective P6.1: Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P6.1.1: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.	P6.1.1.1: Deliver Council's adopted Open Space Capital Works Program.	Manager Technical Services
	P6.1.1.2: District park landscape masterplans are prepared to inform the forward Open Space Capital Works Program.	Manager Urban & Heritage Planning
	P6.1.1.3: Complete the design of identified parks incorporating accessibility and inclusive passive recreation facilities.	Manager Technical Services
	P6.1.1.4: Construct parks which incorporate accessible and inclusive passive recreation facilities.	
	P6.1.1.5: Implement improvements to carparking at Wahroonga Park and St Ives Showgrounds.	
	P6.1.1.6: Implement an amenities improvement program to recreational and sporting fields that are compliant with the relevant code.	
	P6.1.1.7: Progressively review and update Community Plans of Management.	Manager Urban & Heritage Planning
	P6.1.1.8: Maintain existing recreation and sporting facilities in accordance with the Asset Management Strategy and maintenance plans.	Manager Infrastructure Services
	P6.1.1.9: Implement priority actions from the Recreation in Natural Areas Strategy.	Manager Environment & Sustainability
	P6.1.1.10: Approve a Heads of Agreement with the Department of Education confirming key elements of the proposal to construct and jointly use an indoor sports facility at St Ives High School prior to committing to a Development Application.	Director Strategy & Environment
	P6.1.1.11: Commence preparation of a Green Grid Strategy for Ku-ring-gai in alignment with the Local Strategic Planning Statement (LSPS).	Manager Urban & Heritage Planning
	P6.1.1.12: Continue to work closely with sporting organisations and clubs, user groups and residents to develop and manage Council's sporting assets.	

Community Strategic Plan	Issue P6: Enhancing recreation, sporting and leisure facilities	
Community Strategic Plan	Long Term Objective P6.1: Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P6.1.1: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. (cont.)	P6.1.1.13: Commence development of an integrated Open Space, Sport & Recreation needs study.	Manager Urban & Heritage Planning
P6.1.2: Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.	P6.1.2.1: Engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities.	Manager Urban & Heritage Planning
	P6.1.2.2: Facilitate a regular sporting forum and ongoing communication with sporting users.	Manager Infrastructure Services
Community Strategic Plan	Issue P7: Enhancing community buildings and facilities	
Community Strategic Plan	Long Term Objective P7.1: Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P7.1.1: The condition and functionality of existing and new assets is improved.	P7.1.1.1: Implement a prioritised program of improvements to community meeting rooms, halls, buildings and facilities.	Manager Technical Services
	P7.1.1.2: Integrate sustainability and climate resilience measures, incorporating minimum performance standards, into the building upgrade and renewal program.	Manager Environment & Sustainability
P7.1.2: Usage of existing community buildings and facilities is optimised.	P7.1.2.1: Provide accommodation for identified community services in line with Council's Management of Community and Recreation Facilities Policy.	Manager Property
	P7.1.2.2: Continue to promote and develop the Ku-ring-gai Wildflower Garden and St Ives Showground diverse facilities to host community and commercial usage.	Manager Visitor Experience & Events
	P7.1.2.3: Continue to develop and deliver professional services including programs, services and ongoing marketing to club members and public players at Council's golf courses to industry standards.	Manager Technical Services
	P7.1.2.4: Council's recreation services meet customer needs.	

Community Strategic Plan	Issue P8: Improving the standard of our infrastructure Long Term Objective P8.1: An improved standard of infrastructure that meets the community's service level standards and Council's obligations as the custodian of our community assets.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
P8.1.1: Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address inter-generational equity.	P8.1.1.1: Finalise the review of the Contributions Plan to align with the Local Strategic Planning Statement (LSPS).	Manager Urban & Heritage Planning
	P8.1.1.2: Asset Management Plans are revised to align with the Resourcing Strategy.	Manager Technical Services
P8.1.2: Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.	P8.1.2.1: Implement Asset Management Plans to document maintenance, renewal and upgrade requirements in line with Service Level Agreements.	Manager Infrastructure Services
	P8.1.2.2: Prepare draft capital works and renewal programs for Council's footpaths, roads, drains, bridges and carparks for inclusion in the Delivery Program.	Manager Technical Services
	P8.1.2.3: Deliver Road, Footpath and Carpark Capital Works Programs on time and within budget.	
	P8.1.2.4: Deliver Drainage Capital Works Programs on time and within budget.	



PERFORMANCE INDICATORS 2020 – 2021

Percentage of tree management requests actioned within agreed service delivery standards.

Baseline/source: In 2016/17, 70% of the 5,000 tree management requests received were actioned within agreed service delivery standards. (Source: Council)

INCREASING TREND 

Number of trees planted across Ku-ring-gai to support the establishment of green corridors.

In 2018/19, over 300 trees were planted across Ku-ring-gai. (Source: Council)

INCREASING 

Percentage of Land and Environment Court matters that result in improved environmental outcomes.

Baseline/source: In 2016/17, 95% of matters resulted in improved environmental outcomes. (Source: Council, Land & Environment Court)

STABLE OR INCREASING 

Median processing time for development application determination times.

Annual target for net median processing times for all applications is less than 90 days. (Source: Council)

DECREASING TREND 

Percentage of completed playground safety audit programs.

Baseline/source: In 2016/17, 100% of the playground safety audit program was completed within set timeframes. (Source: Council)

MAINTAIN

Potable water consumption (kL) from Council operations.

Baseline/source: In 2016/17, potable water consumption from Council operations was 183,573kL. (Source: Council)

DECREASING TREND 

Water reuse/recycling (kL) used by Council operations.

Baseline/source: In 2016/17, Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems). (Source: Water Conservation Group)

MONITOR 

Electricity consumption (MWh) of Council's fixed assets.

Baseline/source: In 2016/17, there was 5,124 MWh electricity consumption of Council's fixed assets. (Source: Council)

DECREASING TREND 

Greenhouse gas emissions (tonnes CO₂-e) from Council operations.

Baseline/source: In 2016/17, there was 10,589 tonnes CO₂-e greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting). (Source: Council)

DECREASING TREND 

Utilisation percentage of community halls and meeting rooms.

Baseline/source: In 2016/17, there was 81% utilisation of community halls and meeting rooms. (Source: Council)

MAINTAIN OR INCREASING 

Percentage completion of capital works programs for roads, footpaths and drains.

Baseline/source: In 2016/17, 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets. (Source: Council)

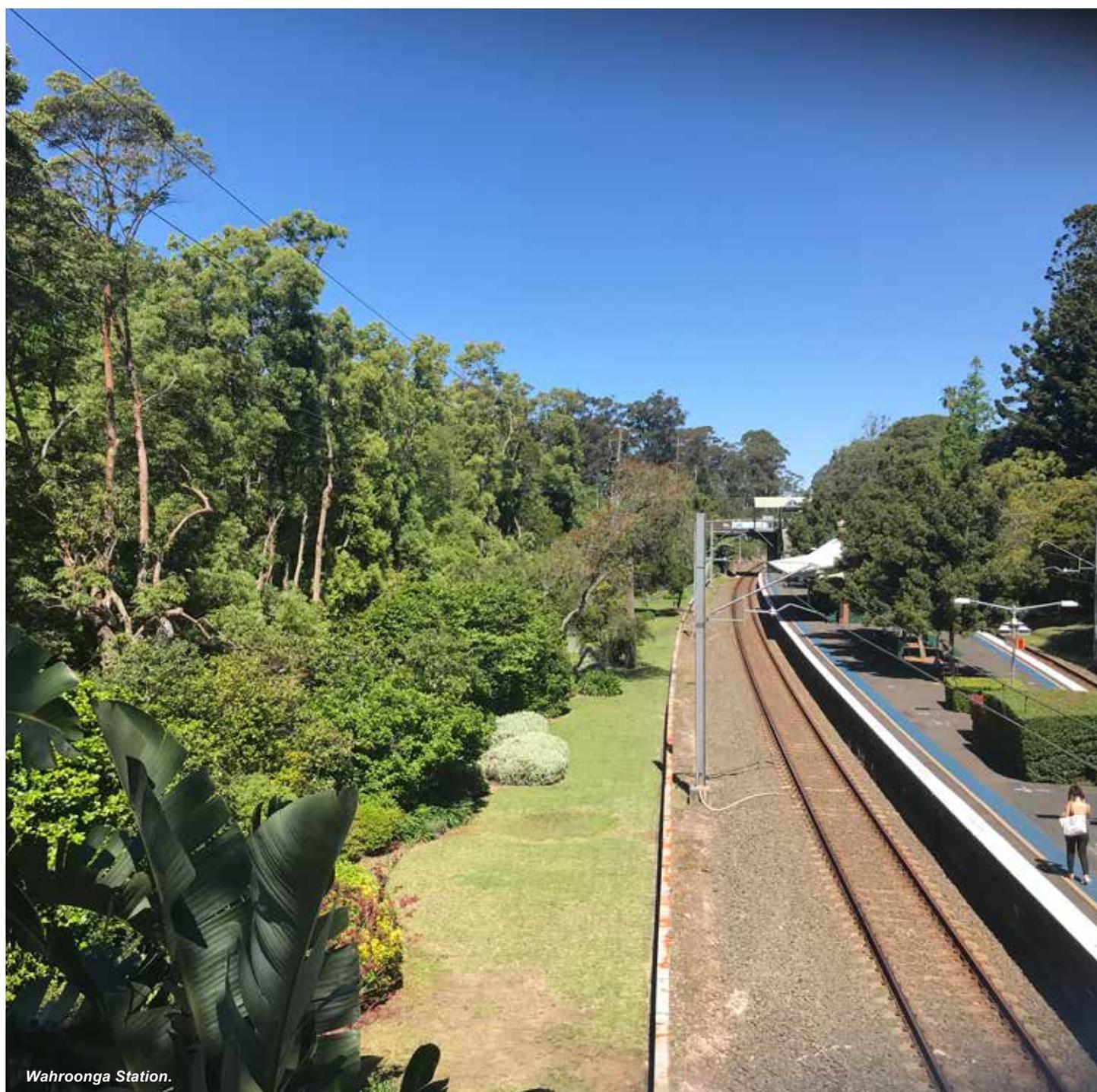
MAINTAIN OR INCREASING 



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.



Community Strategic Plan	Issue T1: Integrated and Accessible Transport	
Delivery Program Term Achievement - 3 Year	Long Term Objective T1.1: A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
T1.1.1: Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.	T1.1.1.1: An improvement plan is being implemented for bikeways, pedestrian facilities and footpath networks having regard for the access, health and recreational needs of the community.	Manager Urban & Heritage Planning
	T1.1.1.2: Finalise for adoption the Pedestrian Access and Mobility Plan (PAMP) recommendations in conjunction with the Public Domain Plan.	
	T1.1.1.3: Progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements and 5 year program (to allocated budget).	Manager Technical Services
T1.1.2: A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.	T1.1.2.1: Review and implement appropriate recommendations from the Ku-ring-gai Integrated Transport Strategy to align with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.	Manager Urban & Heritage Planning
T1.1.3: Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.	T1.1.3.1: Continue to advocate Transport for NSW (TfNSW) for the provision of additional commuter car parking at priority rail stations, including Turramurra and other centres.	
	T1.1.3.2: Advocate to Transport for NSW (TfNSW) and bus providers to target improvements to bus services connecting nearby centres with Ku-ring-gai including Mona Vale - Macquarie Park route, and Chatswood-Dee Why/ Northern Beaches route.	
	T1.1.3.3: Collaborate with Transport for NSW (TfNSW) to co-ordinate and implement connections and upgrades to railway stations.	
T1.1.4: The community is informed, educated and encouraged to use alternative forms of transport.	T1.1.4.1: Deliver education and awareness programs focused on alternatives to private car use.	
Community Strategic Plan	Issue T2: Local Road Network	
Delivery Program Term Achievement - 3 Year	Long Term Objective T2.1: The local road network is managed to achieve a safe and effective local road network.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
T2.1.1: Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.	T2.1.1.1: Continue to prepare an implementation plan for paid parking addressing location, financial and timing aspects of implementation.	Manager Urban & Heritage Planning
	T2.1.1.2: Implement the 10 year Traffic and Transport Program.	Manager Traffic & Transport

Community Strategic Plan	Issue T3: Regional Transport Network	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
<p>T3.1.1: A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p>	<p>T3.1.1.1: Monitor and report traffic impacts on the arterial and regional road network in Kuring-gai after commencement of operation of NorthConnex Link.</p>	<p>Manager Traffic & Transport</p>
	<p>T3.1.1.2: Collaborate with regional partners to advocate for improved traffic and transport in the Northern Sydney region aligned with the Local Strategic Planning Statement (LSPS), North District Plan, and Future Transport 2056.</p>	<p>Manager Urban & Heritage Planning</p>
	<p>T3.1.1.3: Plan for works in response to development in local centres.</p>	
<p>T3.1.2: Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p>	<p>T3.1.2.1: Pursue funding opportunities with Transport for NSW (TfNSW) for improvement works on regional roads and at blackspot locations.</p>	

PERFORMANCE INDICATORS 2020 – 2021

<p>Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.</p> <p><i>Baseline/source: In 2016/17, there were 8 new and upgraded pedestrian facilities constructed. (Source: Council)</i></p> <p>MONITOR </p>	<p>Number of new and upgraded bicycle facilities installed.</p> <p><i>Baseline/source: In 2016/17, there were 2 new and upgraded bicycle facilities installed. (Source: Council)</i></p> <p>MONITOR </p>	<p>Kilometres of additional footpath network constructed.</p> <p><i>Baseline/source: In 2016/17, there was 0.9km of additional footpath network constructed. (Source: Council)</i></p> <p>MONITOR </p>
<p>Kilometres of additional cycleway network established.</p> <p><i>Baseline/source: In 2016/17, there was 0.06km of additional cycleway network established. (Source: Council)</i></p> <p>MONITOR </p>	<p>The number of recorded collisions involving vehicles or pedestrians.</p> <p><i>Baseline/source: In 2015/16, there were 284 recorded collisions involving vehicles or pedestrians. (Source: Roads and Maritime Service)</i></p> <p>DECREASING TREND </p>	



THEME 5

Local Economy and Employment

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



Community Strategic Plan	Issue E1: Promoting Ku-ring-gai's business and employment opportunities Long Term Objective E1.1: Ku-ring-gai is an attractive location for business investment.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
E1.1.1: Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.	E1.1.1.1: Continue to provide opportunities for local businesses to be involved in the planning for delivery of major centre upgrades.	Manager Corporate Communications
	E1.1.1.2: Undertake the Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS).	Manager Urban & Heritage Planning
	E1.1.1.3: Continue to engage and collaborate with the local business community on economic development priorities, actions and relevant issues.	Manager Corporate Communications
	E1.1.1.4: Continue Council's comprehensive business engagement events program.	
	E1.1.1.5: Implement a Retail and Commercial Centres Strategy for Ku-ring-gai.	Manager Urban & Heritage Planning
Community Strategic Plan	Issue E2: Partnering for business and employment growth Long Term Objective E2.1: Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
E2.1.1: 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.	E2.1.1.1: Continue to seek opportunities to collaborate with other local councils, NSW State Government, other peak bodies and non-government organisations (NGOs).	Manager Corporate Communications
	E2.1.1.2: Continue to support the Easy to do Business Program including its expansion into new industry sectors as identified by Service NSW.	
Community Strategic Plan	Issue E3: Tourism and visitation opportunities Long Term Objective E3.1: Ku-ring-gai has a range of activities and experiences that attract visitors.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
E3.1.1: Tourism business has been strengthened and expanded.	E3.1.1.1: Continue to support local events both new and existing.	Manager Corporate Communications
	E3.1.1.2: Progress key actions identified in the Ku-ring-gai Destination Management Plan.	Manager Visitor Experience & Events

PERFORMANCE INDICATORS 2020 – 2021

Number of businesses in the Ku-ring-gai Local Government Area (LGA).

Baseline/source: In 2016/17, there were an estimated 14,004 local businesses in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))

MONITOR 

Number of small business discussion sessions delivered and/or facilitated by Council.

Baseline/source: In 2016/17, Council delivered and/or facilitated 7 sessions. (Source: Council)

MAINTAIN OR INCREASING 

Number of local jobs in Ku-ring-gai Local Government Area (LGA).

Baseline/source: In 2016/17, there were an estimated 37,542 local jobs in the Ku-ring-gai LGA. (Source: National Institute of Economic and Industry Research (NIEIR))

MONITOR 

Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council.

Baseline/source: In 2016/17, there were 500 participants involved in business engagement forums, workshops and initiatives facilitated by Council. (Source: Council)

MAINTAIN OR INCREASING 

Percentage participant satisfaction with business forums facilitated by Council.

Baseline/source: In 2016/17, over 80% of participants indicated satisfaction with business forums facilitated by Council. (Source: Council)

MAINTAIN OR INCREASING 

Number of visitors to the Ku-ring-gai Wildflower Garden.

Baseline/source: In 2016/17, there were 54,880 visitors to the Ku-ring-gai Wildflower Garden. (Source: Council)

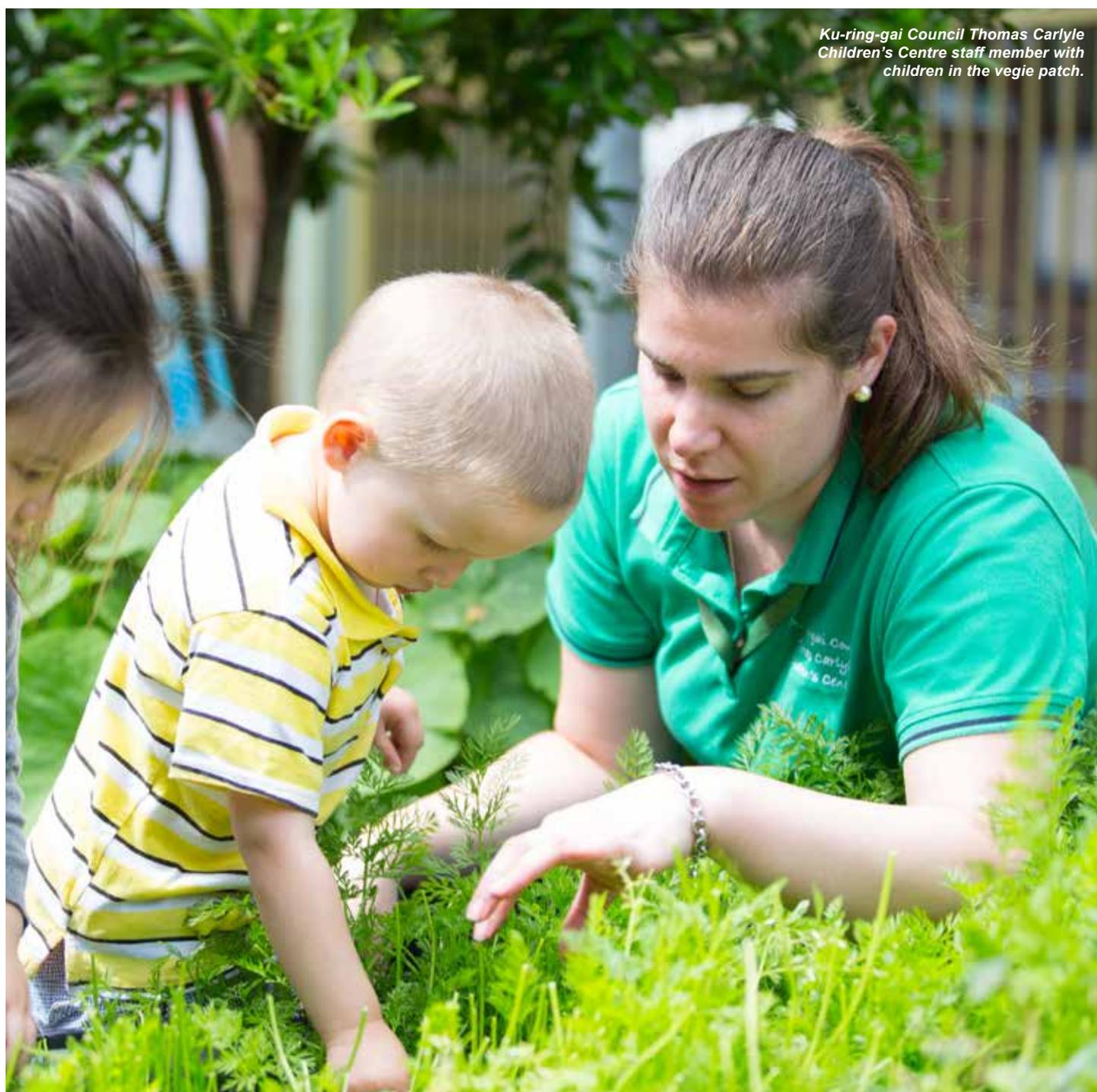
MAINTAIN OR INCREASING 



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.



Ku-ring-gai Council Thomas Carlyle Children's Centre staff member with children in the vegie patch.

Community Strategic Plan	Issue L1: Leadership Long Term Objective L1.1: A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L1.1.1: 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.	L1.1.1.1: Commence preparation of an End of Term Report on the progress of implementing the Community Strategic Plan 2038.	Manager Governance & Corporate Strategy
	L1.1.1.2: Commence review of Ku-ring-gai's Community Strategic Plan 2038 in response to identified challenges, opportunities, community and strategic priorities.	
	L1.1.1.3: Prepare Integrated Planning and Reporting plans including a Resourcing Strategy, Delivery Program and Operational Plan.	
	L1.1.1.4: Complete all statutory reporting for the Integrated Planning and Reporting Framework and communicate outcomes to stakeholders.	
L1.1.2: Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.	L1.1.2.1: Proactively participate in and respond to Government policy development and reforms affecting Ku-ring-gai at state and regional levels aligned with the adopted Community Strategic Plan.	
L1.1.3: Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai's community outcomes.	L1.1.3.1: Pursue opportunities and support collaborations and partnership arrangements with other agencies, organisations and community groups that provide tangible benefits to the local area.	
Community Strategic Plan	Issue L2: Financial capacity and sustainability Long Term Objective L2.1: Council rigorously manages its financial resources and assets to maximise delivery of services.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L2.1.1: Council maintains and improves its long term financial position and performance.	L2.1.1.1: Review the Long Term Financial Plan based on 10 year forecasts as part of the Resourcing Strategy.	Manager Finance
	L2.1.1.2: Achieve financial sustainability targets identified in the Long Term Financial Plan.	
	L2.1.1.3: Ensure Council maintains its financial position by meeting overall budget performance objectives.	

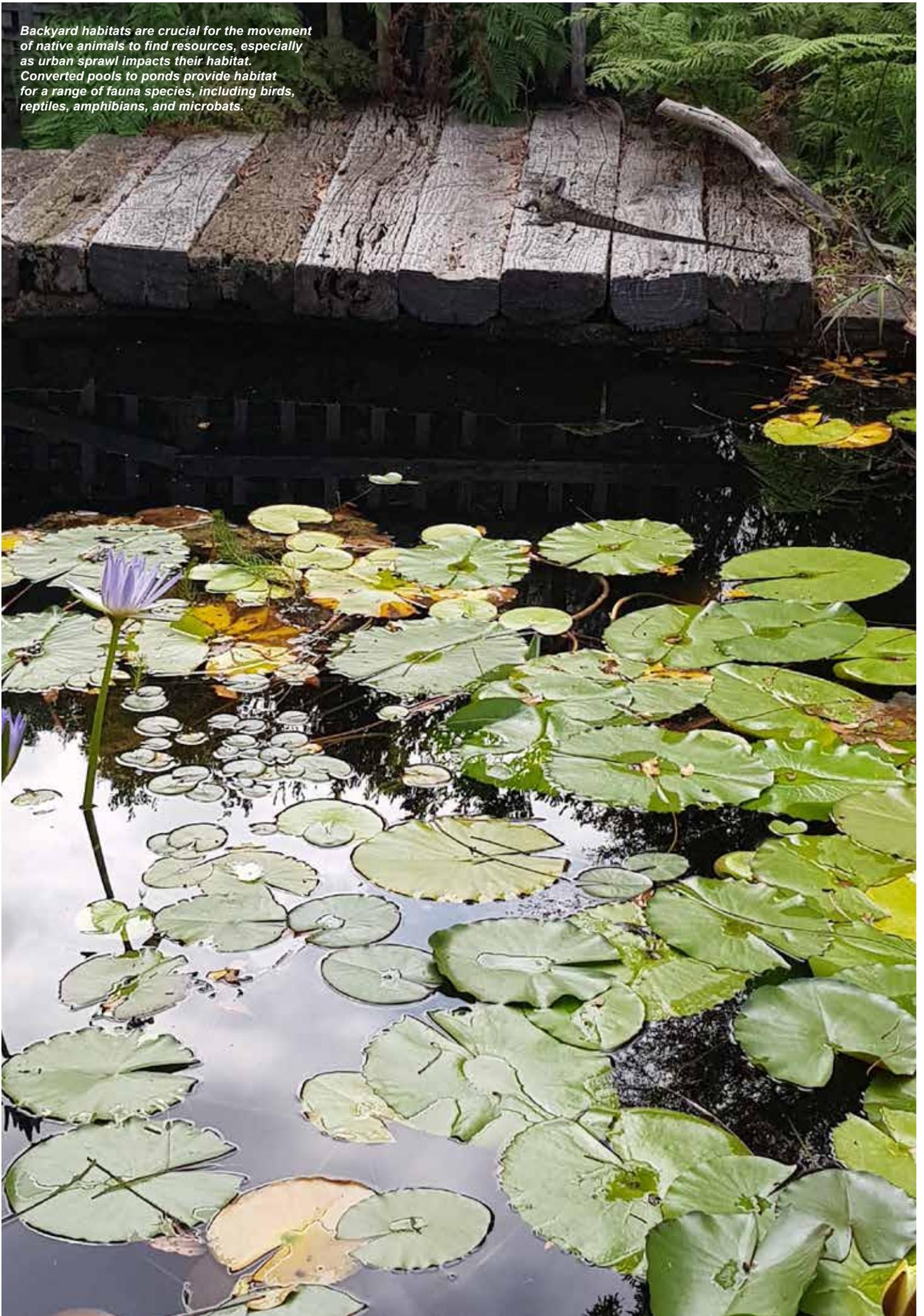
Community Strategic Plan	Issue L2: Financial capacity and sustainability Long Term Objective L2.1: Council rigorously manages its financial resources and assets to maximise delivery of services.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L2.1.1: Council maintains and improves its long term financial position and performance. (cont.)	L2.1.1.4: Progress Council approved property acquisitions and divestments.	Manager Property
	L2.1.1.5: Improve financial returns from Council's property portfolio.	
L2.1.2: Council's income and expenditure meets the needs of the community.	L2.1.2.1: Monitor expenditure to ensure it is in accordance with agreed priorities of the community.	Manager Finance
	L2.1.2.2: Continue to analyse opportunities for sustainable increases to Council's income.	Manager Property
L2.1.3: Council maintains its commitment to infrastructure asset management priorities.	L2.1.3.1: Identify available funding sources in the Long Term Financial Plan and allocate to priority projects and assets.	Manager Finance
	L2.1.3.2: Review the Asset Management Strategy as part of Council's adopted Resourcing Strategy.	Manager Technical Services
	L2.1.3.3: Achieve asset management targets identified in the Resourcing Strategy.	
Community Strategic Plan	Issue L3: Good Governance and Management Long Term Objective L3.1: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L3.1.1: Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	L3.1.1.1: Manage and coordinate a compliant and effective Enterprise Risk Management system.	Manager People & Culture
	L3.1.1.2: Manage, coordinate, support and facilitate the effective operation of Councils Internal Audit function.	
	L3.1.1.3: Coordinate, support and facilitate the effective management of Councils Insurance portfolio.	
	L3.1.1.4: Manage and coordinate a compliant and effective Workplace, Health and Safety (WHS) Management System.	
	L3.1.1.5: Coordinate the efficient and effective delivery of the North Shore Councils Internal Audit Service.	

Community Strategic Plan	Issue L3: Good Governance and Management Long Term Objective L3.1: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.		
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager	
L3.1.2: Council's Governance framework is developed to ensure probity and transparency.	L3.1.2.1: Ensure that Council and Committee Meetings are managed effectively and in accordance with relevant legislation, codes and guidelines.	Manager Governance & Corporate Strategy	
	L3.1.2.2: Facilitate training and professional development opportunities for councillors.		
	L3.1.2.3: Ensure appropriate management of Council information to effectively comply with legislation with the <i>Government Information (Public Access) Act, 2009, Privacy and Personal Information Protection, Act 1998</i> and <i>Health Records and Information Privacy Act, 2002</i> .		
	L3.1.2.4: Ensure Council fulfils its obligations under the Local Government Act and Regulations, including compliance with legislative changes and relevant guidelines and circulars.		
	L3.1.2.5: Maintain a policy review program to ensure the currency of all policy documents and public registers.		
	L3.1.2.6: Business and decision-making systems and processes continue to be aligned with the Integrated Planning & Reporting Framework objectives.		
	L3.1.2.7: Coordinate, support and facilitate effective probity around procurement and implement the Contract Management Framework.		Manager Procurement & Contracts
	L3.1.2.8: Liaise with the NSW Electoral Commission in regard to the conduct of the 2021 Ordinary Local Government Elections.		Manager Governance & Corporate Strategy
L3.1.3: Sustainability is integrated into Council's business framework.	L3.1.3.1: Implement the Corporate Sustainability Action Plan and corporate sustainability program.	Manager Environment & Sustainability	
	L3.1.3.2: Utilise the sustainability data management and reporting system to inform investment and management priorities.		
	L3.1.3.3: Review and implement policies, strategies and plans to advance sustainability and environmental management.		

Community Strategic Plan	Issue L3: Good Governance and Management Long Term Objective L3.1: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L3.1.4: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.	L3.1.4.1: Continue to review Council services against community and strategic priorities, efficiency and customer service objectives.	Manager Governance & Corporate Strategy
	L3.1.4.2: Report bi-annually to Council on achievement of adopted Customer Service Standards.	Manager Corporate Communications
	L3.1.4.3: Continue to benchmark and improve customer service standards across the organisation.	
	L3.1.4.4: Monitor Council's website and report on usage.	Manager Corporate Communications
	L3.1.4.5: Implement upgrades to Council's website and internal intranet systems.	
	L3.1.4.6: Provide effective records management across the organisation compliant with relevant legislation.	Manager Governance & Corporate Strategy
	L3.1.4.7: Manage the ongoing preservation of Council's legacy records.	
	L3.1.4.8: Effectively deliver learning and development strategy and programs in line with identified priorities and the objectives of Council's adopted Workforce Management Strategy.	Manager People & Culture
	L3.1.4.9: Effectively deliver workforce support services including recruitment, payroll, employee relations and industrial relations.	
	L3.1.4.10: Design and deliver workforce policies and strategies to support the organisation's culture and in line with the objectives of Council's adopted Workforce Management Strategy.	
	L3.1.4.11: Review the Workforce Management Strategy as part of Council's adopted Resourcing Strategy.	
	L3.1.4.12: Continuously improve People & Culture services, business processes and systems.	

Community Strategic Plan	Issue L3: Good Governance and Management Long Term Objective L3.1: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L3.1.4: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources. (cont.)	L3.1.4.13: Maintain, update and support Council's core business systems, coordinate reviews and facilitate enhancements to address identified requirements.	Manager Information Management
	L3.1.4.14: Coordinate and facilitate the implementation of the Information Management Strategic Plan projects and ensure appropriate funding is identified.	
	L3.1.4.15: Develop, maintain and deliver quality property and geographic information services including advice and training.	
	L3.1.4.16: Maintain, update and support Council's Information Technology infrastructure and systems.	
	L3.1.4.17: Complete preparation of an Information Management Strategy and commence implementation.	
Community Strategic Plan	Issue L4: Community Engagement Long Term Objective L4.1: The community is informed and engaged in decision-making processes for community outcomes.	
Delivery Program Term Achievement - 3 Year	Operational Plan Tasks - Year 3	Responsible Manager
L4.1.1: Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.	L4.1.1.1: Finalise a review of the Community Engagement Policy and communicate new requirements to staff.	Manager Corporate Communications
	L4.1.1.2: Develop community engagement guidance materials for staff to support best practice community engagement.	
	L4.1.1.3: Continue to monitor and report on the outcomes of community engagement and consultation and identified policy related issues.	
	L4.1.1.4: Monitor and apply corporate communications and visual design standards to Council's communication materials, products and website.	
	L4.1.1.5: Monitor Council's services, programs, policies and achievements via all forms of media.	
L4.1.2: Contribute to enhancing and protecting Council's reputation and public image.	L4.1.2.1: Proactively manage media and digital channel information and coordinate Council's actions in response.	

Backyard habitats are crucial for the movement of native animals to find resources, especially as urban sprawl impacts their habitat. Converted pools to ponds provide habitat for a range of fauna species, including birds, reptiles, amphibians, and microbats.



PERFORMANCE INDICATORS 2020 – 2021

Percentage of Operational Plan tasks completed.

Baseline/source: In 2016/17, 89% Operational Plan tasks were completed. (Source: Council records)

MAINTAIN OR INCREASING 

Percentage of policies reviewed within 12 months of their due date.

Baseline/source: 70% of policies to be reviewed within 12 months of their due date.

MAINTAIN OR INCREASING 

Number of active partnerships/collaborations Council has with external stakeholders.

In 2018/19, Council had over 40 active partnerships/collaborations with external stakeholders.

MONITOR 

Occupancy rate of Council property portfolio.

Baseline/source: In 2016/17, the occupancy rate for Council's property portfolio was 100%. (Source: Council records)

MAINTAIN OR INCREASING 

Debt Service Percentage (Council's ability to service debt).

Baseline/source: In 2016/17, the debt service percentage was less than 4%. (Source: Council's Financial Statements)

MAINTAIN

Working Capital.

Baseline/source: In 2016/17, working capital was greater than \$4 million. (Source: Council's Financial Statements)

MAINTAIN

Unrestricted Current Ratio (liquidity).

Baseline/source: In 2016/17, Council's unrestricted current ratio target was 2.0. (Source: Council's Financial Statements)

MAINTAIN

Rates and Annual Charges Coverage Percentage (dependence on rates income).

Baseline/source: In 2016/17, the Rates and Annual Charges Coverage Percentage was less than 60%. (Source: Council's Financial Statements)

MAINTAIN

Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).

Baseline/source: In 2016/17, the Rates Outstanding Percentage was less than 4%. (Source: Council's Financial Statements)

MAINTAIN

Percentage of invoices paid to small businesses within 30 days from invoice date.

Baseline/source: In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. (Source: Council records)

MAINTAIN

Building and Infrastructure Renewals Funding Ratio.

Baseline/source: In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. (Source: Council's Financial Statements)

INCREASING 

Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.

Baseline/source: In 2016/17, 100% of reports were presented to the Audit Committee. (Source: Council records)

MAINTAIN

Council's Business Papers are accessible via Council's website in a timely manner.

Baseline/source: In 2016/17, 100% of business papers were accessible via Council's website within a timely manner. (Source: Council)

MAINTAIN

Percentage of requests for information applications completed within statutory timeframes.

Baseline/source: In 2016/17, 100% of requests for information applications were completed within statutory timeframes. (Source: Council)

MAINTAIN

Percentage of Council's policies accessible via Council's website

Baseline/source: In 2016/17, 98% of Council's policies were accessible via the website. (Source: Council)

MAINTAIN OR INCREASING 

Percentage turn over rate for permanent employees.

Baseline/source: In 2016/17, there was an 11% turnover rate for permanent employees. (Source: Council)

MAINTAIN OR DECREASING 

Percentage change in Lost Time Injuries per year.

Baseline/source: In 2016/17, there was a 22% reduction in lost time injuries. (Source: Council)

MAINTAIN OR IMPROVING 

Percentage of staff participation in learning and development activities.

Baseline/source: In 2016/17, 50% of staff completed accredited training courses or attended approved learning and development sessions. (Source: Council)

INCREASING 

Computer network availability.

Baseline/source: In 2016/17, Council's computer network was available 98% of the time to internal and external customers. (Source: Council)

MAINTAIN OR INCREASING 

Customer service enquiries responded to within agreed service delivery standard.

Baseline/source: In 2016/17, 85% of customer service enquiries were responded to within agreed service delivery standards. (Source: Council)

INCREASING 

Customer requests actioned within agreed service delivery standard.

Baseline/source: In 2016/17, 85% of customer service enquiries were actioned within agreed service delivery standards. (Source: Council)

INCREASING 

Number of participants in community engagement activities facilitated by Council.

In 2018/19, there were over 5,000 participants in community engagement activities facilitated by Council. (Source: Council)

MAINTAIN OR INCREASING 

Number of people following the Ku-ring-gai Council Facebook page and Twitter account.

Baseline/source: In 2016/17, there were 7,292 people following Council's Facebook page and 2,721 following the Twitter account. (Source: Council)

MAINTAIN OR INCREASING 

Number of people subscribed to Council newsletters.

In 2018/19, there were over 40,000 people subscribed to Council newsletters. (Source: Council).

MAINTAIN OR INCREASING 

Glossary of terms

Aboriginal Heritage Office (AHO)

Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's north shore. The partnering councils are Ku-ring-gai, Lane Cove, North Sydney, Willoughby, Strathfield and the Northern Beaches. The AHO also studies Aboriginal life before colonisation and runs a series of educational walks and talks for school groups and the general public. The AHO hosts the only Aboriginal Museum, Education Centre and Keeping Place in northern Sydney and supports local Aboriginal people. The office is located Freshwater.

Australian Bureau of Statistics (ABS)

The Australian Bureau of Statistics is responsible for providing official statistics at a national level on a range of facets which are important to Australia.

Best Practice

A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.

Better Business Partnership (BBP)

BBP is a joint Council program designed to improve the sustainability of businesses located on Sydney's North Shore. Small to medium sized businesses can join the program for free thanks to the support of the three local government areas (LGAs) of Ku-ring-gai, North Sydney and Willoughby City. For information visit www.betterbusinesspartnership.com.au

Bi-annual Review

Review of progress in meeting the Delivery Program objectives and budget forecasts.

Biodiversity

The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.

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 Participation Plan (CPP)

Councils are required to prepare a Community Participation Plan (CPP) to set out how and when they will engage with the community on planning functions under the *NSW Environmental Planning and Assessment Act, 1979*.

Community Strategic Plan (CSP)

The Ku-ring-gai Community Strategic Plan – Our Ku-ring-gai 2038 identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long term. While Council has the main role in progressing the plan on behalf of the community, other partners such as government

agencies, external organisations and community groups also play an important role in delivering the long term objectives of the plan.

Councillors

Elected representatives, who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.

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.

Delivery Program (DP)

The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long term objectives and priorities during the normal four (current three) year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

Development Application (DA)

Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.

Estimate Resident Population (ERP)

This is the estimated resident population, which 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.

Financial year

The financial year that we are monitoring and reporting on in this Delivery Program and Operational Plan is the period from 1 July 2020 to 30 June 2021.

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 (GSC)

The role of the Greater Sydney Commission is to coordinate and align planning that will shape the future of Greater Sydney.

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.

HPE Records Manager

Electronic system that registers incoming and outgoing correspondence and documentation and provides ready access to files.

ICLEI

An international association of local governments and their associations that have made a commitment to sustainable development.

Indigenous

Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.

Infrastructure

Roads, buildings, bridges, pavements, cycleways and other constructions.

Integrated Planning and Reporting (IP&R)

In 2009, the NSW Division of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:

- Long term strategic planning with the community
- Long term resourcing strategies for assets, finances and the workforce
- Programs aligned to a council's term, detailing key actions, projects and resourcing
- One year plans of actions, projects and budgets
- Quarterly, biannual and annual performance reporting schedule.

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.

Issue

A key area of concern or priority identified by the community and council that needs to be addressed.

Leachate

Water carrying impurities that have percolated through the earth, primarily at rubbish tips.

Local Environmental Plan (LEP)

An environmental planning instrument that contains legally binding provisions relating to development.

Long Term Objective (LTO)

Describes the desired future state or outcome for each issue. 'Long term' implies that it is beyond this Council's term and in

some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.

Long Term Financial Plan (LTFP)

The Long Term Financial Plan sets out Council's 10-year financial plan.

Local Strategic Planning Statement

All NSW Councils are required to prepare a Local Strategic Planning Statement (LSPS) in response to changes, in 2018, to the *Environmental Planning and Assessment Act, 1979*. The Ku-ring-gai LSPS plans for the LGA's economic, social and environmental land use needs for the next 20 years (2016-2036).

National Institute of Economic and Industry Research Pty Ltd (NIEIR)

The NIEIR is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

Northern Sydney Regional Organisation of Councils (NSROC)

Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby.

Objectives

An objective is a specific, measurable condition that must be attained in order to accomplish a particular program goal.

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 long term achievements and objectives and also tells Council whether we are heading in the right direction.

Performance Reporting

The introduction of a corporate performance reporting system has allowed Council to significantly progress the quality of our reporting in the past two years and to improve the connectivity of our short, medium and long term objectives and relate these to the performance indicators which have been developed to support the objectives of the Community Strategic Plan: Our Ku-ring-gai 2038. The performance of Council against the delivery of the activities is measured through two levels of indicators. Performance indicators (PIs) represent a measure of the standard or outcome of an organisation's services or activities. The PIs are designed to encapsulate the performance and outcomes of Council and are reported on every twelve months. Tied to this reporting, Council also receives quarterly budget reports which provide data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.

Plan of Management (PoM)

A document which regulates the use and management of community land.

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 population is projected to rise to 147,800 by 2036. (NSW Planning and Environment, Projected Population, 2019).

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.

Quarterly Review

Review of progress in meeting operational plan objectives and budget forecasts.

Resourcing Strategy

The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:

- 10-year Long Term Financial Plan
- 10-year Asset Management Strategy
- 10-year Workforce Management Strategy.

The Resourcing Strategy is the link between the long term Community Strategic Plan and the medium term Delivery Program. It is prepared every four years following each Council election. It is developed concurrently with 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 are reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.

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.

Service NSW Easy to Do Business Program

This program is designed to support business by removing barriers to make it faster and easier to start, grow and run a small business.

Special Rate Variation (SRV)

There are two types of special rate variations that Council can apply for: Section 508(2) is a one-off percentage increase (greater than the rate peg) that remains permanently in the rate base, or a one-off percentage increase (greater than the rate peg) for a fixed period after which the rate base is adjusted back to the rate peg path.

Stakeholder

Any individual or group having a particular interest in a project or action.

State of Environment Report

Mechanism for providing details on the current status of the main environmental issues utilising the pressure, state, response model.

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.

Target

A numerical goal against which performance is measured.

Term Achievement

The three-year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its three year term.

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, 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, which was endorsed by the community and adopted by Council in June 2018.

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.

Acronyms

ABS	Australian Bureau of Statistics	HRIPA	Health, Records and Information Privacy Act, 2002
AHO	Aboriginal Heritage Office	ICAC	Independent Commission Against Corruption
AMS	Asset Management Strategy	IP&R	Integrated Planning and Reporting
BBP	Better Business Partnership	IPART	Independent Pricing and Regulatory Tribunal
CALD	Culturally and Linguistically Diverse	KLPP	Ku-ring-gai Local Planning Panel
CBD	Central Business District	LEP	Local Environmental Plan
CMA	Catchment Management Authority	LGA	Local Government Area
CMP	Conservation Management Plan	LGNSW	Local Government New South Wales
CPI	Consumer Price Index	LSPS	Local Strategic Planning Statement
CPP	Community Participation Plan	LTFP	Long Term Financial Plan
CPTED	Crime Prevention Through Environmental Design	MDAF	Mixed Development Apportionment Factor
CSP	Community Strategic Plan	NGO	Non-government organisations
DA	Development Application	NIEIR	National Institute of Economic and Industry Research Pty Ltd
DADHC	NSW Department of Ageing, Disability and Homecare	NPWS	National Parks and Wildlife Services
DCCEE	Department of Climate Change and Energy Efficiency	NSROC	Northern Sydney Regional Organisation of Councils
DCP	Development Control Plan	OEH	Office of Environment and Heritage
GSC	Greater Sydney Commission	OLG	Office of Local Government
DDA	Disability Discrimination Act, 1992	PIPPA	Privacy and Personal Information Protection Act, 1998
DP&OP	Delivery Program and Operational Plan	PPP	Public Private Partnerships
DPC	Department of Premier and Cabinet	QBL	Quadruple Bottom Line
DPE	Department of Planning and Environment	RFS	Rural Fire Service
DWM	Domestic Waste Management	RMS	Roads and Maritime Services
EEC	Endangered Ecological Community	R2R	Roads to Recovery
EEO	Equal Employment Opportunity	SEIFA	Socio-Economic Indexes for Areas
EIA	Environmental Impact Assessment	SEPP	State Environment Planning Policy
EMPLAN	Emergency Management Plan	SES	State Emergency Services
EP&A Act	Environmental Planning and Assessment Act, 1997	SRV	Special Rate Variation
EPA	Environment Protection Authority	TfNSW	Transport for New South Wales
EPBC	Environmental Protection of Biodiversity Conservation Act, 1999	VPA	Voluntary Planning Agreement
ESL	Environmentally Sensitive Land	WMP	Workforce Management Plan
FaCS	Family and Community Services	WHS	Work, Health and Safety
GHG	Greenhouse Gas	WSUD	Water Sensitive Urban Design
GIPA	Government Information (Public Access) Act, 2009		
PAMP	Pedestrian Access and Mobility Plan		

PART 3 - FINANCE

This part contains Council’s financial management framework, budget, revenue policy and capital works program. Council’s Fees and Charges 2020-2021 are detailed in a separate document.

All Integrated Planning and Reporting plans are available on Council’s website, four libraries and the Customer Service Centre in Gordon.

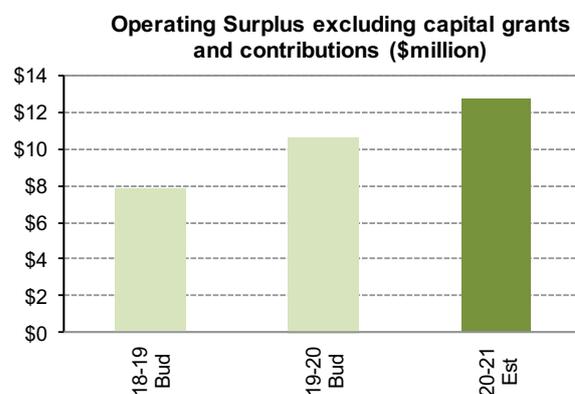
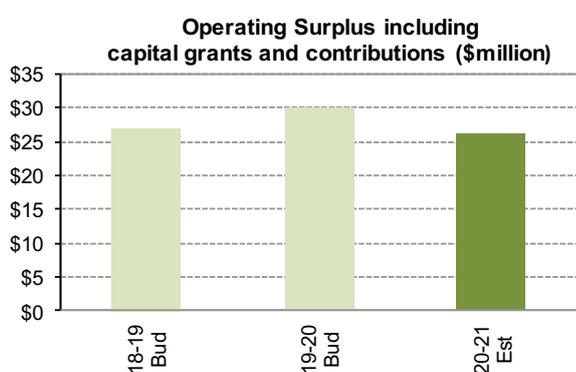
This section includes the following attachments:

Financial summary	77
Summary of Capital Works Program and Operational Projects by Project Group 2020/21 (\$000's).....	88
Capital Works Program & Operational Projects 2020/21.....	89
Capital Works Program - Special Rate Variation for Infrastructure Summary 2020/21	95
Capital Works Program - Road Rehabilitation Program Summary 2020/21.....	96



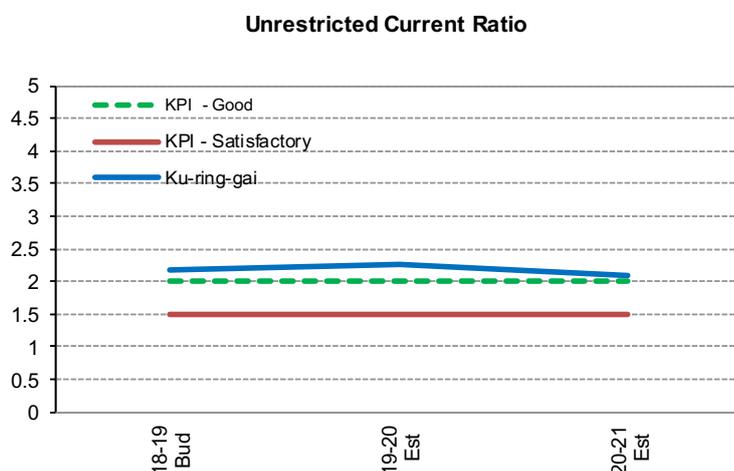
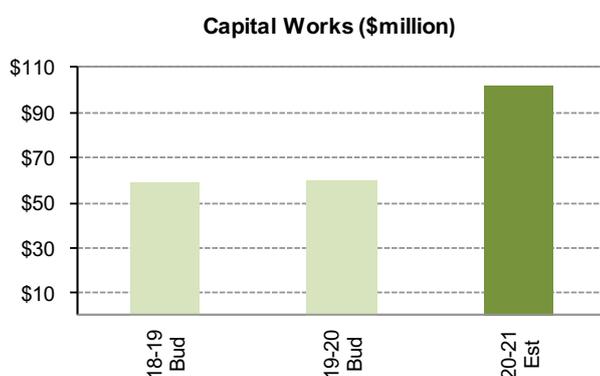
Financial summary

Ku-ring-gai Council is in a sound financial position. The 2020/21 budget provides for an operating surplus of \$26 million after allowing for the depreciation expense on Council's \$1.418 billion portfolio of largely depreciable assets such as roads, footpaths, drains and buildings. If capital grants and contributions are excluded, the operating result remains in surplus, with a result of \$12.8 million. This is consistent with Council's long term financial plan which provides a framework to achieve continued operating surpluses.



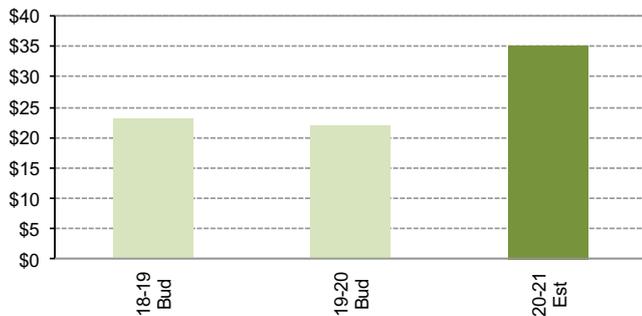
The Operating Surplus contributes to Council's capital works program. In 2020/21 the capital works program is \$102 million. Details of the capital works program for 2020/21 can be found in the following pages.

Council's long term financial plan and budget ensures that Council maintains adequate liquidity. This is demonstrated by the Unrestricted Current Ratio, for which the industry benchmark of greater than 1.5:1 is considered to be 'Satisfactory' and greater than 2:1 to be 'Good'. Council's budget maintains a 'Good' Unrestricted Current Ratio that is greater than 2:1.



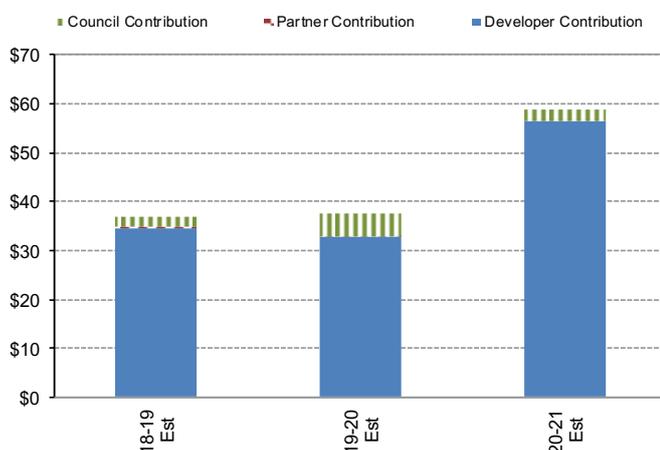
Council's 2020/21 budget provides for loan capital repayment of \$397,000. The outstanding loan is mainly discharged by revenue from general funds provided by the future net revenue generated from leasing out the investment property at 828 Pacific Highway, Gordon.

Loan Balance (\$million)



Council collects s.7.11 contributions from developers to help pay for new infrastructure and facilities for the growing population of the area. Some of the works to be undertaken in the Development Contributions Plan cater for the existing population and these works require a co-contribution from Council's general funds. The funding allocated to works programmed to be undertaken over the next year is shown below.

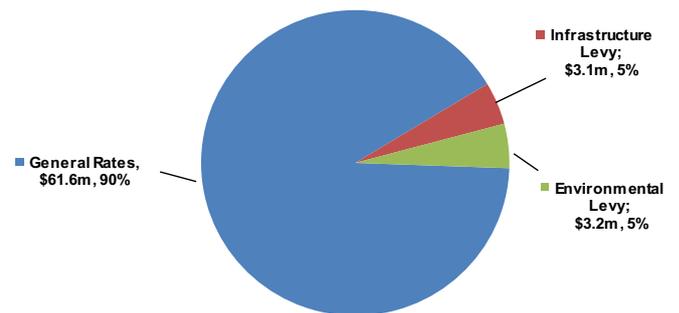
s.7.11 Works Program (\$million)



Council's total rates income is 'pegged' by the State Government and approval must be obtained for increases above this amount (known as Special Rates Variations).

In the 2020/21 budget the projected rates income is \$67.8 million. This amount includes the permanent existing Special Rates Variations for Infrastructure and the Environmental Levy.

Projected Rates Income 2020/21





A summary of Council's Funding Statement for the next year is provided below:

FUNDING STATEMENT (\$000's)	2018/2019	2019/2020	2020/2021
Operating Revenue	147,714	153,986	156,634
Operating Expense	120,735	124,017	130,585
Net Operating Result for the Year (after Capital Grants & Contributions)	26,979	29,969	26,049
Net Operating Result for the Year (before Capital Grants & Contributions)	7,785	10,666	12,763
Operating Surplus (after Capital Grants & Contributions)	26,979	29,969	26,049
Plus: Depreciation & Amortisation	17,268	17,279	18,751
Plus: Book Value of Assets sold & Other Non-cash items	400	-	-
Plus/Less Net Loan borrowing	36	-1,213	7,203
Plus/Less Net Transfers from Reserves	14,647	13,973	49,725
Capital Works	-59,230	-59,978	-101,578
Net Change in Working Capital	100	30	150

DOMESTIC WASTE MANAGEMENT

Sections 496 and 504 of the *Local Government Act, 1993* (as amended), require councils to make and levy an annual charge for the provision of a domestic waste management (DWM) service for each parcel of rateable land for which the service is available, ensure that the cost of providing the service is met by the charge and that the charge is reasonable for the services provided. A council cannot use income from its ordinary rate towards the cost of providing DWM services.

Ku-ring-gai Council's Domestic Waste Management service is provided on the following basis:

► A. Single residential dwellings/base service

- A weekly general waste collection service from a container provided by Council.
- A fortnightly green waste collection service from a container provided by Council.
- A fortnightly recycling collection service for paper products from a container provided by Council.
- A fortnightly recycling collection service for food and beverage containers from a container provided by Council.
- By appointment, a kerb-side clean up of a maximum three cubic metres bulky materials which is subject to availability.

► B. Flats and home units

- A weekly general waste collection service per unit occupancy of 120 litres per week from a container provided by Council.
- A weekly recycling collection service for paper products and food and beverage containers from a container provided by Council.
- By appointment, a bulky waste collection service with a maximum volume of three cubic metres which is subject to availability.

► C. Medium density residential/base service

- A weekly general waste collection service per occupancy using 120 litre bins.
- A fortnightly recycling collection per occupancy using 120 litre containers for paper/ cardboard products.
- A fortnightly recycling collection per occupancy using 120 litre containers for food and beverage containers.
- By appointment, a bulky waste collection with a maximum of 3 cubic meters which is subject to availability.

► D. General

- Rehabilitation and maintenance of former domestic waste landfill sites to meet environmental guidelines and statutory responsibilities.
- Single residential domestic waste service upgrades to 240 litre waste bins or additional green waste bins are provided for a minimum period of 12 months from date of purchase.

Charges for 2020/21 are shown below

Category	Charge per Occupancy	Service/Properties	Estimated Yield
Base service with green waste	\$455.00	25,736	\$11,709,880
Base service without green waste	\$305.00	373	\$113,765
Flat, home unit	\$395.00	13,225	\$5,223,875
Additional green waste bin	\$150.00	3,861	\$579,150
240L bin with green waste	\$655.00	5,379	\$3,523,245
Additional 120L waste bin	\$200.00	184	\$36,800
Availability/vacant land	\$180.00	275	\$49,500
240L waste bin without green waste	\$505.00	36	\$18,180
240L waste bin, flat, home unit	\$595.00	7	\$4,165
Total Yield			\$21,258,560

Note: For Aged Care/Retirement villages rated as Residential Properties, charge is applied per service as follows:

- Base service without green waste plus \$152.50 (being 50%) for each additional service – 1 x bed self-care unit.
- Base service without green waste plus \$76.25 (being 25%) for each additional service – 1 x bed fully serviced hostel room.

Note: For Aged Care/Retirement villages exempt from rating, charge is applied under Section 496(2) per service as follows:

- Base service without green waste plus \$152.50 (being 50%) for each additional service – 1 x bed self-care unit.
- Base service without green waste plus \$76.25 (being 25%) for each additional service – 1 x bed fully serviced hostel room.

Revenue policy

RATES STATEMENT

Ordinary rate

The land within the Ku-ring-gai local government area is divided into two categories: residential and business.

Council has two ordinary rates being a general residential rate and a general business rate. Business and residential categories can be defined as follows:

- ▶ **Residential Rate** - each parcel of land valued as one assessment whose dominant use is for residential accommodation (other than as a hotel, motel, guesthouse, boarding house, nursing home or any other form of residential accommodation whose dominant use is for business or profit).
- ▶ **Business Rate** - each parcel of land valued as one assessment whose dominant use is for business, commerce or associated with business for profit; whether profitable or not. In accordance with the *Local Government Act, 1993*, land is to be categorised as 'business' if it cannot be categorised as farmland, residential or mining.

Those properties that are subject to a Mixed Development Apportionment Factor (MDAF) as supplied by the Valuer General are rated as part Residential and part Business on the basis that MDAF are not categorised according to dominant use.

▶ Special rates

Council has three current special rates:

- **Infrastructure - Primary Rate:** used to maintain, renew and upgrade Council's infrastructure. The Infrastructure - Primary Rate will be levied on all rateable land within the Ku-ring-gai local government area.
- **Infrastructure - Special Rate Variation:** 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 will be levied on all rateable land within the Ku-ring-gai local government area.
- **Environmental - Special Rate Variation:** used to implement and continue a range of environmental programs. In June 2019 Council was granted an approval from IPART for the permanent continuation of the Environmental levy.

Refer to the Appendix for Ku-ring-gai Council's ordinary and special rates map for 2020-2021.

▶ Rates Increase and Structure

The NSW Government introduced 'rate pegging' in 1977. Each year the NSW State Government approves a maximum percentage increase in the total income a council can receive from rates, known as the 'rate-peg'. In 2020/21 the Rate Peg has been determined by IPART at 2.6% and this percentage increase has been applied to Council's rates.

► **Rates Structure including Rate Pegging increase of 2.6%**

The details of rates levied will be as follows:

Type	Category	Rate in \$	Min/Base Amount (\$)	% of Revenue from Base for each rate	Income \$
Ordinary	Residential	0.00063258	\$554.00		\$32,376,630
Ordinary	Business	0.00334068	\$554.00		\$4,615,914
Special	Infrastructure - Primary Rate	0.00029019			\$12,904,723
Special	Infrastructure - Primary Rate		\$283.00	49.80%	\$12,801,788
Special	Infrastructure - Special Rate Variation	0.00003457			\$1,537,434
Special	Infrastructure - Special Rate Variation		\$33.00	49.27%	\$1,492,788
Special	Environmental - Special Rate Variation	0.00007107			\$3,160,426

The Ordinary General Residential and Business Rates, plus the special 'Infrastructure – Primary Rate' together represent the total notional rates income of Council excluding the rates received from the two special rate variations. The above rates structure divides this amount into the Ordinary Rates (59%) and 'Infrastructure – Primary Rate' (41%).

Under this rates structure, Council will grant a voluntary pensioner rebate (in addition to the Statutory Rebate) of 8.5% of the total Council rates and charges. This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate.

► Payment of Rates

Ratepayers may pay their rates in four instalments being: 31 August, 30 November, 28 February and 31 May each year. Council is required to forward notices one month in advance. Council's payment options include:

- a telephone payment service.
- direct debit.
- payments at Australia Post.
- credit card, cheque, money order or cash payments at Council Chambers.
- BPay.
- internet payments by Credit Card via Council's website.

Interest is charged on each instalment not paid by the due date.

The applicable interest rate is set each year by the Minister for Local Government. Council will adopt the maximum rate applicable as set by the Minister for 2020/21 which is 7.5%.

► Statutory Pensioner Rebate

Eligible pensioners receive a statutory reduction of 50 per cent of the combined rates and domestic waste management charge to a maximum of \$250. Council receives a subsidy of 55 per cent of the total statutory rebate. To be eligible for a full year rebate, the date on which the person becomes eligible must be on the date rates and charges are levied in any rating year. Pensioners who become eligible after the date on which rates and charges are levied will receive a rebate proportionate to the number of full quarters remaining in the rating year after the day on which the person becomes an eligible pensioner (*Local Government Act, 1993* section 575).

Those pensioners who are uncertain of their status should contact Council for assistance and advice. The granting of the Statutory Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

► Voluntary Pensioner Rebate

In addition to the Statutory Pensioner Rebate, Council will grant a voluntary pensioner rebate in accordance with the adopted rates structure discussed in section 'Rates Increase and Structure' on page 81.

This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate. It will be granted to all eligible pensioners on the same basis as the Statutory Pensioner Rebate for 2020/21. The granting of the Council's Voluntary Pensioner Rebate to eligible pensioners is limited to the current year and previous year only.

► Other Rating Issues

Aggregation of rates in accordance with section 548A of the *Local Government Act, 1993* (as amended) will apply in the following situations:

For all lots categorised as Residential or Business for rating purposes, one separately titled car-space and one separately titled utility lot that are in the same ownership as the residential or business lot and are within the same building or Strata Plan. All aggregations will only apply from the commencement of the quarter following the lodgement of the application with Council.

Upon registration of a plan of subdivision or consolidation with the registrar general Council will re-rate the property(s) from the commencement of the following quarter of the rating year.

For the 2020/21 rating year, the base date for Land Values is 1/7/2019.

Council adopted a Policy for Relief from Rates Hardship Resulting from Land Valuation Changes, for relief to ratepayers who experience substantial hardship as a result of new land valuations. Whilst rates will not be reduced or waived, Council may defer payment of all or part of the rates increase once a hardship application is lodged. The ratepayer may ask Council to review any decision and Council has the discretion to do so. Where the application is approved and payment of the increased rates is made in accordance with the arrangement, interest charges will be written off. The policy, including assessment criteria and eligibility, is available at www.kmc.nsw.gov.au/policies.

OTHER CHARGES

► Stormwater Management Charge

The stormwater management service charge for 2020/21 is levied under Section 496A of the *Local Government Act, 1993* (as amended).

The charges have been set in accordance with the Local Government Amendment (Stormwater) Bill, 2005 and for 2020/21 are as follows:

- Strata/Company titled residential home units: \$12.50 per unit.
- Other residential property: \$25.00 per rateable property.
- Business rateable property: \$25.00 per 350 square metres of land area (a maximum charge of \$1,500.00 applies to land area greater than 21,000 square metres).
- Strata/Company titled business units: a minimum of \$5.00 or the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land subject to the Business rateable property charge.

► Waste Management Charge – for Business Properties

The waste management charge for 2020/21 is levied under Section 501 of the *Local Government Act, 1993* (as amended).

Council's annual waste management charges include a charge for waste management per business service provided. Upon request, a 120L Waste Bin to be emptied weekly will be provided. In 2020/21 this charge will be \$270 per service.

The charge for Aged Care/Nursing Homes rated as Business Properties will be \$270 per service.

The service is:

- Equivalent of 120 litres of waste per service per week.
- Equivalent of 120 litres of recycling per service per week.

► Section 611 charge - Gas Mains

Under Section 611 of the *Local Government Act, 1993* (as amended) a council may make an annual charge on the person for the time being in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place.

For the purpose of gas supplies, a charge is equal to 0.75 per cent of average sales for five years plus a main apportionment calculated according to the percentage of mains within Ku-ring-gai. This is assessed in accordance with the judgement by Justice Pike (*AGL v. Glebe Municipal Council*) and the charge to be calculated using the independent audited figures prepared for the Local Government NSW (LGNSW) and the apportionment determined by the LGNSW.



Pricing – goods and services

Council's pricing methodology is detailed below. The Schedule of Fees and Charges (see separate document) also details the principles employed by Council in determining each fee and charge.

PRICING PRINCIPLES

CODE	PRICING BASIS	PRICING PRINCIPLE INCLUDES
F	Full Cost Recovery Council recovers all direct and indirect cost of the service, including depreciation of assets.	The service benefits particular users, making a contribution to their individual income, welfare or profits or a private benefit being provided without any broader benefits to the community. Council has a monopoly over the provision of the service and there are no community service or equity obligations. <i>Example of Full Cost Recovery - application for drainage easement and abandoned vehicle, removal and storage. Standard fee to be paid prior to release of the vehicle.</i>
P	Partial Cost Recovery Council recovers less than full costs, reasons may include community obligation or legislative limits on charging.	The benefits from provision of the service accrue to the community as whole as well as individual users. Charging prices to recover full cost may result in widespread evasion. The service promotes or encourages local economic activity. <i>Example of Partial Cost Recover - tree preservation orders, youth program fees and freedom of information.</i>
L	Statutory Price of the service is determined by Legislation. Price may or may not recover full cost.	The service is a regulatory or statutory service and where the fee is determined by Council in accordance with a pricing principle prescribed in regulations (e.g. a maximum price). The amount of the fee is prescribed in regulations or determined by the Director General of the Office of Local Government or another authorised authority. Council has no discretion to determine the amount of the fee for a service when the amount is fixed by regulation or by another authority. <i>Example of Statutory - Certificates for classification of Council land.</i>
M	Market Pricing Price of the service is determined by examining alternative prices of surrounding service providers. Price may or may not recover full cost.	The service provided is in competition with that provided by another Council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service. <i>Example of Market Pricing - copying of documents.</i>
R	Rate of Return This would include full cost pricing in addition to a profit margin to factor in a return to Council.	The service is a profit making activity and the price paid by users should recover greater than the full cost of providing the service; (a) fees charged are greater than the full cost of the service to act as a disincentive; (b) fee charged for possession, occupation or enjoyment of Council land and air space by Gas, Electricity, Water and Telecommunications. <i>Example of Rate of Return – road restorations.</i>
Z	No Charge Some services may be provided free of charge and the whole cost determined as a community obligation or may be classed as a public good.	Service provides a broad community benefit. Impractical to charge for service on a user basis. Service is a minor part of the overall operation of Council. The potential for revenue collection is minor and is outweighed by the cost of collection. <i>Example of No Charge – Public access internet provision.</i>

Budget statements

3 Year Financial Plan for the Years ending 30 June 2021 Income Statement

\$'000	Budget 2018/19	Budget 2019/20	Projected 2020/21
Income from Continuing Operations			
Rates & Annual Charges	84,642	87,700	90,140
User Charges & Fees	20,331	21,199	22,032
Interest & Investment Revenue	4,182	5,119	3,700
Other Revenues	11,544	11,599	12,836
Grants & Contributions for Operating Purposes	6,656	8,316	8,540
Grants & Contributions for Capital Purposes	19,194	19,303	13,286
Other Income:			
Net gains from the disposal of assets	1,165	750	6,100
Total Income from Continuing Operations	147,714	153,986	156,634
Expenses from Continuing Operations			
Employee Benefits & On-Costs	41,499	42,871	44,699
Borrowing Costs	647	718	531
Materials & Contracts	38,490	39,433	41,661
Depreciation & Amortisation	17,268	17,279	18,751
Other Expenses	17,229	18,282	17,479
Other Operational Projects Expenses	5,602	5,434	7,464
Total Expenses from Continuing Operations	120,735	124,017	130,585
Net Operating Result for the Year	26,979	29,969	26,049
Net Operating Result for the year before Grants & Contributions provided for Capital Purposes	7,785	10,666	12,763

3 Year Financial Plan for the Years ending 30 June 2021

Funding Statement

Projected Funding \$'000	Budget 2018/19	Budget 2019/20	Projected 2020/21
Net Operating Result for the Year	26,979	29,969	26,049
Add: (Non-Cash) - Depreciation	17,268	17,279	18,751
Add: Book Value of Asset Disposals	400	-	-
Add/Less: Other Non-Cash Adjustments (Interest)	-	-	-
Cash Available to Fund Projects	44,647	47,248	44,800
Capital Works Project Expenditure			
Planning, Community & Other	- 4,386	- 4,003	- 3,350
Roads & Transport	- 10,452	- 12,122	- 19,128
Streetscape & Public Domain	- 21,688	- 23,239	- 22,439
Parks & Recreation	- 14,891	- 13,338	- 40,650
Stormwater Drainage	- 1,253	- 982	- 1,558
Council Buildings	- 3,402	- 3,160	- 12,524
Trees & Natural Environment	- 3,158	- 3,134	- 1,929
Total Capital Projects	- 59,230	- 59,978	- 101,578
Cash Flow Surplus/(to Fund)	- 14,583	- 12,730	- 56,778
FINANCED BY:			
New Borrowings	1,585	-	7,600
Less: Loan Repayments	1,549	1,213	397
Net Loan Funds (Paid/Received)	36	- 1,213	7,203
Funds To Restricted Assets	43,526	44,403	52,629
Funds From Restricted Assets			
Internal Reserves	13,616	17,139	39,056
Section 7.11 Plans	37,073	33,004	56,350
Infrastructure Levy	2,828	2,866	2,876
Environmental Levy	4,154	4,343	3,128
DWM & Grants Reserves (Net)	502	1,024	944
Net Funding from Reserves	14,647	13,973	49,725
Net Working Capital Change	100	30	150
Opening Working Capital	4,950	5,050	5,080
Closing Working Capital	5,050	5,080	5,230

Summary of Capital Works Program and Operational Projects 2020/2021

(In 2020/2021 Prices - \$'000's)

Project Group	Project Sub-Group/Asset Sub Category (Programs)	Capital Works	Operating Projects	Total Cost	General Funds	Section 7.11 Funds	Grants	Infrastructure Levy	Environmental Levy	Infrastructure & Facilities Reserve	Other Internal Reserves	Asset Sales Reserve	Loans
Council Buildings	Building Works & Maintenance	4,785	0	4,785	0	0	0	0	0	4,785	0	0	0
	Capital Building Works	6,565	0	6,565	915	0	0	0	0	565	0	5,085	0
	Community Centres & Halls	58	117	175	117	0	0	0	0	58	0	0	0
	Public Toilets	1,115	0	1,115	0	0	0	0	0	1,115	0	0	0
	Fencing & Parking Areas	1,102	0	1,102	0	900	0	0	0	202	0	0	0
	Open Space/Recreational Assets	2,162	0	2,162	0	1,644	0	0	0	0	0	518	0
	Parks Development	9,474	0	9,474	0	8,765	0	0	0	709	0	0	0
	Playgrounds	965	0	965	0	0	0	0	0	965	0	0	0
	Sports Courts	9,204	0	9,204	0	0	0	0	0	1,799	0	0	7,405
	Sportsfields	4,106	0	4,106	0	2,412	0	0	0	1,070	0	624	0
Parks & Recreation	Tree Planting	0	62	62	62	0	0	0	0	0	0	0	0
	Open Space Acquisition	13,637	0	13,637	0	13,637	0	0	0	0	0	0	0
	Community Development	0	57	57	0	0	0	57	0	0	0	0	0
	Community Projects	76	630	706	630	0	0	0	0	76	0	0	0
	Contributions Program Administration	449	227	676	0	676	0	0	0	0	0	0	0
	Gordon Golf Course	0	233	233	0	0	0	0	0	0	233	0	0
	Heritage Planning	0	112	112	112	0	0	0	0	0	0	0	0
	Human Resources	0	188	188	123	0	0	65	0	0	0	0	0
	Information Technology	338	706	1,044	1,044	0	0	0	0	0	0	0	0
	Library Resources	697	0	697	697	0	0	0	0	0	0	0	0
Roads & Transport	Other	25	36	61	61	0	0	0	0	0	0	0	0
	Other Operating Projects	0	831	831	102	0	0	0	0	0	729	0	0
	Planning Projects	0	203	203	203	0	0	0	0	0	0	0	0
	Plant & Vehicles	1,764	0	1,764	1,764	0	0	0	0	0	0	0	0
	Work Health and Safety	0	28	28	0	0	0	0	0	0	28	0	0
	Footpaths	1,826	0	1,826	0	0	0	0	0	1,826	0	0	0
	Roads New & Upgrade	6,585	375	6,960	0	6,585	375	0	0	0	0	0	0
	Roads Renewal Program	9,756	356	10,112	0	0	1,244	2,876	0	5,500	0	493	0
	Street Furniture	325	0	325	0	0	0	0	0	325	0	0	0
	Traffic Facilities	636	0	636	0	0	0	0	0	636	0	0	0
Stormwater Drainage Streetscape & Public Domain	Drainage Structures	1,558	0	1,558	0	0	0	0	0	1,558	0	0	0
	Business Centres Program	404	0	404	0	404	0	0	0	0	0	0	0
	Town Centre & Urban Design	0	329	329	329	0	0	0	0	0	0	0	0
	Town Centre Streetscape	5,271	149	5,420	149	5,271	0	0	0	0	0	0	0
	Town Centres	16,763	0	16,763	0	15,225	0	0	0	0	0	1,539	0
	Biodiversity	0	784	784	0	0	0	109	0	675	0	0	0
	Catchment Management & Analysis	0	280	280	213	0	0	0	0	67	0	0	0
	Community Partnerships	832	647	1,479	88	832	0	0	0	588	0	0	0
	Project Management	0	921	921	0	0	0	0	0	921	0	0	0
	Recreation Facilities	183	0	183	0	0	0	0	0	183	0	0	0
Trees & Natural Environment	Sustainable Energy	646	93	739	223	0	0	0	0	515	0	0	0
	Transport	41	0	41	0	0	0	0	0	41	0	0	0
	Water Sensitive Urban Design	227	101	328	0	0	0	0	0	328	0	0	0
	Total at 2020/2021 Prices	101,577	7,464	109,042	6,833	56,350	1,850	2,876	3,105	21,373	990	8,259	7,405

Capital Works Program and Operational Projects 2020/2021

(In 2020/2021 Prices - \$000's)

Year: 2021		109,042,000	35,177,500	56,350,500	1,850,000	8,258,700	7,405,300
Project SubGroup/Asset Sub Category (Programs)		Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
Description of Work							
Suburb	Location						
Council Buildings							
Building Works & Maintenance	Gordon	Gordon Preschool, Park Avenue	Heritage building upgrade	467,700	467,700	0	0
	Gordon	Park Avenue	Life-Line Windows and Main Entry Doors Replacements	249,500	249,500	0	0
	Gordon	818 Pacific Highway	Undertake upgrade work to Council Chambers, with special attention to building footings, internal fit-out, and upgrading HVAC	4,068,000	4,068,000	0	0
Capital Building Works	Gordon	Pacific Highway	828 Pacific Highway - Leasing CAPEX	915,300	915,300	0	0
	Killara	Marian Street	Marian Street Theatre - capital works	5,085,000	0	0	5,085,000
	Various	LGA	Building Services Capital Program	565,000	565,000	0	0
	Various	All	Infrastructure Renewal - Capital Building Works - Specific projects to be defined	0	0	0	0
Community Centres & Halls	Gordon	Pacific Highway	Tulkivan Building - Operational Contributions	117,200	117,200	0	0
	Various	LGA	Minor Upgrades and replacements for Community Facilities	58,200	58,200	0	0
	North Turramurra	Samuel King Oval, Bobbin Head Road	Amenities renewal	654,800	654,800	0	0
Public Toilets	Various	LGA	Public Toilets refurbishment	460,400	460,400	0	0
	Parks & Recreation						
Fencing & Parking Areas	St Ives	St Ives Showground - Mona Vale Road	St Ives Showground Car Park Upgrade including the main area and new areas at regional playground to improve parking capacity, protect and aid recovery of Duffys Forest Endangered Ecological Community within car parks, and control sediment runoff and erosion in adjacent Duffys Forest bushland	899,800	0	899,800	0
	Various	LGA	Fencing and car parks at parks and sportsgrounds in accordance with prioritisation matrix	202,500	202,500	0	0
	Various	LGA	Land acquisition and embellishment of new parks - LGA North	10,490,000	0	10,490,000	0
	Various	LGA	Open space planning and acquisition of land for new parks	3,147,000	0	3,147,000	0
Open Space/Recreational Assets	Lindfield	Ibbotson Park, cnr Worsley Road	Upgrade centre park to urban park standard inclusive of new playground, new fixtures and associated landscaping works	779,300	0	779,300	0
	Various	LGA	Infrastructure Renewal - Enhanced Program - Open Space/Recreational Assets	518,200	0	0	518,200
	Various	LGA	Playground upgrade programme - design and construction of five new playgrounds	864,500	0	864,500	0
Parks Development	Gordon	Gordon Recreation Ground, Werona Avenue	District Park Upgrade in keeping with adopted landscape masterplan - works to include accessible toilet, new park lighting, pathways and embellishment of heritage character	472,100	0	472,100	0
	Gordon	Heritage Square, cnr St Johns Avenue and Pacific Highway	Park upgrade - project management and construction	259,200	0	259,200	0
	Killara	77 Stanhope Road	Implementation of Swain Gardens Master Plan Stage 2	267,200	267,200	0	0
	Lindfield	Queen Elizabeth Reserve - Bradfield Road	Planning and design for delivery of park upgrade including playground accessible toilet, heritage interpretive signage, community picnic facilities, cycleway upgrade and landscaping	42,600	42,600	0	0
Pymble	Robert Pymble Park, cnr Park Crescent and Alma Street	Upgrade works to park and surrounding streets - project management and construction	1,357,600	0	1,357,600	0	

Capital Works Program and Operational Projects 2020/2021 (cont.)

(In 2020/2021 Prices - \$000's)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
	Roseville	Roseville Memorial Park - cnr Pacific Highway and MacLaurin Parade	Upgrade existing centre park to urban park standard*.	559,400	0	559,400	0	0	0
	Roseville	Railway Gardens Hill Street And Pacific Highway	Roseville Railway Gardens - upgrade existing centre parks to urban park standard	129,900	0	129,900	0	0	0
	St Ives	Bedes Forest, cnr Stanley Street and Yarrabung Road	Upgrade and extension of existing park - design	2,992,000	0	2,992,000	0	0	0
	St Ives	St Ives Showground - Mona Vale Road	Regional playground completion and implementation of Landscape Masterplan works - carparking, picnic settings, sportsfield upgrade	1,046,100	131,700	914,400	0	0	0
	St Ives	St Ives Village Green, Village Green Parade	Youth Precinct Stage 2 implementation	1,580,900	0	1,580,900	0	0	0
	Turrumurra	Turrumurra Village Park, cnr Pacific Highway and William Street	Turrumurra Village Park refurbishment - upgrade access, planting, user amenity. This project is deleted as the Turrumurra Village Park is now included in the Turrumurra Community Hub Masterplan**.	499,900	0	499,900	0	0	0
	Various	LGA	Parks Development Program	267,200	267,200	0	0	0	0
Playgrounds	Killara	Ticket of Leave Park Playground, 61 Fiddens Wharf Road	Local playground upgrade	200,500	200,500	0	0	0	0
	St Ives	Warrimoo Playing Field on Warrimoo Avenue St Ives Chase	Playground equipment upgrade	363,700	363,700	0	0	0	0
	Various	LGA	Playground upgrade as per playground strategy priority matrix	200,300	200,300	0	0	0	0
	West Pymble	Phillip Mall Playground, Kendall Street	Local playground upgrade	200,500	200,500	0	0	0	0
Sportsfields	East Lindfield	Lindfield Soldiers Memorial Oval No.1, Tryon Road	Upgrade of playing surface and installing turf wicket, drainage and automated irrigation. Stormwater - planning, investigation and design	27,600	27,600	0	0	0	0
	East Lindfield	Wellington Road Sportsground, Wellington Road	Construction including improved playing surface, irrigation, drainage, water harvesting and support infrastructure	661,600	661,600	0	0	0	0
	East Lindfield	Lindfield Soldiers Memorial Park Oval No.2, Tryon Road	Upgraded playing surface and associated infrastructure - planning, investigation and design	27,600	27,600	0	0	0	0
	Gordon	East Gordon / Darnley Sportsfield, Warandoo Street	Upgraded playing surface and associated infrastructure - planning, investigation and design	27,600	27,600	0	0	0	0
	Lindfield	Primula Oval, cnr Highfield Road and Primula Street	Sportsfield upgrade - includes upgraded playing surface, seats, fencing, landscaping and automated irrigation/stormwater harvesting	373,800	0	373,800	0	0	0
	Pymble	Bannockburn Oval, cnr Bannockburn Road and Birubi Avenue	Sportsfield upgrade of playing surface, irrigation, drainage, water harvesting, seating, fencing, lighting and car parking	101,700	101,700	0	0	0	0
	Roseville	Roseville Park Oval, Chelmsford Avenue	Upgrade of playing surface and associated infrastructure	913,900	0	913,900	0	0	0
	St Ives	St Ives Showground, 450 Mona Vale Road	Main arena sportsfield upgrade - includes upgraded floodlights, seating and amenities - project investigation and design	258,900	0	258,900	0	0	0
	St Ives	Barra Brui Oval, Burraneer Avenue	Sportsfield upgrade: proposed synthetic hockey field - technical investigation, approvals and consultation	580,400	0	580,400	0	0	0
	St Ives	Acron Oval, Acron Road	Irrigation works	152,600	152,600	0	0	0	0

* The project description has been corrected to 'Upgrade existing centre park to urban park standard.' (Council Resolution 30/6/2020).

** The project is deleted from the 2020/21 Capital Works Program as the Turrumurra Village Park is included in the Masterplan for the Turrumurra Community Hub. (Council Resolution 30/6/2020).

Capital Works Program and Operational Projects 2020/2021 (cont.)

(In 2020/2021 Prices - \$000's)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
	St Ives Chase	Warrimoo Sportsground, Warrimoo Avenue	Sportsfield upgrade: proposed synthetic surface and floodlights - technical investigation, approvals and consultation	909,000	0	284,600	0	624,400	0
	Various	LGA	Matching Funding Opportunities and Design and Project Management	71,600	71,600	0	0	0	0
Sports Courts	St Ives	Warrimoo Oval, Warrimoo Avenue	Resurface three acrylic tennis courts	56,500	56,500	0	0	0	0
	St Ives	St Ives Indoor Sports Courts – located on the grounds of the St Ives High School, Horace Street	New St Ives Indoor Sports Courts (joint usage with Department of Education)	8,666,900	1,261,600	0	0	0	7,405,300
	Various	LGA	Sports Courts Development Program as per prioritisation matrix	480,700	480,700	0	0	0	0
	Various	LGA	Tree Planting	62,300	62,300	0	0	0	0
Planning, Community & Other									
Contributions Program Administration	Various	LGA	Contributions management, data and supporting studies	3,300	0	3,300	0	0	0
	Various	LGA	S94A Plan Projects	449,000	0	449,000	0	0	0
	Various	LGA	S94A Contribution Plan Management	96,300	0	96,300	0	0	0
	Various	Local Centres - Turramurra, Gordon, Lindfield and St Ives	Review of Council's Town Centre Public Domain Plan, 2010	127,100	0	127,100	0	0	0
Community Development	Various	LGA	Local Priority Grant (State govt funding)	56,500	0	0	56,500	0	0
	St Ives	St Ives Showground - Mona Vale Road	St Ives Medieval Faire Event	559,400	559,400	0	0	0	0
	Various	Children Centres	Children's centre improvements	76,400	76,400	0	0	0	0
	Various	LGA	Ku-ring-gai Council Access and Disability Inclusion Plan actions	28,700	28,700	0	0	0	0
	Various	LGA	Marian Street Theatre Young People's Operation Contribution	41,600	41,600	0	0	0	0
Plant & Vehicles	Various	LGA	Operational and passenger Fleet	1,764,100	1,764,100	0	0	0	0
Gordon Golf Course	Gordon	Gordon Golf Course, Lynn Ridge Avenue	Gordon Golf Course Masterplan	233,200	233,200	0	0	0	0
Heritage Planning	Various	LGA	Ku-ring-gai Heritage Fund	50,900	50,900	0	0	0	0
	Various	LGA	Ku-ring-gai Heritage Planning	61,000	61,000	0	0	0	0
Human Resources	Various	LGA	Workplace, Health and Safety management projects	187,700	122,600	0	65,100	0	0
Information Technology	Various	LGA	IT Equipment Replacement	192,400	192,400	0	0	0	0
	Various	All	IT Systems Projects	197,700	197,700	0	0	0	0
	Various	LGA	IT Digital Transformation	508,500	508,500	0	0	0	0
	Various	LGA	Intranet upgrade	46,800	46,800	0	0	0	0

Capital Works Program and Operational Projects 2020/2021 (cont.)

(In 2020/2021 Prices - \$000's)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
	Various	LGA	Website Upgrade	98,800	98,800	0	0	0	0
Library Resources	Various	LGA	Library Resources	696,800	696,800	0	0	0	0
Other Operating Projects	St Ives	Ku-ring-gai Wildflower Garden, 420 Mona Vale Road	Wildflower Garden/ Eco Festival	15,300	15,300	0	0	0	0
	St Ives	Ku-ring-gai Wildflower Garden, 420 Mona Vale Road	Pedestrian Counters	25,400	25,400	0	0	0	0
	Various	Ku-ring-gai Wildflower Garden, 420 Mona Vale Road	Environmental Education Resources	20,300	20,300	0	0	0	0
	Various	LGA	Engagement of the NSW Electoral Commission to conduct the September 2020 Ku-ring-gai Local Government Election	728,800	728,800	0	0	0	0
Planning Projects	Various	LGA	Service Review	101,700	101,700	0	0	0	0
	Various	LGA	Local Strategic Planning Statement Implementation	203,400	203,400	0	0	0	0
Work Health and Safety	Various	All	Annual Work, Health and Safety management system audits	28,100	28,100	0	0	0	0
Roads & Transport									
Footpaths	North Turramurra	North Turramurra Recreation Area main entrance, Bobbin Head Road	Footpath – Pedestrian Access Upgrade***	123,500	123,500	0	0	0	0
	Roseville	Abingdon Road	Footpath - Abingdon Road - Shirley to Eaton	228,800	228,800	0	0	0	0
	St Ives	Woodbury Road	Footpath - Woodbury Road - Cloisters to Acron	111,900	111,900	0	0	0	0
	St Ives	Acron Road	Footpath - Acron Road - Ayles to Woodbury	108,300	108,300	0	0	0	0
	Turramurra	Duff Street	Footpath - Duff Street - Cornwall Avenue	122,000	122,000	0	0	0	0
	Turramurra	Glendale Road	Footpath - Glendale Road - Georgann to Burns	91,500	91,500	0	0	0	0
	Turramurra	The Chase Road	Footpath - The Chase Road - Alice to Burns	76,300	76,300	0	0	0	0
	Various	LGA	Reconstruction of Existing Footpaths That Are in Poor Condition	348,800	348,800	0	0	0	0
	Various	LGA	Footpaths - Capital Renewal	147,200	147,200	0	0	0	0
	Various	Various	Footpath - Minor Footpath Works	101,700	101,700	0	0	0	0
	Wahroonga	Westbrook Avenue	Footpath - Westbrook Ave - Boundary to Gladys	81,400	81,400	0	0	0	0
	Wahroonga	Junction Road	Footpath - Junction Road - Grosvenor to Coonanbarra	86,400	86,400	0	0	0	0
	Wahroonga	Wahroonga Avenue	Footpath - Wahroonga Avenue - Boundary to Junction	91,500	91,500	0	0	0	0
	Wahroonga	The Comenarra Parkway	Footpath - The Comenarra Parkway - Various	25,400	25,400	0	0	0	0
	West Pymble	Kendall Street	Footpath - Kendall Street - Ryde Road to No.34	81,400	81,400	0	0	0	0
Roads Renewal Program	Various	LGA	Roads Maintenance (Block Grant)	356,200	0	0	356,200	0	0
	Various	LGA	Infrastructure Renewal - Enhanced Program - Roads	492,600	0	0	0	492,600	0
	Various	Various	Road Rehabilitation Program - Roads to Recovery Grant	587,800	0	0	587,800	0	0
	Various	Various	Road Rehabilitation Program - RMS Repair Grant	611,800	311,800	0	300,000	0	0
	Various	Various	Road Rehabilitation Program - Ku-ring-gai LGA	8,063,600	8,063,600	0	0	0	0
Roads New & Upgrade	Pymble	Avon Road, Livingstone Avenue, Orinico Street	Installation of five gross pollutant traps (within road reservations)	35,600	0	35,600	0	0	0
	Turramurra	Between Gilroy Road and Turramurra Avenue	Construction of new street (15m wide road reserve, two way traffic)	4,549,300	0	4,549,300	0	0	0
	Turramurra	Rohini Street - 150M	Modification to roadway for footpath widening and streetscape improvements	541,300	0	541,300	0	0	0
	Turramurra	Between Gilroy Road and Turramurra Avenue	Land acquisition for new street (15m wide road reserve, two way traffic)	1,325,700	0	1,325,700	0	0	0
	Various	LGA	Traffic facilities maintenance	375,000	0	0	375,000	0	0

*** The project description has been amended to 'Footpath – Pedestrian Access Upgrade.' (Council Resolution 30/6/2020).

Capital Works Program and Operational Projects 2020/2021 (cont.)

(In 2020/2021 Prices - \$000's)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
	Wahroonga	Redleaf Lane	Road modification/footpath widening and minor drainage works	132,800	0	132,800	0	0	0
Street Furniture	Various	Local Roads	Street lighting upgrade - design and investigation	19,700	19,700	0	0	0	0
	Various	LGA	Streetlighting standardisation; following streetlight audit plan recommendations	305,100	305,100	0	0	0	0
Traffic Facilities	Various	LGA	Road Signage - Renewal	532,100	532,100	0	0	0	0
	Wahroonga	Roland Avenue	Roland Avenue - Slow Points	103,900	103,900	0	0	0	0
Stormwater Drainage									
Drainage Structures	Lindfield	Middle Harbour Road	Middle Harbour Catchment Study	15,600	15,600	0	0	0	0
	Roseville	Oliver Road	Pipe and pit Installation - Construction	559,400	559,400	0	0	0	0
	St Ives	Lynbara Avenue	Lynbara Avenue - Open Channel Stabilisation	17,000	17,000	0	0	0	0
	Turrumurra	Eastern Road	Eastern Road - Pit and Pipe Replacement	101,700	101,700	0	0	0	0
	Turrumurra	Finlay Road	Finlay Road - Pipe Replacement	152,600	152,600	0	0	0	0
	Various	LGA	Minor Drainage Upgrade Works	69,800	69,800	0	0	0	0
	Various	Various	Stormwater Network - CCTV Condition Assessment and Repair	335,200	335,200	0	0	0	0
	Wahroonga	Railway Parade	New Pipe Installation	103,900	103,900	0	0	0	0
	Wahroonga	Braeside Avenue	Braeside Avenue - Flood Mitigation Works	203,400	203,400	0	0	0	0
Streetscape & Public Domain									
Business Centres Program	Wahroonga	Fox Valley shops ****.	Neighbourhood Centres Revitalisation Program - streetscape improvements including paving, new furniture and fixtures and landscape works	404,000	0	404,000	0	0	0
Town Centres	Lindfield	Woodford Lane Carpark, 2-12 Bent Street and Drivers Way	Lindfield Village Hub - Project Management	781,500	0	781,500	0	0	0
	Lindfield	Tryon Road	Lindfield Village Green - Project Management	508,500	0	454,100	0	54,400	0
	Lindfield	Tryon Road	Lindfield Village Green - Construction	15,168,300	0	13,684,200	0	1,484,100	0
	Lindfield	Lindfield Avenue	Streetscape improvement works - design and project management	305,100	0	305,100	0	0	0
Town Centre & Urban Design	Various	LGA	Town Centre & Urban Design - Planning Study Updates in response to implementing North District Plan	328,800	328,800	0	0	0	0
Town Centre Streetscape	Gordon	Werona Avenue	Streetscape improvement works - project management	164,100	0	164,100	0	0	0
	Gordon	St Johns Avenue (eastern side)	Streetscape improvement works - project management	508,500	0	508,500	0	0	0
	Gordon	St Johns Avenue (eastern side)	Streetscape improvement works - construction	4,593,500	0	4,593,500	0	0	0
	Pymble	Robert Pymble Park (Park Crescent)	Bicycle Parking Facilities: The project will be consolidated with the overall upgrade project for Robert Pymble Park ****.	5,300	0	5,300	0	0	0
	Various	LGA	Renewing street scape garden beds	149,000	149,000	0	0	0	0
Trees & Natural Environment									
Biodiversity	LGA - South	Browns Forest and Ku-ring-gai Flying-fox Reserve	Ecological management on Conservation Agreement land	83,200	83,200	0	0	0	0
	Turrumurra	Rofe Park, Sheldon Forest and Comerarra Creek Reserve	Linking Landscapes/Biobanking - Works	109,400	0	0	109,400	0	0
	Various	LGA	Bushland restoration program for priority reserves	150,500	150,500	0	0	0	0
	Various	LGA	Construction and maintenance of fire breaks and trails	203,700	203,700	0	0	0	0

**** The project name/location has been corrected to Wahroonga – Fox Valley shops. (Council Resolution 30/6/2020).

***** The project will be consolidated with the overall upgrade project for Robert Pymble Park – page 89 (Council Resolution 30/6/2020).

Capital Works Program and Operational Projects 2020/2021 (cont.)

(In 2020/2021 Prices - \$000's)

Project SubGroup/Asset Sub Category (Programs)	Suburb	Location	Description of Work	Estimated Total Costs	General Funds	Development Contributions	Grants	Asset Sales	Loans
	Various	LGA	Ecological burns program and pre and post fire environmental management and monitoring	103,200	103,200	0	0	0	0
	Various	LGA	Environmental management planning and monitoring program	61,900	61,900	0	0	0	0
	Various	LGA	Projects to enhance biodiversity corridors and urban forest	51,600	51,600	0	0	0	0
	Various	LGA	Pest species management in key reserves	20,600	20,600	0	0	0	0
Catchment Management &	Various	LGA	Water Sensitive Urban Design (WSUD) projects	66,900	66,900	0	0	0	0
	Various	LGA	Catchment management - operational and maintenance	213,100	213,100	0	0	0	0
Community Partnerships	St Ives	St Ives Showground, 450 Mona Vale Road	St Ives Cultural and Environmental Education Centre - design	832,200	0	832,200	0	0	0
	Various	LGA	Community environmental programs and rebates	165,000	165,000	0	0	0	0
	Various	LGA	Environmental volunteering programs	63,100	63,100	0	0	0	0
	Various	LGA	Climate Wise Communities and bushfire education programs	84,100	84,100	0	0	0	0
	Various	LGA	Community environmental events and workshops	41,300	41,300	0	0	0	0
	Various	LGA	Community grants	50,900	50,900	0	0	0	0
	Various	LGA	Electronic news and You tube videos	20,600	20,600	0	0	0	0
	Various	LGA	New residents' engagement and promotional items	10,300	10,300	0	0	0	0
	Various	LGA	Wild Things urban wildlife program	66,300	66,300	0	0	0	0
	Various	LGA	Community gardens support	5,200	5,200	0	0	0	0
	Various	LGA	Better Business Partnership program	119,200	119,200	0	0	0	0
	Various	LGA	Environmental art and interpretive signs	20,700	20,700	0	0	0	0
Project Management	Various	LGA	Environmental Levy initiatives - project management	921,200	921,200	0	0	0	0
Recreation Facilities	St Ives	Kuring-gai Wildflower Garden, 420 Mona Vale Road	Signage Upgrade	183,100	183,100	0	0	0	0
Sustainable Energy	Various	LGA	Alternative energy and energy efficiency projects	370,500	370,500	0	0	0	0
	Various	LGA	Energy efficient outdoor and sportsfield / court lighting	51,600	51,600	0	0	0	0
	Various	LGA	Sustainability data management and reporting system	41,300	41,300	0	0	0	0
	Various	LGA	Reinvestment of savings from energy projects	223,400	223,400	0	0	0	0
	Various	LGA	Operational energy management	52,000	52,000	0	0	0	0
Transport	Various	LGA	Management of recreation in natural areas	40,700	40,700	0	0	0	0
Water Sensitive Urban Design	Various	LGA	Stormwater harvesting and reuse projects	134,100	134,100	0	0	0	0
	Various	LGA	Bio filter systems and tree pits	61,900	61,900	0	0	0	0
	Various	LGA	Maintenance of Water Sensitive Urban Design (WSUD) projects	70,000	70,000	0	0	0	0
	Various	LGA	Buildings and facilities - water projects	31,000	31,000	0	0	0	0
	Various	LGA	Building and facilities - water monitoring	31,000	31,000	0	0	0	0

Special Rate Variation for Infrastructure Summary

Capital Projects Funded from Special Rate Variation 2020/2021

Total value 2,876,100

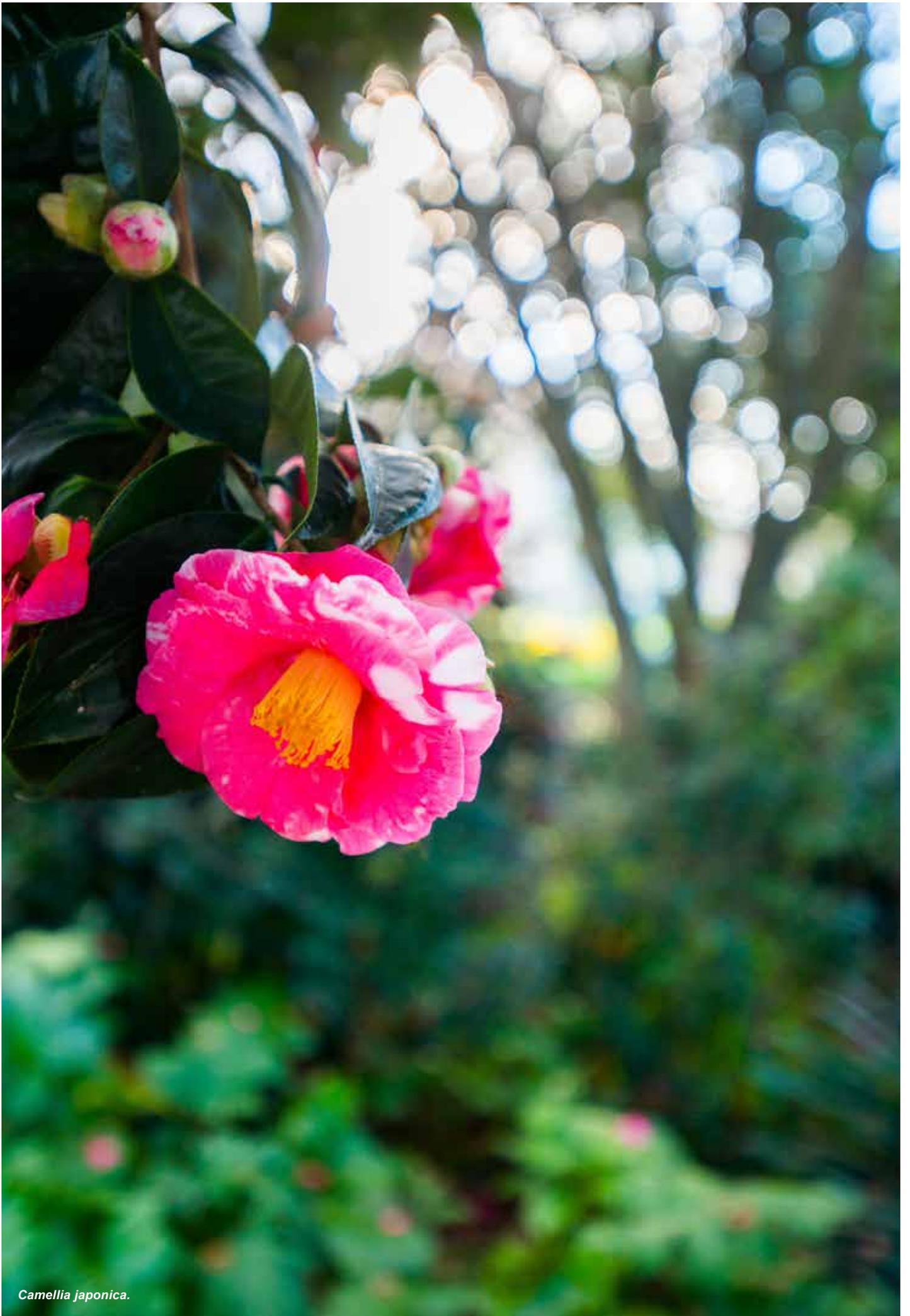
Suburb	Location	Secondary Location	Estimated Total Cost
East Killara	Fairbairn Avenue	Wentworth Avenue to Churchill Road	72,700
East Killara	Fairlight Avenue	Eastern Arterial Road to end	64,400
East Killara	Monash Avenue	Springdale Road to cul-de-sac	40,200
East Killara	Rosetta Avenue	Dead end at Eastern Arterial Road to Fairlight Avenue	24,600
Lindfield	Beaconsfield Parade	Pacific Highway to Norwood Avenue	233,900
Lindfield	Grosvenor Road	Bent Street to No.98 Grosvenor Road	366,100
Lindfield	Kochia Lane	Lindfield Avenue to Nelson Road	53,900
North Turramurra	Camden Gardens	Kedumba Crescent to cul-de-sac	28,800
North Turramurra	Gawler Place	Bobbin Head Road to cul-de-sac	18,600
Pymble	Allawah Road	Linden Avenue to Mayfield Avenue	50,900
Pymble	Arden Road	Beechworth Road to Allawah Road	34,600
Pymble	Pymble Avenue	Avon Road to No.20 Pymble Avenue	233,900
Pymble	Rand Avenue	Livingstone Avenue to Pymble Avenue	18,400
Pymble	Ward Street	Livingstone Avenue to Yarrara Road	66,300
South Turramurra	Cambridge Street	Vernon Street to Saddington Street	25,400
South Turramurra	Saddington Street	Kissing Point Road to end	94,600
South Turramurra	Vernon Street	Kissing Point Road to end	93,600
St Ives	Flinders Avenue	Shannon Street to cul-de-sac	66,100
Turramurra	Kate Street	Waratah Road to end	91,500
Turramurra	Ku-ring-gai Avenue	Pacific Highway to Boomerang Street	356,000
Turramurra	Lamond Drive	Pacific Highway to cul-de-sac	30,500
Turramurra	Taylor Avenue	Waratah Road to end	65,400
Wahroonga	Coonanbarra Road	Millewa Avenue to Lochville Street	315,300
Wahroonga	Halcyon Avenue	Chilton Parade to Billyard Avenue	50,900
Wahroonga	Larbert Avenue	Halcyon Avenue to cul-de-sac	50,900
Wahroonga	Neringah Avenue North	Millewa Avenue to Woniora Avenue	50,900
Wahroonga	Woniora Avenue	Coonanbarra Road to Woonona Avenue	41,700
Wahroonga	Woonona Avenue	Millewa Avenue to Woniora Avenue	22,400
West Pymble	Wallalong Crescent	Edenholme Street to Jugiong Street	213,600

Road Rehabilitation Program 2020/21

Suburb	Name	Project Description	Estimated Cost
East Killara	Eastgate Avenue	Springdale Road to Fairbairn Avenue	189,200
East Killara	Fairbairn Avenue	Wentworth Avenue to Churchill Road	72,700
East Killara	Fairlight Avenue	Eastern Arterial Road to end	64,400
East Killara	Monash Avenue	Springdale Road to cul-de-sac	40,200
East Killara	Rosetta Avenue	Dead end at Eastern Arterial Road to Fairlight Avenue	24,600
East Killara	Springdale Road	Birdwood Avenue to Monash Avenue	182,800
East Killara	Truscott Place	Eastgate Avenue to end	19,100
Gordon	Carlotta Avenue	Mona Vale Road to Pearson Avenue	280,800
Gordon	Moree Street	Pacific Highway to Vale Street	514,600
Gordon	St Johns Avenue	Vale Street to No. 147 St Johns Avenue	255,200
Lindfield	Averil Place	Beaconsfield Parade to cul-de-sac	12,400
Lindfield	Beaconsfield Parade	Pacific Highway to Norwood Avenue	233,900
Lindfield	Grosvenor Road	Bent Street to No.98 Grosvenor Road	366,100
Lindfield	Kochia Lane	Lindfield Avenue to Nelson Road	53,900
North Turramurra	Camden Gardens	Kedumba Crescent to cul-de-sac	28,800
North Turramurra	Gawler Place	Bobbin Head Road to cul-de-sac	18,600
North Turramurra	Glengarry Avenue	Bobbin Head Road to cul-de-sac	71,200
North Turramurra	Normurra Avenue	Miowera Road to Somerset Avenue	72,600
North Wahroonga	Grosvenor Street	Boundary Road to Watson Avenue	248,100
Pymble	Allawah Road	Linden Avenue to Mayfield Avenue	50,900
Pymble	Arden Road	Beechworth Road to Allawah Road	34,600
Pymble	Pymble Avenue	Avon Road to No.20 Pymble Avenue	233,900
Pymble	Rand Avenue	Livingstone Avenue to Pymble Avenue	18,400
Pymble	Ward Street	Livingstone Avenue to Yarrara Road	66,300
Roseville Chase	Duntroon Avenue	Babbage Road to Warrane Road	117,000
Roseville Chase	Rowe Street	Babbage Road to Warrane Road	111,900
South Turramurra	Auluba Road	Kissing Point Road to Chisholm Street	117,000
South Turramurra	Cambridge Street	Vernon Street to Saddington Street	25,400
South Turramurra	Geoffrey Street	Geoffrey Street - All	55,900
South Turramurra	Saddington Street	Kissing Point Road to end	94,600
South Turramurra	Vernon Street	Kissing Point Road to end	93,600
St Ives	Ashlar Street	Mawson Street to Monterey Street	66,100
St Ives	Athena Avenue	Douglas Street to Acron Road	193,200
St Ives	Catherine Street	Carmen Street to cul-de-sac	915,300
St Ives	Flinders Avenue	Shannon Street to cul-de-sac	66,100
St Ives	Hassell Street	Mawson Street to Palm Street	103,700
St Ives	Mudies Road	Kenthurst Road to Memorial Avenue	102,700
St Ives	Shannon Street	Killeaton Street to Flinders Avenue	25,400
St Ives	Toolang Road	Memorial Avenue to dead end	20,300
St Ives	Wendron Close	Athena Avenue to cul-de-sac	22,400

Road Rehabilitation Program 2020/21 (cont.)

Suburb	Name	Project Description	Estimated Cost
St Ives Chase	Dela Close	Hillside Avenue to cul-de-sac	20,300
St Ives Chase	Glenelg Place	Wanganella Road to cul-de-sac	25,400
St Ives Chase	Hillside Avenue	Romney Road to cul-de-sac	72,200
St Ives Chase	Massey Place	Collins Road to cul-de-sac	18,300
St Ives Chase	Raleigh Crescent	Toolang Road to end	55,900
St Ives Chase	Wandeen Place	Wanganella Road to cul-de-sac	25,800
St Ives Chase	Wanganella Road	Warrimoo Avenue to Waipori Street	63,100
Turramurra	Kate Street	Waratah Road to end	91,500
Turramurra	Kissing Point Road	Pacific Highway to Monteith Street	1,187,500
Turramurra	Ku-ring-gai Avenue	Pacific Highway to Boomerang Street	356,000
Turramurra	Lamond Drive	Pacific Highway to cul-de-sac	30,500
Turramurra	Taylor Avenue	Waratah Road to end	65,400
Turramurra	The Comenarra Parkway	Parker Avenue to Ravenhill Road	814,900
Wahroonga	Coonanbarra Road	Millewa Avenue to Lochville Street	315,300
Wahroonga	Halcyon Avenue	Chilton Parade to Billyard Avenue	50,900
Wahroonga	Larbert Avenue	Halcyon Avenue to cul-de-sac	50,900
Wahroonga	Neringah Avenue North	Millewa Avenue to Woniora Avenue	50,900
Wahroonga	Woniora Avenue	Coonanbarra Road to Woonona Avenue	41,700
Wahroonga	Woonona Avenue	Millewa Avenue to Woniora Avenue	22,400
Warrawee	Cherry Street	Pacific Highway to start of curve	66,100
Warrawee	Finlay Road	Pacific Highway to Monteith Street	249,200
Warrawee	Warrawee Avenue	Chilton Parade to No.1 Warrawee Avenue	91,500
West Pymble	Wallalong Crescent	Edenholme Street to Jugiong Street	213,600



Camellia japonica.

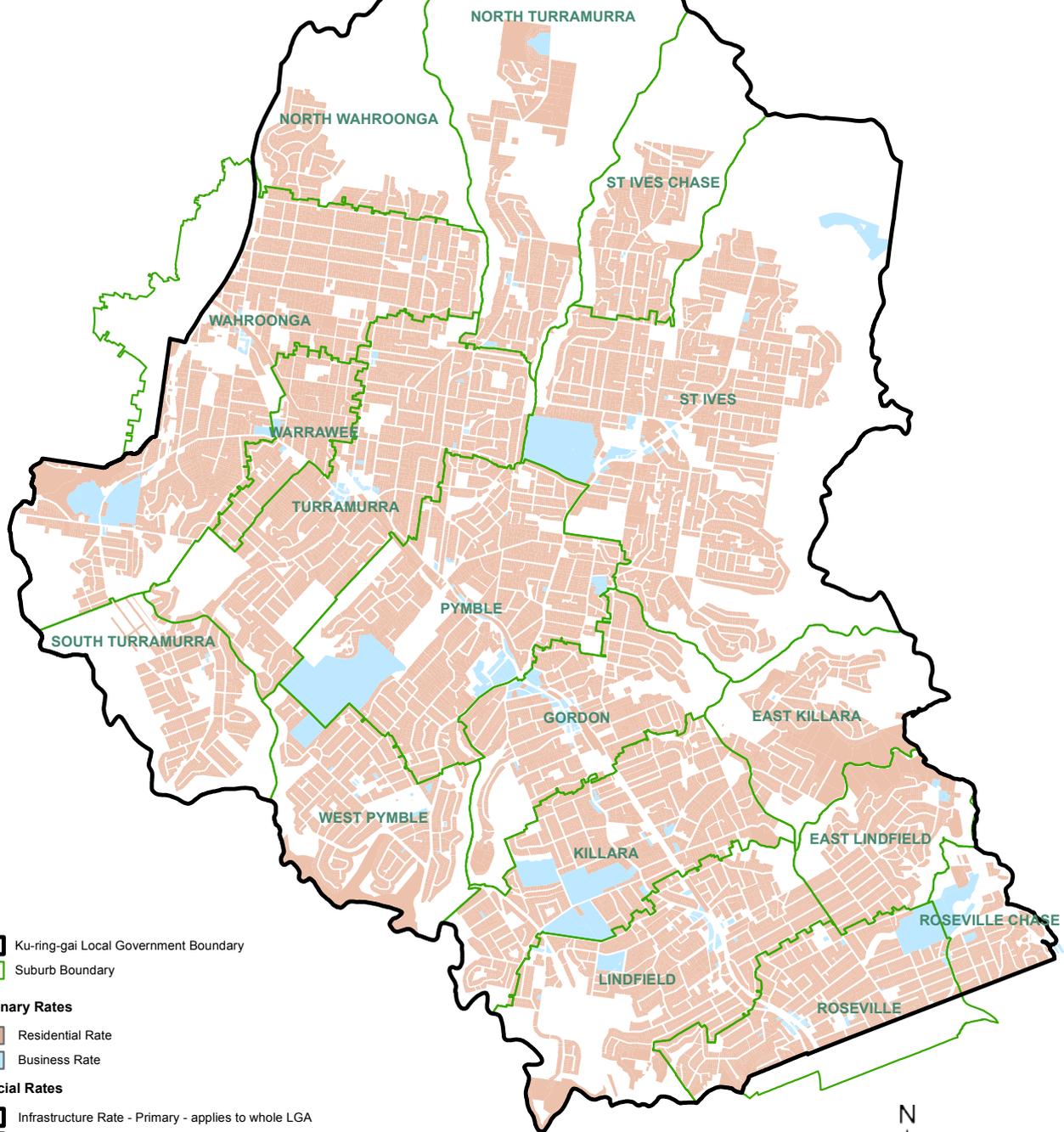
APPENDIX



**Delivery Program 2018 – 2021 and
Operational Plan 2020 – 2021**

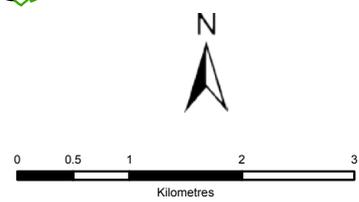


**Ku-ring-gai Council
Ordinary & Special Rates**



- Ku-ring-gai Local Government Boundary
- Suburb Boundary
- Ordinary Rates**
- Residential Rate
- Business Rate
- Special Rates**
- Infrastructure Rate - Primary - applies to whole LGA
- Infrastructure Rate - Special variation - applies to whole LGA
- Environmental Rate - Special variation - applies to whole LGA

Disclaimer - All land may be subject to review in regards to its rating category and all land is rateable unless it is exempt from rating.



Contact Us

For assistance or information regarding any of Council's services or facilities please contact us.

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