

END OF TERM REPORT

2017 - 2021

OUR KU-RING-GAI 2038



NOVEMBER 2021

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Simplified Chinese

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Traditional Chinese

需要幫助嗎？

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Korean

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Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری

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به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن

سرویس بخواهید از جانب شما با

شهرداری کورینگای (Ku-ring-gai Council)

در ساعات کاری، دوشنبه تا جمعه از ساعت

۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با

شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرید.

Japanese

ご質問がありますか？

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

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

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

Need assistance with hearing or speaking?

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

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

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

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

Need help to access Council's building?

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

KU-RING-GAI COUNCIL

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ABOUT THIS REPORT

This is Ku-ring-gai Council's report to the community on the implementation of Ku-ring-gai's Community Strategic Plan over the previous four years.

The End of Term Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with Section 428(2) of the *Local Government Act, 1993* and the Office of Local Government's Integrated Planning and Reporting Guidelines.

The report provides a review of both the implementation and effectiveness of the Community Strategic Plan in progressing Ku-ring-gai's long-term social, environmental, economic and civic leadership objectives from 2017 to 2021.

Performance is assessed against progress delivering the Long Term Objectives contained in the Community Strategic Plan, progress of Council's Term Achievements contained in its Delivery Program[^] and the achievement of performance indicators.

Our community's vision

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

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

Vision statement

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

This vision is supported by the following community principles:

care
for the local
environment
and people

respect
the needs of future
generations

learn
and share knowledge

lead
in sustainability

behave
ethically

take
responsibility
for our actions

Disclaimer

Ku-ring-gai Council's End of Term Report 2017-2021 was prepared in October 2021 and represents a compilation of the best available data at the time of preparation. Despite our best efforts, Council makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in the report. The Council disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason.

[^] Due to the NSW Government's deferral of local government elections to September 2021, and then December 2021, Council's adopted three year Delivery Program 2018-2021 was extended for a further twelve months to June 2022. Throughout this report it is referred to as the Delivery Program 2018-2022.



Good start to the day, Jinker Green, Killara.
Photographer: W. Zhong

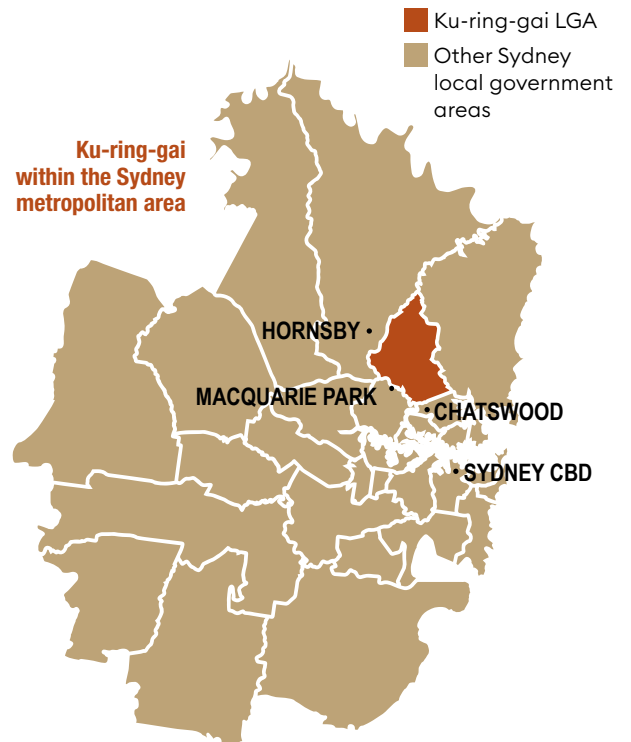
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KU-RING-GAI – OUR PLACE, OUR PEOPLE

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. Four of Ku-ring-gai's ecological communities are endangered and two are critically endangered.
- Over 800 recorded native plant species (including 18 threatened species) and over 690 species of native animals (including more than 10 threatened species).
- Two bio-banking sites totalling over 100 hectares of parks and reserves.

3 OUR CONNECTED URBAN VILLAGES

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

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

4 OUR CULTURAL HISTORY AND DIVERSITY

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

► Aboriginal heritage

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

► Our bushland legacy

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

► European heritage

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally valued its significant built heritage with over 994 heritage items and 45 heritage conservation areas within a well-defined compact urban area. In addition, over 4,124 properties are within Ku-ring-gai's Heritage Conservation Areas, or approximately 10% of all properties.

► Our community diversity

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



Shows Hill Street, looking north towards Roseville Avenue, Roseville in 1935.

Print reproduced from "Pacific Highway" a booklet produced for J. Scanlon, Motor Repair Specialist, 1935.

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.

Population¹ 127,603 (▲ 0.41% from 2019)

▲ 2.48% (From 2017 to 2020)⁷

AGED LESS THAN 24 YEARS²

33.6%

AGED MORE THAN 65+ YEARS²

18.1%

41

YEARS
MEDIAN AGE²

▲ **85+ AND 20-59**

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

HOUSEHOLD TYPE²



54.9%
Families



24.2%
Couples without children



15.5%
Lone person

CULTURAL DIVERSITY²



38.9%
residents born overseas

27.7%
residents speak a language other than English at home



CHANGING ANCESTRY²

32.5% English (▼ from 2011)

25% Australian (▼ from 2011)

17.7% Chinese (▲ from 2011)

MIGRATION²

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

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

8.6% moved from overseas

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

Housing

HIGH RISE DWELLINGS²

19%



MEDIUM DENSITY DWELLINGS²

8.4%



DETACHED DWELLINGS²

72.4%



HOUSEHOLDS RENTING²

17%



HOUSEHOLDS WITH A MORTGAGE²

37%

HOUSING NEEDS³

83% of housing in the area meets resident's needs

Transport

PUBLIC TRANSPORT²



28%
residents use public transport to get to work

TRANSPORT AND ACCESS³



90%
of residents are at least 'somewhat satisfied' with the ability to move in and around Ku-ring-gai

COMMUTER PARKING³

61%
of residents are at least 'somewhat satisfied' with the availability of commuter parking in Ku-ring-gai

A resilient economy



LOCAL
JOBS⁴

36,482
(▼ 1.44% from 2019)



LOCAL
BUSINESSES⁵

15,176
(▲ 1.75% from 2019)

GRP⁴

\$6.76 BILLION

(▼ 0.01% from 2019)

EMPLOYED RESIDENTS⁴

67,511

(▲ 0.58% from 2019)

LARGEST EMPLOYMENT SECTORS²

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

RESIDENT WORKERS²

24%
of residents live and
work in the area

JOBSEEKER AND YOUTH
ALLOWANCE RECIPIENTS⁶

1.7%

compared to 5.3% in Greater Sydney

An area of relative advantage



UNIVERSITY EDUCATED
(WORKING POPULATION)²

48%



TOTAL HOUSEHOLDS
WITH A HIGH INCOME²

46%

SEIFA INDEX OF RELATIVE SOCIO-
ECONOMIC ADVANTAGE AND
DISADVANTAGE²

1,166

Health and wellbeing

QUALITY OF LIFE³



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

SAFETY³



94% of residents feel safe
in their neighbourhood

SENSE OF BELONGING³



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

ASSISTANCE²

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

UNPAID CARERS²

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

HELP AND SUPPORT³

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

SPORT AND FITNESS³

83% of residents
participate at least
once per week

Sources:

1 Australian Bureau of Statistics, Estimated Resident Population, 2020

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

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

4 National Institute of Economic and Industry Research, 2020

5 Australian Bureau of Statistics, 2020

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

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

10

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



Cr Jennifer Anderson

Mayor: September 2017 – September 2021*



Cr Sam Ngai

Deputy Mayor: September 2021 – December 2021*

WAHROONGA WARD



Cr Donna Greenfield

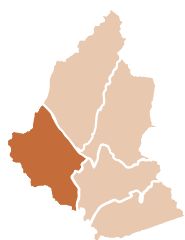


Cr Cedric Spencer

Mayor: September 2021 – December 2021*

Deputy Mayor: September 2020 – September 2021

COMENARRA WARD



Cr Callum Clarke

Deputy Mayor: September 2017 – September 2018 and September 2019 – September 2020



Cr Jeff Pettett

Deputy Mayor: September 2018 – September 2019

GORDON WARD

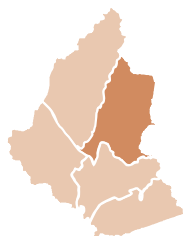


Cr Cheryl Szatow



Cr Peter Kelly

ST IVES WARD



Cr Christine Kay



Cr Martin Smith

More information on the Councillors can be found at: www.krg.nsw.gov.au/Councillors

Acknowledging former councillor contributions – Councillor David Citer



Ku-ring-gai Council would like to acknowledge the contributions to Ku-ring-gai of former Councillor David Citer, who resigned from Council in August 2018.

Councillor Citer represented Gordon Ward from 2012 to 2017 and St Ives Ward from September 2017 to August 2018. During this time, Councillor Citer represented Council on various committees and external organisations.

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

Council elections

Due to the COVID-19 pandemic, the NSW local government elections were postponed from 12 September 2020 to 4 September 2021, and then further postponed to 4 December on 24 July 2021 by the Minister for Local Government.

* Due to the further postponement of the Local Government Elections to 4 December 2021, Councillors will remain in office until the December election. At the 21 September 2021 Ordinary Meeting of Council, elections were required to be held for the Mayor and Deputy Mayor for the 12 week period September 2021 to Saturday, 4 December 2021.

DELIVERING OUR COMMUNITY'S VISION

Community Strategic Plan – Our Ku-ring-gai 2038

The Community Strategic Plan is the community's plan, prepared by Council in conjunction with the Ku-ring-gai community. Development of the current plan was informed by community engagement and consultation as well as the views of other stakeholders, including community organisations, businesses and government agencies.

The plan, adopted in June 2018, addresses issues, challenges and priorities for the local area through a vision statement and long term objectives. These are grouped under themes as follows:

- THEME 1: Community, People and Culture
- THEME 2: Natural Environment
- THEME 3: Places, Spaces and Infrastructure
- THEME 4: Access, Traffic and Transport
- THEME 5: Local Economy and Employment
- THEME 6: Leadership and Governance.

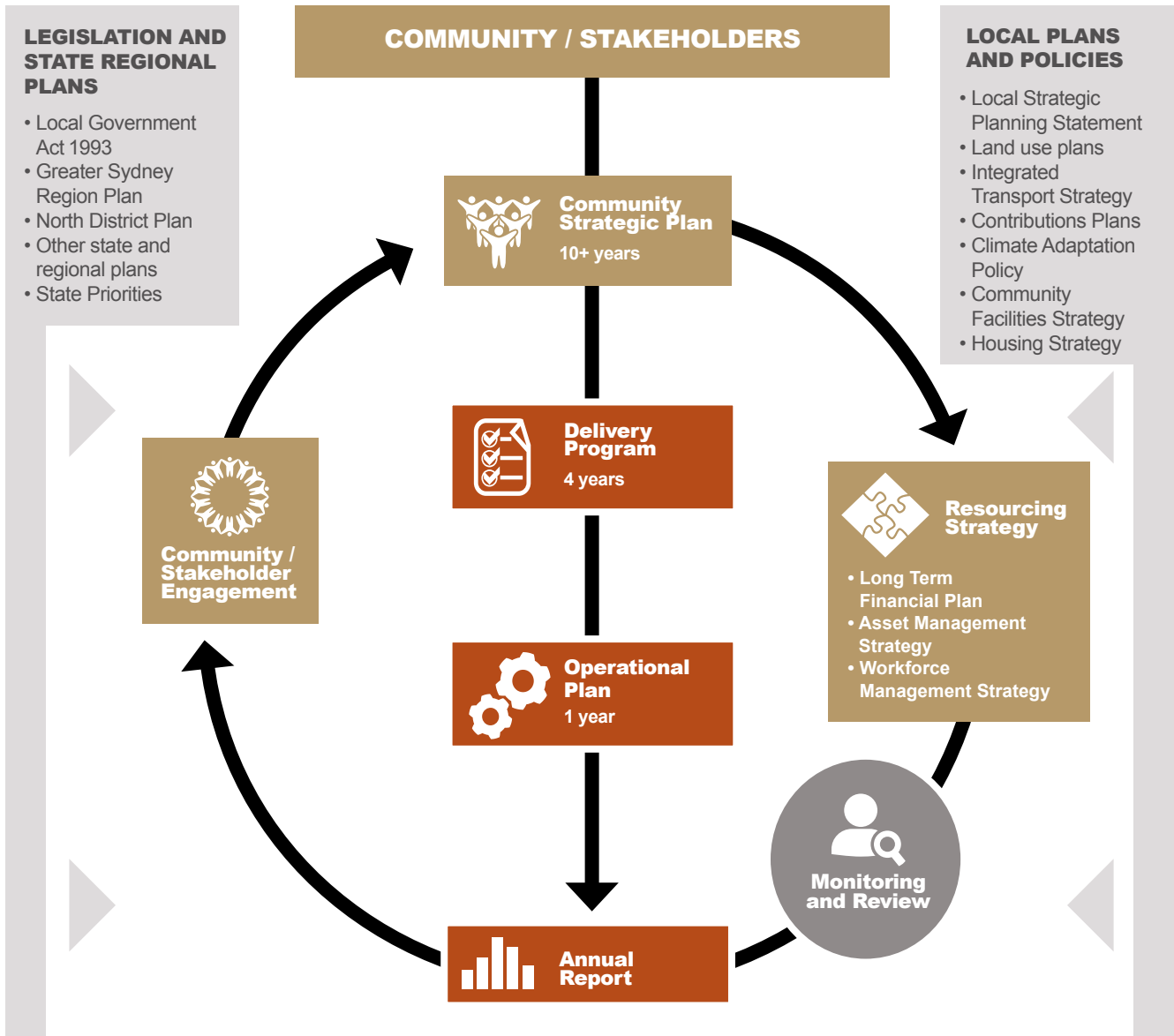
Collaboration and partnerships

Implementation of the Community Strategic Plan relies on collaboration and partnerships with our community, businesses, organisations and government. While Council has a significant role in delivering and facilitating many outcomes in the plan, it has limited direct influence for some. Council nevertheless takes a proactive advocacy role, participating in and supporting networks and partnerships to achieve those outcomes.

Integrated planning and reporting framework

The NSW government requires local councils to deliver their community's vision and objectives through long, medium and short-term plans, known as the Integrated

Planning and Reporting Framework. This promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. The diagram below illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.



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

Website: olg.nsw.gov.au

Diagram 1: Integrated planning and reporting framework

DELIVERING OUR COMMUNITY'S VISION cont.

Resourcing Strategy

Council's Resourcing Strategy explains how the strategic objectives of Ku-ring-gai will be achieved in terms of time, money, people and assets. It is the link between the long-term Community Strategic Plan and the medium term Delivery Program and is developed concurrently with the other plans in the Integrated Planning and Reporting Framework. It is designed to be a living document to reflect changing financial and asset information. The Resourcing Strategy spans a minimum of ten years and includes a Long Term Financial Plan, Asset Management Strategy and Workforce Management Strategy.

Delivery Program

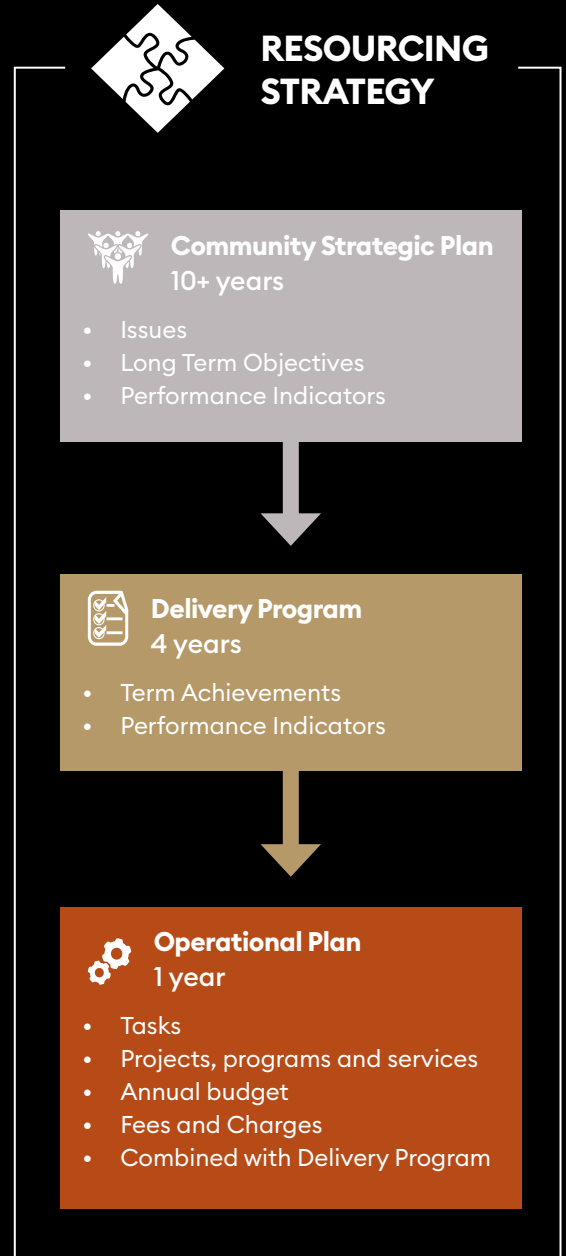
Council facilitates implementation of the Community Strategic Plan through a four year delivery program containing a series of term achievements for each long term objective in the plan.

Term achievements are outcomes that Council said it would do during its term of office to progress the long term objectives in the Community Strategic Plan.

Operational Plan

One year operational plans detail Council's planned services, projects and programs and the financial resources required to implement them for each year of the delivery program. Tasks identified in the Operational Plan link back to term achievements in the Delivery Program and long term objectives in the Community Strategic Plan.

See the relationship between the plans opposite.



Relationship between integrated planning and reporting plans.

Relationship with other plans

The Community Strategic Plan sits at the top of Council's strategic planning framework and provides long-term direction for the organisation to align its delivery of services, programs and projects. It integrates with other Council plans and policies and acts as a guide for other stakeholders (organisations, government agencies, business and individuals) in planning and delivering services for our area.

The plan also responds to state, metropolitan and regional plans and priorities relevant to Ku-ring-gai.

Measuring performance

The Integrated Planning and Reporting Framework requires Council to report regularly on its progress implementing the community's vision and long term objectives. This is done bi-annually through progress reports on Council's four year delivery program and one year operational plans.

In addition, an end of term report, prepared in the year of an ordinary election of councillors, provides information on Council's achievements in implementing the Community Strategic Plan over its term and is included in that year's annual report.

The effectiveness of the Community Strategic Plan, in progressing the vision and long term objectives, is measured by:

- Progress of each long term objective contained in the plan
- Monitoring progress for performance indicators set for each long term objective
- Completion or substantial completion of Council's term achievements in the delivery program – those four year outcomes Council said it would do to progress the Community Strategic Plan.

To meet statutory reporting requirements the time period for the End of Term Report is taken from September 2017 to the end of June 2021. This includes the nine month period between the September 2017 local government election and prior to the adoption of the current Community Strategic Plan in June 2018.

Reporting for the current Community Strategic Plan, is taken up to 30 June 2021 (for long term objectives, contributing term achievements and performance indicators).



vision

DELIVERING OUR COMMUNITY'S VISION cont.

The table below provides a summary of Council's current reporting requirements and responsibilities undertaken during 2017-2021 in line with Integrated Planning and Reporting Guidelines and organisational performance monitoring obligations.

End of Term Report	<ul style="list-style-type: none"> • Prepared in the year of an ordinary election of councillors and included as part of Council's Annual Report. • Presented to the outgoing Councillors. • Details the implementation and effectiveness of the Community Strategic Plan over Council's term in progressing the community's long term objectives. This is done through an assessment of progress made of the long term objectives, achievement of performance indicators and progress or completion of term achievements.
Annual Report	<ul style="list-style-type: none"> • Prepared for the Ku-ring-gai community and submitted to the Minister for Local Government by 30 November each year. • Details performance and service delivery implementing the four-year Delivery Program during the financial year through key achievements, tasks and performance indicators as outlined in adopted plans. • Includes statutory reporting requirements. • Includes audited and adopted Financial Statements.
Bi-annual Reports	<ul style="list-style-type: none"> • Presented to Council on the six monthly progress of term achievements and operational plan tasks in the Delivery Program (December period). • Presented to Council on the six monthly progress or completion of term achievements, operational plan tasks and annual performance indicators (June period).
Quarterly Reports	<ul style="list-style-type: none"> • Reports presented to Council on the adopted annual budget including progress and expenditure on capital and operational projects and services. • Progress reports on operational plan tasks presented to the General Manager and Directors group.
Community Feedback Reports	<ul style="list-style-type: none"> • Monitoring and review of results from independent community research into services and facilities, in line with community needs and strategic outcomes.

These reports are available on Council's website at www.krg.nsw.gov.au/ipr

PERFORMANCE SUMMARY

KEY PERFORMANCE STATISTICS



Four year summary 2017/18 – 2020/21

	2017/18	2018/19	2019/20	2020/21
Total income	\$155.6 million	\$149.83 million	\$153.84 million	\$155.4 million
Total operating expenses	\$123.1 million	\$120.44 million	\$126.75 million	\$129.9 million
Working capital	\$4.8 million	\$4.8 million	\$5.1 million	\$4.7 million
Value of asset infrastructure	\$1.1 billion	\$1.39 billion	\$1.55 billion	\$1.85 billion
Expenditure on capital works program	\$23.9 million	\$28.2 million	\$40.2 million	\$54.2 million
Total \$146.5 million				
Expenditure on road work upgrades	\$10.3 million	\$9.5 million	\$9.6 million	\$10.2 million
Total \$39.6 million				
Expenditure on new and upgraded footpaths	\$0.8 million	\$1.3 million	\$2 million	\$2.2 million
Total \$6.3 million				
Expenditure on new and upgraded parks and playgrounds	\$1.5 million	\$1.6 million	\$5.4 million	\$3.8 million
Total \$12.3 million				
Expenditure on new and upgraded sports fields and facilities	\$1.2 million	\$1.8 million	\$0.7 million	\$2.6 million
Total \$6.3 million				
Total value of development application determinations	\$622 million	\$608 million	\$565 million	\$547 million
Total \$2.342 billion				
Number of development applications determined	691	600	540	578
Total 2,409				
\$ distributed through the Community Grants Program	\$97,867	\$97,900	\$97,800	\$115,749
Total \$409,316				
\$ distributed for community environmental projects	\$46,700	\$47,637	\$59,999	\$102,093
Total \$256,429				
Participants in aged and disability services and programs	2,595	3,308	2,791	2,567
Total 11,261				
Participants in youth services and programs	5,416	8,019	3,596 ¹	3,250 ¹
Total 20,281				
Visitors to the library	492,536	526,332	398,180	251,552 ²
Total 1.7 million				

	2017/18	2018/19	2019/20	2020/21
Participants in library programs	7,673	4,102	7,426	15,307 ³
Total 34,508				
Participants at major Council events	35,904	45,000	35,000 ⁵	46,500 ⁴
Total 162,404				
Visitors to the Ku-ring-gai Wildflower Garden	54,350	55,000	49,800	72,292 ⁵
Total 231,442				
Participants involved in economic employment forums, workshops and initiatives facilitated by Council	356	577	812	620
Total 2,365				
Participants in active recreational programs supported by Council	912	854	647 ⁶	537 ⁶
Total 2,950				
Residents participating in community environmental programs	6,264	8,134	10,374	5,836
Total 30,608				
Environmental program volunteers supported (BushCare, StreetCare, ParkCare, TrailCare, WildThings, Garden Shed)	687	762	962	888
Total 3,299				
BushCare, StreetCare and ParkCare sites	152	180	151	152
Tonnes of rubbish diverted from our waterways	2,070	1,761	1,835	2,616
Total 8,282 tonnes				
Percentage of household waste diverted from landfill	59%	58%	56%	61%
Number of residents (ERP) ⁷	122,472	126,046	127,153	127,603
Number of ratepayers	44,006	44,656	45,236	45,711
Number of businesses in Ku-ring-gai ⁸	14,436	14,682	14,931	15,176
Number of jobs in Ku-ring-gai ⁹	35,490	38,052	36,299	36,482

The above figures may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.

Footnotes

- COVID-19 restrictions had significant impact on participant numbers with centre closures, although online programs were offered where possible.
- The library has been impacted by public health order restrictions (COVID-19) including reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting visitation.
- Due to public health restrictions the library increased online and social media events. Subsequently this figure includes the number of views on social media of these events.
- Council events have been significantly impacted by public health restrictions. The events program delivered COVIDSafe events to align with Council's Destination Strategy including online programs and the Sunset Cinema in late 2020.
- There was significant growth in environmental education program attendance and facility hire. Outdoor recreational visitation has also grown significantly, however, these visitations cannot be tracked with current systems. This has been funded as a project for 2021/22.
- Participant numbers were impacted by COVID-19 restrictions resulting in exercise classes being limited in numbers by capacity restrictions or cancelled.
- Australian Bureau of Statistics, Estimated Resident Population, 2020
- Australian Bureau of Statistics, 2020.
- National Institute of Economic and Industry Research (NIEIR) ©2020

COMMUNITY STRATEGIC PLAN

Council's Community Strategic Plan – Our Ku-ring-gai 2038 was adopted in June 2018 following a review of the previous plan, and involved extensive consultation with the community, stakeholders and interested parties, government authorities and agencies, Councillors and Council staff.

The Community Strategic Plan includes:

- Six overall themes
- 30 issues, or focus areas, that were generated from areas of concern or priority identified by the community
- 30 long term objectives, with a 20 year timeframe, that describe the desired outcome or future state for each issue
- 59 performance indicators that provide guidance in assessing progress on the long term objectives.

Council's progress in implementing the Community Strategic Plan, for the reporting period 2017 – 2021, was assessed by:

- Satisfactory progress made for each long term objective, contained in the Community Strategic Plan 2038 – that is, they remain 'on track' to be successfully completed
- Monitoring of progress for performance indicators set for each long term objective
- Completion or substantial completion (subject to 2021/22 deliverables) of Council's term achievements contained in the Delivery Program 2018-2022 for the reporting timeframe 1 July 2018 to 30 June 2021.

Long term objectives

Results of the assessment, shown in diagram 2, indicated that satisfactory progress was made across all Long Term Objectives with 29 or 97% assessed as being 'on track', with one (3%) exception identified as being behind schedule within Theme 3: Places, Spaces and Infrastructure as follows:

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.

Progress reporting for Long Term Objectives by theme, including commentary, is available in **Performance by Theme** on pages 71-97.

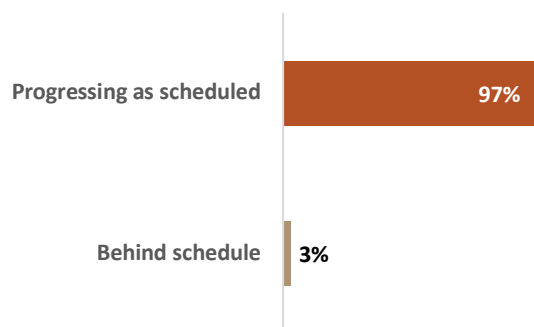
Performance indicators

Assessment of Performance Indicators for each Long Term Objective included trend results from three independent surveys*, and data available from other external agencies such as the ABS census.

Of the 59 indicators, 40 or 71% were achieved for the reporting period and 16 or 29% were not achieved as shown in diagram 2. No trend result was established for 3 indicators and these are not included in overall performance statistics.

Results and commentary for all indicators is available in **Performance by Theme** on pages 71-97. Performance indicator data from the 2017, 2019 and 2021 independent surveys is available in **Appendix A** on pages 100-135.

Long Term Objectives



Performance Indicators

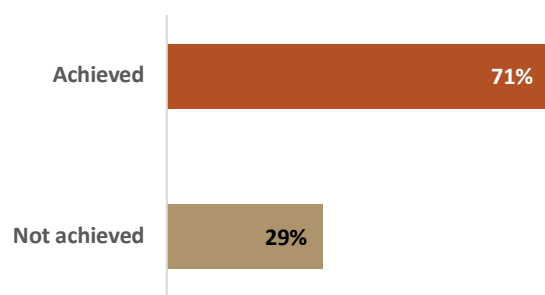


Diagram 2: Community Strategic Plan – Our Ku-ring-gai 2038 progress

Contributing term achievements

Term Achievements are the connection point between the Community Strategic Plan and Delivery Program. They identify how Council is going to progress the long term objectives and vision contained in the Community Strategic Plan during its term within Council's available resources, as detailed in Council's Resourcing Strategy. Completion or substantial completion of Term Achievements in the Delivery Program contribute to the overall progress of Long Term Objectives. Term Achievements have been assessed as part of the End of Term Report preparation for the period 1 July 2018 to 30 June 2021.

See **Performance Summary – Delivery Program** on pages 22-23 for a progress summary of Term Achievements and **Performance by theme** on pages 71-97 for full progress reporting, by theme, for each Term Achievement.

Footnote

* Council commissioned independent research to identify the Ku-ring-gai community's satisfaction with Council's services and facilities and identify priority areas of concern for Council to focus on. Reports from research conducted in 2017, 2019 and 2021 is available at www.krg.nsw.gov.au/Communityfeedbackreport

DELIVERY PROGRAM

The Delivery Program details the Term Achievements that Council will complete during its term to progress the Long Term Objectives and vision contained in the Community Strategic Plan.

As part of the preparation of this End of Term Report the results of the following two Delivery Programs were included:

Delivery Program 2013-2017

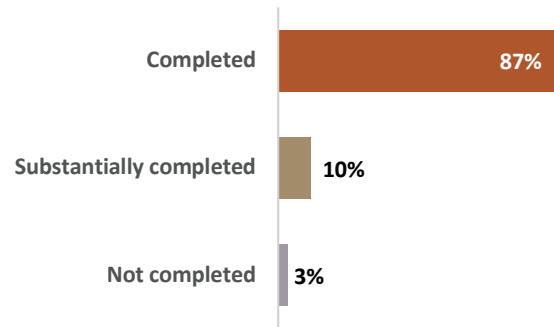
Council's Delivery Program 2013-2017 contained 69 Term Achievements and 85 Performance Indicators.

At the end of that Delivery Program period 60 Term Achievements had been completed, 7 were substantially completed and 2 were not completed. Of the 85 Performance Indicators, 61 were achieved and 18 were not achieved. Six were identified as no longer required or having insufficient data available, and therefore have not been included in overall performance statistics. Council's June 2018 Bi-annual Report is available at www.krg.nsw.gov.au/ipr

Commentary for Term Achievements that were substantially completed and not completed can be viewed in **Performance by Theme** on pages 71-97. Performance Indicator results and commentary is available in **Appendix A** on pages 100-135.

Diagram 3 provides a summary of progress made against the Term Achievements and Performance Indicators for the 2017/18 year as part of this reporting process.

Term Achievements



Performance Indicators

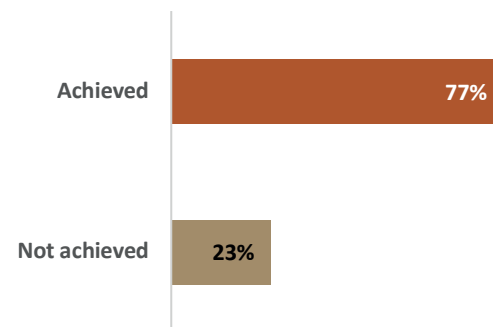


Diagram 3: Delivery Program 2013 – 2017 and Operational Plan 2017 – 2018 progress

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

Delivery Program 2018-2022

Council's Delivery Program 2018-2022 contains 56 Term Achievements and 71 Performance Indicators across six themes.

As part of the preparation of this End of Term, Term Achievements were reviewed and identified as completed or substantially completed (subject to 2021/22 deliverables) during the reporting period 1 July 2018 to 30 June 2021.

As a result of the extreme weather events, including storms and bush fires and the COVID-19 pandemic in 2019/20 and 2020/21, a reduction in expected progress was experienced for Term Achievements as part of the June 2020[^] bi-annual reporting period and subsequently overall annual results. This also included achievement of performance indicators and completion of annual operational plan tasks.

This was offset by Council's successful implementation of innovative solutions to the delivery of many services that enabled their continuation across operational areas in response to the changing community needs and priorities, confirming Council's ongoing ability and capacity to deliver services and facilities.

To measure the extent of impacts of the pandemic restrictions, performance results for 2019/20 were compared to results likely to have been achieved without COVID-19 impacts, based on the previous half-yearly (December 2019 bi-annual report) progress and staff commentary. Council's performance for 2019/20 was therefore presented on the basis of both including and excluding COVID-19 impacts for the June 2020 bi-annual report.

Reporting on the Delivery Program 2018-2022 as part of the June 2021[^] Bi-annual Report was completed taking into consideration that Council programs, projects and services had been reconfigured to compensate for any COVID-19 impacts.

For the period 1 July 2018 to 30 June 2021, the assessment of Term Achievements concluded that 48 were completed, 7 were substantially completed subject to deliverables during 2021/22 and one was on hold by Council resolution and has not been included in overall performance statistics (as shown in diagram 4). Commentary for all Term Achievements can be viewed in **Performance by Theme** on pages 71-97.

Council collected annual performance indicator data for each theme, during the period 1 July 2018 to 30 June 2021, which is presented to Council as part of the June bi-annual reporting process. Annual results are available in **Appendix A** on pages 100-135.

Term Achievements

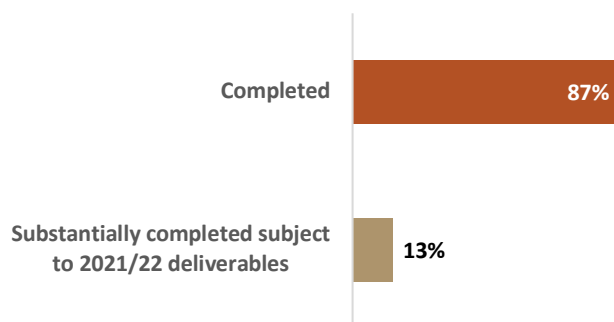


Diagram 4: Term Achievement progress, Delivery Program 2018 - 2022

Footnote:

[^]Council's June 2020 and June 2021 Bi-annual Reports are available at www.krg.nsw.gov.au/ipr

FINANCIALS

Objectives

Council's continued guiding principles over the reporting period were to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.

Expenditure and income

Council manages \$1.85 billion worth of infrastructure assets including roads, footpaths, drains, community buildings, sporting and recreation facilities, parks and property.

Council income is from rates on property, government grants and interest on investments, user charges and fees. Council expenses are for construction, maintenance, wages, grants to community groups and many services to the community including libraries, children's services, waste collection, local events and bush regeneration.

Achieved performance measures and benchmarks

Council achieved all of its performance measures and benchmarks between 2017/18–2020/21 with the exception of the Asset Renewals Ratio and Infrastructure Backlog Ratio.

The Asset Renewals Ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating. The ratio has continued to show improvement over the reporting time period. Council's Long Term Financial Plan (LTFP) provides for infrastructure renewal to meet the benchmark of 100% in future years. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and to prioritise renewal capital work programs.

The Infrastructure Backlog Ratio shows the proportion of the backlog against the total value of a Council's infrastructure. While the ratio indicates that Council still has an infrastructure backlog the ratio has continued to show improvement over the reporting time period. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

Achievement of these indicators was affected by delays in divesting Council assets to enable additional investment in infrastructure.

Achieved a strong operating result

Council achieved operating surpluses for each of the financial years 2017/18–2020/21. An operating surplus means that Council's revenue exceeds both the cost of running its day to day operations and the depreciation of its assets for those years. A comparison of our Operating Results (before and after capital income) for the years 2017/18–2020/21 is provided in diagrams 5 and 6 adjacent.

Achieved sound working capital

Working capital is a measure of Council's liquidity and ability to meet its financial obligations as they fall due. It is one of the primary measures of the overall financial position of Council, which allows for unforeseen expenditure or reductions in revenue. Council's available working capital was in line with targets identified in each of Council's Annual Budgets for the period 2017/18–2020/21. This level of working capital highlights an adequate liquidity position with Council being able to meet its short term financial liabilities when they fall due. Diagram 7 adjacent provides a comparison of Council's working capital for the financial years 2017/18–2020/21.

The financial information presented in this report includes information taken from Council's exhibited Audited Financial Statements for 2020/21. These will be reported to Council for final endorsement.



Diagram 5: Net operating result \$'000 (including capital income) – 4 year trend

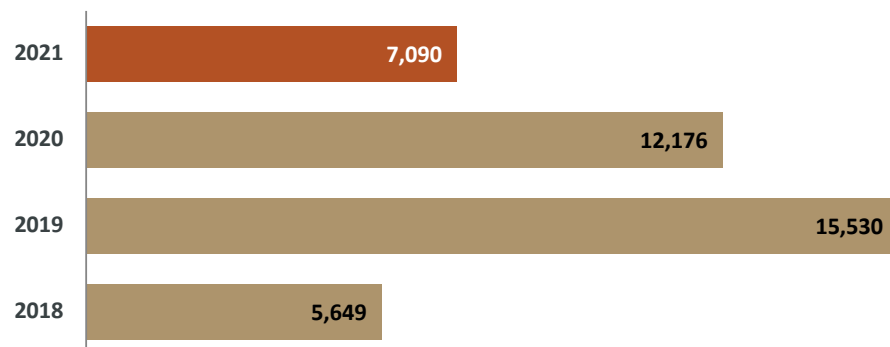


Diagram 6: Net operating result \$'000 (excluding capital income) – 4 year trend

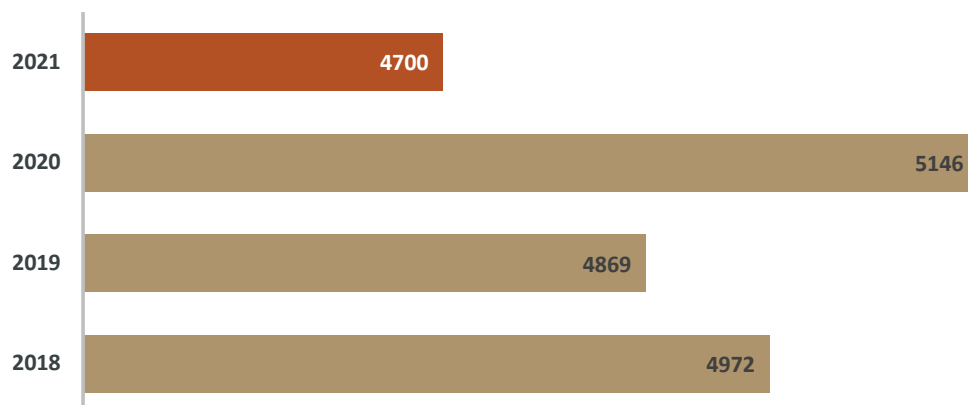


Diagram 7: Working capital \$'000 – 4 year trend

FINANCIALS cont.

Financial key achievements

Operating surplus

Achieved operating surpluses for each of the financial years 2017/18–2020/21.

Sustainable financial position

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

Strong return on investment portfolio

Achieved a strong return on Council's total investment portfolio, which outperformed the industry benchmark in each of the years 2017/18–2020/21.

Savings

Identified \$18 million in savings over 10 years for allocation to asset infrastructure renewal.

Financial challenges

Storm events

During 2019/20, the Ku-ring-gai local government area suffered from two major natural disasters (November and February storms). As a result, significant expenditure was incurred on clean-up and restoration costs totalling \$3.2 million at the end of the financial year. Council made an application of \$1.7 million under the NSW Government's Disaster Recovery Funding Arrangements for reimbursement of costs incurred.

COVID-19

The COVID-19 pandemic had a significant financial impact on Council operations during 2019/20 with further budget adjustments made during 2020/21. At the end of the 2019/20 reporting period, Council had

an unfavourable impact of \$1.8 million, mainly from reduced revenue from the closures of halls, facilities, sporting ovals and events; commercial arrangements including Council's aquatic centre, leases and licenses for community and commercial buildings; income from parking and other fines. Council provided rental relief packages to its commercial and community leasing portfolio based on evaluation of requests received. There was a modest increase in outstanding rates from the previous year as a result of the impact of the COVID-19 pandemic on some ratepayers.

As COVID-19 restrictions eased in the third quarter of 2020/21 many of Council's seriously impacted services and operations started to recover. Close monitoring of the financial performance of these services and operations continued to the end of the 2020/21 financial year and will extend into 2021/22, with the reintroduction of pandemic restrictions and lockdowns.

Interest rates

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

Compliance with new accounting standards

In 2019/20, a number of new accounting standards were introduced to local government's end of year financial statements. Prior to their introduction, Council reviewed its compliance with the accounting standards to determine and implement any changes required to future financial statements as well as supporting business systems and practices.

SERVICES AND FACILITIES

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

The key objectives of the research were to:

- assess and establish the community's priorities and satisfaction with a broad number of Council's services and facilities delivered to the Ku-ring-gai community (48 in 2021, 46 in 2019 and 45 in 2017)
- identify the community's overall level of satisfaction with Council's performance
- identify the community's top priority areas; and
- compare the 2017, 2019 and 2021 research results.

Key satisfaction trends

Overall satisfaction of Council in 2021

91% of Ku-ring-gai residents are very satisfied, satisfied and somewhat satisfied with the performance of Council over the last 12 months (as shown in diagram 8):

- upward trend from 2017 and 2019
- in line with the Sydney Metropolitan Benchmark (89%)

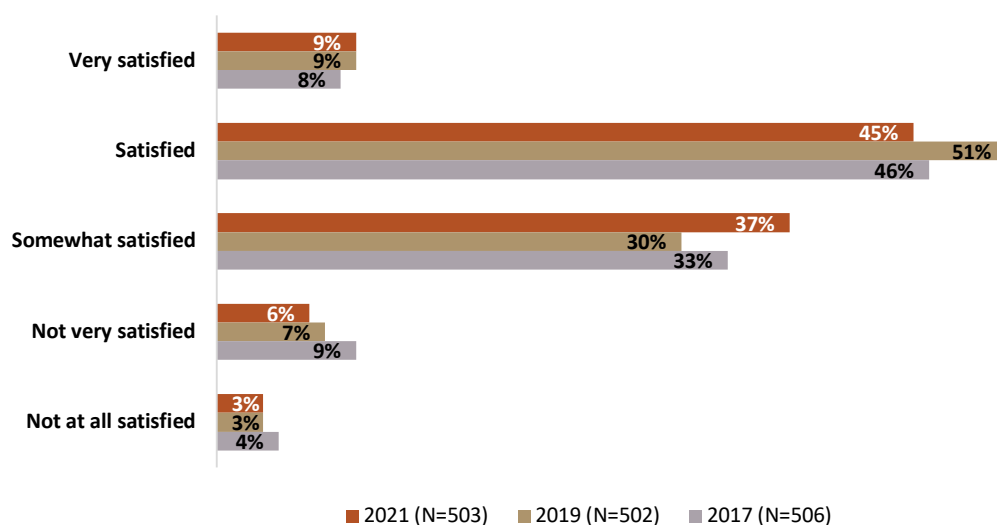


Diagram 8: Resident's satisfaction with the performance of Ku-ring-gai Council across all responsibility areas

SERVICES AND FACILITIES cont.

Satisfaction and importance of Council services and facilities in 2021

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

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

Satisfaction with services and facilities over the period 2017 - 2021

Over the period 2017 – 2021, there were increases in residents’ levels of satisfaction across 31 of the comparable 48 services and facilities¹⁰ provided by Council. The adjacent table shows the change in the mean rating of resident satisfaction for services between 2017, 2019 and 2021. The mean rating is based on a scale of 1 to 5, with 1 the lowest and 5 the highest level of satisfaction.

Additionally, 48% of these services and facilities achieved significantly increased satisfaction levels over the same period.

Highest rated services and facilities in 2021

Importance

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

Satisfaction

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

facilities

Service/facility	Satisfaction mean rating		
	2021	2019	2017
Management of residential development	3.08	3.04	3.01
Visual quality of building design in the Ku-ring-gai area ▲	3.13	2.91	NA
Revitalisation/beautification of your closest neighbourhood shops	3.23	3.21	3.12 ⁱⁱ
Protecting heritage buildings and conservation areas	3.54	3.42	3.42
Cleanliness of your local streets	3.83	3.83	3.70
Control of litter and rubbish dumping	3.93	3.89	3.84
Provision and cleanliness of public toilets	3.51	3.40	3.46
Street tree maintenance ▲	3.38	3.18	2.94
Protection of natural areas and bushland ▲	4.01	3.88	3.84
Condition of waterways and creeks	3.73	3.63	3.62
Initiatives to reduce energy use	3.24	3.11	3.10
Initiatives to reduce water use ▲	3.51	3.29	3.26
Services for older people ▲	3.71	3.53	3.53
Services for children ▲	3.72	3.56	3.58
Services for people from diverse cultural & language backgrounds	3.50	3.48	3.45
Local community festivals and events	3.68	3.56	3.62
Condition of local roads ▲	3.21	3.09	2.99
Providing adequate drainage ▲	3.49	3.32	3.36
Condition of existing built footpaths in Ku-ring-gai ▲	3.22	2.83	2.81
Provision and maintenance of local parks and gardens ▲	3.95	3.68	3.80
Provision and maintenance of playgrounds	3.93	3.74	3.82

SERVICES AND FACILITIES cont.

Service/facility	Satisfaction mean rating		
	2021	2019	2017
Provision and maintenance of sporting ovals, grounds and leisure facilities	3.88	3.79	3.74
Condition of community buildings	3.70	3.61	3.61
Access to public transport ▲	3.74	3.63	3.55
Access to cycleways, footpaths, walking tracks ▲	3.35	3.25	3.18
Availability of short stay parking in your closest bigger retail centre ie. Lindfield, Gordon, Turramurra or St Ives ▲	3.44	2.93	2.89 ¹²
Opportunities to work in the local area ▲	3.26	3.18	3.05
Growing the local economy ▲	3.46	3.25	3.18
Opportunities to participate in Council decision making on matters affecting Ku-ring-gai	2.97	2.93	2.94
Council's consultation and engagement with the community	2.96	2.92	NA
Council provision of information about events, services, programs and facilities	3.42	3.55	3.35

Footnotes

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

¹¹ In 2017, the question was worded "Revitalisation/beautification of your local centre and neighbourhood shops"

¹² In 2017, the question was worded "Availability of car parking in the local centres"

▲ Services that increased the most significantly (≥ than 0.15) in satisfaction over the period 2017 to 2021.

NA Question not in survey or discontinued

Satisfaction with the level of Council’s communication in 2021

91% of residents are very satisfied, satisfied and somewhat satisfied with the level of communication Council currently has with the community (as shown in diagram 9), with results being slightly higher than the Metro Benchmark norm (85%).

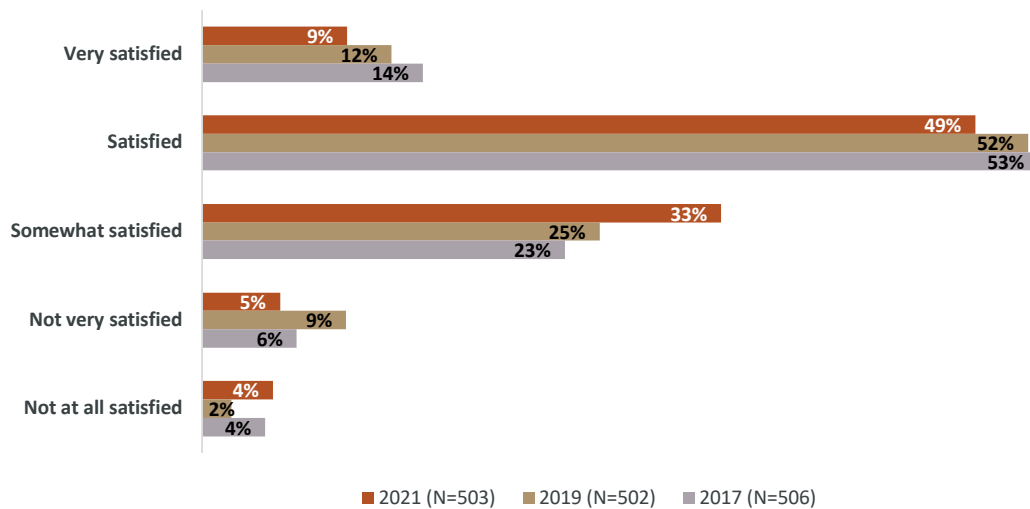


Diagram 9: Resident’s satisfaction with the level of communication Council currently has with the community

Of those who have contacted Council in the last 12 months, 76% are very satisfied, satisfied and somewhat satisfied with the way their contact was handled (as shown in diagram 10).

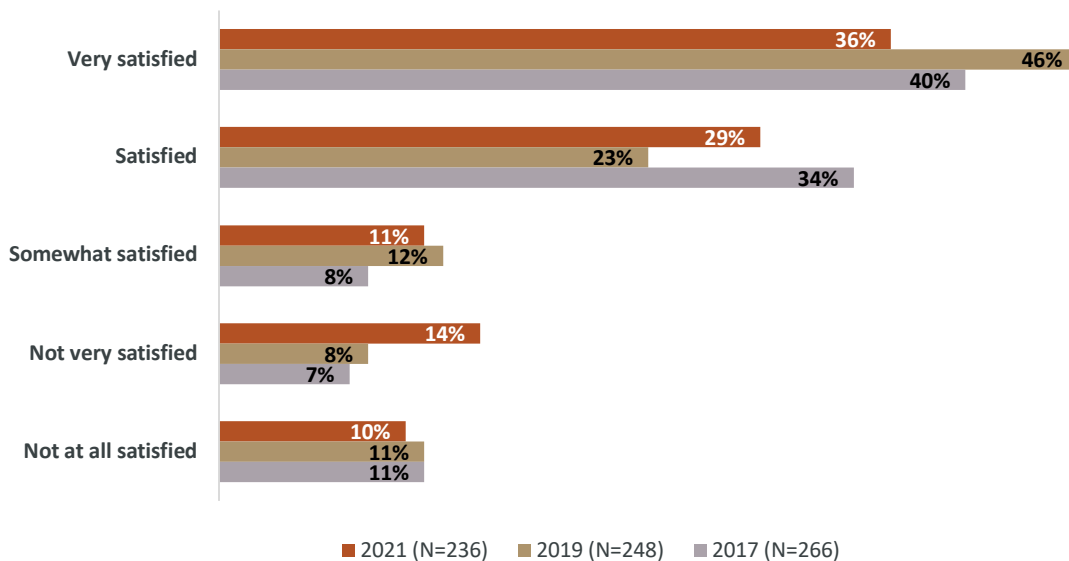


Diagram 10: Resident’s satisfaction with the way their contact was handled

For further results

See **Appendix B** or www.krg.nsw.gov.au

AWARDS AND RECOGNITION

Council has received numerous awards in the period 2017 – 2021 in recognition of innovation, excellence and best practice across the organisation.

2021

2021 Australasian Reporting Awards

Gold Award - Annual Report 2019/20

Council's 2019/20 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards 2021 in the category of Public Administration – Local Government.

2020

2020 AUSTSWIM NSW Awards of Excellence

Winner – NSW Teacher of Adults

Winner – National Teacher of Adults

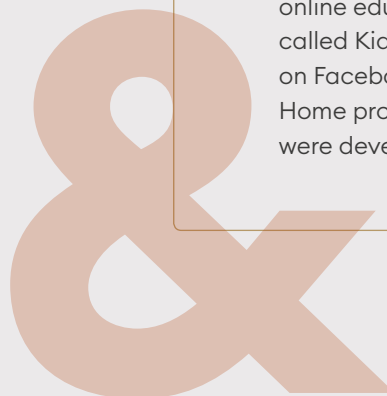
Randev (Dev) Sappany, swimming instructor from Ku-ring-gai Fitness and Aquatic Centre at West Pymble won both the state and national awards for outstanding achievements including expansion of the Centre's adult swim programs to include intermediate and advanced levels, adult intensive clinics and parent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

2020 Keep Australia Beautiful Sustainable Cities Awards

Highly commended – Environmental Communication Award

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

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



awards

2020 The Cities Power Partnership Climate Awards

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

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

2020 Local Government Excellence in Environment Award

Highly Commended - Division C – Climate Change Adaptation

The Simtable project

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

2020 Australasian Reporting Awards

Gold Award - Annual Report 2018/19

Council's 2018/19 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards 2020 in the category of Public Administration – Local Government.

2020 LGNSW RH Dougherty Awards

Winner – Division C – Excellence in Communication

Get Ready Ku-ring-gai Bushfire Awareness Campaign

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

2019 Inside Golf Australia

Council's North Turrumurra Golf Course was nominated for its 6th hole through a poll of Australian golfers as the best in Australia. It was nominated for being 'a fantastic risk reward hole that challenges golfers of all levels' and 'the perfect example of a golf hole not having to be long to be very hard'.

2019 Pride of Workmanship Awards

Council's Building Maintenance Officer, Robert Bradford, received the Pride of Workmanship Award from St Ives Rotary Club. The award recognises workplace excellence in the community.

2019 Australasian Reporting Awards

Gold Award - Annual Report 2017/18

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

2019 Australian Fitness Awards

Finalist - Community Excellence Award

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

2019 AUSTSWIM NSW Awards

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

2019 Parks and Leisure Australia Awards of Excellence

Finalist - Facility of the Year Award

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

2018 Local Government Excellence in Road Safety Award

Overall Winner - Local Government Excellence in Road Safety

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

2018 Kidsafe National Playspace Design Awards

Commendation

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

2018 Australasian Reporting Awards

Gold Award - Annual Report 2016/17

Council's 2016/17 Annual Report received a Gold Award for overall excellence in annual reporting from the Australasian Reporting Awards 2018 in the category of Public Administration - Local Government.

2018 Greater Sydney Planning Awards

Award 5 - Great Sustainability Initiative

Commendation - WildThings and Climate Wise Communities programs

Council was commended for its ongoing commitment to environmental sustainability. The WildThings and Climate

Wise Communities programs were excellent examples of Council's innovative, collaborative and engaging work in this area; as well as leading practice for other Councils in greater Sydney.

2018 NSW Local Government Excellence Awards

Asset Management and Infrastructure category

Winner - North Turramurra Recreation Area

The \$28 million North Turramurra Recreation Area was the winner in the Asset Management and Infrastructure Initiatives Projects category which recognise initiatives that maximise benefits to the community and showcase projects that develop and manage community assets.

Environmental Leadership & Sustainability category

Highly commended - The WildThings Program

The urban biodiversity program was awarded a high commendation in the Environmental Leadership and Sustainability category. WildThings draws interest from across Australia and overseas and boosts Ku-ring-gai's biodiversity by delivering various environmental programs to benefit the community.

2018 United Nations Public Service Awards

Recognised - Climate Wise Communities program

Council was among international organisations from 79 countries shortlisted for the 2018 United Nations Public Service Awards. Council was recognised for its Climate Wise Communities program, which helps the community build resilience to the effects of climate change.

2017 LGNSW Excellence in the Environment Awards

Communication, Education and Empowerment category

Winner Division C and Overall Category - WildThings Bees and Biodiversity Program

Council received both awards for its WildThings native bee hive placement program. The program has increased bee populations leading to enhanced urban biodiversity within Ku-ring-gai and the Sydney metropolitan area, the pollination of local plants and food crops and an increase in positive relationships between the community and environment.

NSW Minister for Local Government's 2017 Innovation in Engineering Award

Winner - North Turramurra Recreation Area

Council received the Minister for Local Government's Award for Innovation in Local Government Engineering for the \$28 million project at Bobbin Head Road, North Turramurra. The 60.5 hectare multipurpose facility was developed over 10 years in response to increasing demand for sporting facilities in the LGA on an old landfill site and an outdated golf course. It includes a new golf course, three multiuse sports fields, netball practice courts, walking paths and recreation facilities.

2017 Parks & Leisure Australia Awards

Leisure and/or Open Space Planning category

Winner - Activate Ku-ring-gai Program

Council received the award for the Activate Ku-ring-gai Program which is an ambitious strategy of urban renewal and transformation created and spearheaded by Council. The program includes the biggest urban development projects in Council's history. The aim is to revitalise the local centres of Turramurra, St Ives, Gordon, Pymble, Lindfield and Roseville. Activation of these centres has been identified as a long-term goal in the Council's Community Strategic Plan which sets out the community's vision.

2017 3M-ACRS Diamond Road Safety Award

Road Safety Calendar - The Courtesy Edition

Finalist - Maria Leotta, Road Safety Officer, Ku-ring-gai Council

This award was presented in recognition of Maria's contribution to improving road safety in the Ku-ring-gai local government area.

2017 LGNSW Planning Awards

Division A: Outstanding individual contribution – Metropolitan Council

Winner – Excellence in Leadership: Andrew Watson, Director Strategy & Environment, Ku-ring-gai Council

Andrew was recognised for his contribution to Ku-ring-gai's overall planning direction since becoming Director in 2008.

CHALLENGES AND ACHIEVEMENTS

Ku-ring-gai Council is a provider of over 100 key services and a wide range of facilities to the local community. While many of these services and facilities are required to meet legislative and regulatory requirements of both state and federal government, others respond to the needs and priorities of the local Ku-ring-gai community.

This section provides a snapshot of key challenges and achievements over the period 2017 – 2021 as part of the review of Council's progress in delivering the long term objectives contained in the Community Strategic Plan. In responding to some of the challenges over the period Council staff were able to implement innovative alternative or hybrid service delivery approaches that were well received by the community.

Detailed information on Council's challenges and achievements for the 2017/18, 2018/19 and 2019/20 financial years can be found in Annual Reports at www.krg.nsw.gov.au/annual-reports

Council's 2020/21 Annual Report will be published on Council's website in December 2021, following the NSW local government elections.

Emergency events

The reporting period 2017 – 2021 was largely defined by the impact of emergency events on the Ku-ring-gai local government area (LGA) as well as the responses of Council and the community, in conjunction with emergency agencies, community organisations and state and federal government.

The series of natural disasters in late 2019 and early 2020, ranging from a bush fire in South Turramurra and severe storms across parts of the LGA, followed by the COVID-19 pandemic restrictions significantly impacted the Ku-ring-gai community as well as Council's operations and delivery of services. Responses to the emergencies from residents, business, community groups and Council are a testament to the strength, resilience and generosity of the Ku-ring-gai community, which quickly came together and worked tirelessly to ensure the health, safety and wellbeing of all throughout these testing times.

Council Response to natural disasters and COVID-19

Council staff played a vital role in responding quickly to the challenges presented by the natural disasters and COVID-19 pandemic. This included:

- activating emergency management plans in conjunction with emergency service agencies
- coordinating frontline emergency works for damage to Council lands, facilities and roads
- working with volunteers and community organisations to assist local residents and businesses
- accessing recovery funding initially for storm damage, followed by COVID-19
- assisting residents without power by offering free recharging and computer use at libraries, free hot showers at St Ives Showground and electrical and wood fire BBQs at parks and playgrounds
- providing additional free green-waste collection for storm affected residents
- accessing funding to help meet the clean-up effort on public land and repair damage to community facilities and infrastructure under the Disaster Recovery Funding Arrangement.
- keeping the Ku-ring-gai community well informed about changes to service delivery, assistance available and where further information could be found
- activating Council's own Crisis Management Team
- implementing public health and planning orders
- ensuring that essential services were maintained and vital community services were continued to assist community wellbeing
- ensuring the safety and wellbeing of the community, businesses and staff, and
- implementing Federal and NSW government public health orders and legislative changes to assist this.

CHALLENGES AND ACHIEVEMENTS cont.

Ongoing COVID-19 support

During 2020/21 Council continued to respond to the COVID-19 pandemic with many of Council's services for children, young people, aged, and disabled residents and library services being adapted by staff to comply with public health orders and to meet emerging needs in the community. Services continued to target working parents, essential workers and vulnerable members of our community and particularly addressed issues of social isolation and dislocation.

This support has continued through:

- Assisting community organisations – Council staff surveyed over 350 community organisations in 2020 to help identify emerging issues, and to document gaps in service delivery associated with COVID-19. The survey results have helped ensure support services for vulnerable community members continue to be maintained, by identifying opportunities to link service providers and the community during these difficult times.
- Supporting older and more vulnerable residents – Council monitors and adapts services and programs to ensure more vulnerable members of the community are well supported including services for library users, seniors and people with a disability, youth and children. For example, Council staff have been working with several local community organisations to help elderly residents with shopping and meal deliveries, pharmacy and glasses prescriptions and emergency food packages.
- Supporting the local economy – Council delivers an online program to assist local business maintain and protect themselves during the current economic instability and provide timely information and contacts for government assistance.
- Providing Life Online – This online resource helps residents do business with Council and cope with life during the COVID-19 pandemic. The community has access to information and tools on health and wellbeing, activities, Council services, business support and online learning. As COVID-19 continues to impact everyday life and government regulations, regular updates on Council services and support initiatives are provided at www.krg.nsw.gov.au/lifeonline

COVID-19 restrictions were reduced in the period December 2020 to June 2021. Sydney's lockdown, which commenced from mid-June 2021 is out of the scope of this report.

Effectiveness of council responses

Independent survey research* in May 2021 found that 55% of residents think that Council did enough to assist or support the community through the impacts of recent emergency events.

For those residents that believe Council could do more to assist or support the community, the main suggestions were to increase preventative measures (such as backburning, clearing of drains, have an emergency plan, tree maintenance), providing updated information to residents or to be more supportive in general through family, support networks and financial support. Some of these suggestions are outside Council's direct responsibility or are already in place, such as emergency plans. Others will be addressed through Council's new green waste collection initiatives as part of Council's new Waste Strategy, the recommencement of community events and festivals and many direct services by Council and local community organisations.

* Ku-ring-gai Council Community Satisfaction Survey, May 2021
www.krg.nsw.gov.au/community-feedback

Planning for the future

Local Strategic Planning Statement

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

Council adopted Ku-ring-gai's first Local Strategic Planning Statement (LSPS) following its public exhibition in 2019 and submitted it to the Greater Sydney Commission and NSW Department of Planning, Industry and Environment for approval. The Statement came into effect in March 2020.

The LSPS presents a comprehensive 20-year land use vision for Ku-ring-gai's economic, social and environmental land use needs. It draws together priorities and actions to effectively manage the impact of new development and to deliver quality design outcomes while maintaining the identity and character of Ku-ring-gai. The LSPS also identifies where additional strategic planning is required, such as a Retail/Commercial Centres Strategy, Employment Lands Strategy, Housing Strategy and Local Character Study. The LSPS provides guidance on:

- the future identity and character of local centres in Lindfield, Gordon, Turramurra and St Ives
- requirements for community facilities and open space by 2036
- future housing in Ku-ring-gai
- future transport infrastructure
- support for the local economy
- partnership opportunities with government agencies
- managing bushland, biodiversity and waterways, and
- adapting to climate change.

Consolidated Local Environmental Plan for Ku-ring-gai

The consolidation of Ku-ring-gai's local environmental planning instruments into a single Local Environmental Plan came into effect on 28 June 2021. This followed a comprehensive review of the previous plans, public exhibition and finalisation by Council and the Department of Planning, Industry and Environment.

The consolidation of the Ku-ring-gai Development Control Plan (DCP) and Local Centres Development Control Plan was also completed, with the single consolidated DCP coming into effect at the same time as the consolidated Ku-ring-gai Local Environmental Plan (KLEP).

Council also amended the Ku-ring-gai Local Environmental Plan to include 13 areas which have high bush fire evacuation risk, due to the number of dwellings within each area and the limited number of exit roads, impacting on the ability of people to evacuate safely in the event of a bush fire. The approved amendments provide appropriate land use zonings and associated development standards, recognising the high bush fire evacuation risks.

CHALLENGES AND ACHIEVEMENTS cont.

Future housing needs

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

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

Council's LSPS includes the following planning priorities for housing:

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

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

Preparation of a position paper on affordable housing commenced during the reporting period. The position paper will investigate a range of options for Council to address housing affordability issues and any potential planning mechanisms that can be used.

Work also continued on an appropriate local response to providing greater housing diversity in Ku-ring-gai including a potential local complying development code. Contemporary data on the mix of dwelling types and occupation by household type in Ku-ring-gai was collected by the 2021 ABS Census, held in August. When available, this data will inform future planning.

Local Character Background Study

A Local Character Background Study was publicly exhibited in March to April 2021. Following consideration of submissions, a final Study was adopted by Council on 15 June 2021. The Local Character Background Study will inform future projects such as the Urban Forest Strategy and the Green Grid Strategy.

Heritage

Council adopted a new Heritage Strategy in April 2021. The purpose of the Strategy is to provide guidance for how Council will assess, plan and report on heritage protection and management in Ku-ring-gai in consultation with Council's Heritage Reference Committee.

During the reporting period four new Heritage Conservation Areas were included in Council's Local Environmental Plan and three existing Heritage Conservation Areas were extended to include additional properties. There are now 46 Heritage Conservation Areas within the Ku-ring-gai LGA.

Community participation plan

Changes to the NSW EP&A Act required councils to prepare a Community Participation Plan (CPP) to set out how and when the community will be engaged regarding land use planning functions under the Act.

Council endorsed its first CPP in December 2019. The Ku-ring-gai CPP sets out mandatory requirements for community participation by Council for the exercising of its land use planning functions and includes minimum public exhibition timeframes relating to planning functions undertaken by Council as the consent authority.

The COVID-19 pandemic prompted the Minister for Planning and Public Spaces to require various notices and other documents under the EP&A Act and the Environmental Planning and Assessment Regulation 2000 to be published online instead of in a local newspaper.

Revitalisation of Ku-ring-gai's centres

Revitalisation of local centres

As part of the implementation of Ku-ring-gai's Community Strategic Plan – Our Ku-ring-gai 2038 Council is delivering new plans and projects that will assist in revitalising Ku-ring-gai's local centres. This includes:

- taking a lead role in the planning and delivery of projects on Council owned lands mostly located in and around key local centres. The complexity and long-term nature of some of these projects means that they have extended beyond one Council term.
- completing master planning for the Lindfield, Gordon and Turramurra local centres.
- implementing traffic and streetscape improvements.

The following summarises the progress of projects and plans:

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 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 is transforming the Council owned car park on Tryon Road, Lindfield into a contemporary village green by relocating public car parking underground in addition to much needed commuter parking through a partnership arrangement with Transport for NSW. This will free up the surface and create a new public plaza and park. Also included will be a pavilion incorporating a café or restaurant and public toilets. The village green has been designed for social gatherings and easy pedestrian and bicycle movement with connections to the train station. It will play a central role in community life for Lindfield residents, business people, commuters,

shoppers and visitors. The project is also striving for high environmental ratings by showcasing water sensitive urban design, water capture, storage and reuse, and water conservation systems.

Project construction commenced in April 2020 with the underground carpark completed, and above ground works well advanced. It is anticipated that the project will be completed in late 2021.

Lindfield Village Hub

The Lindfield Village Hub project is located on a Council owned 1.1 hectare site, on the western side of Lindfield Local Centre. It is positioned behind the main street style shopfronts that have defined much of the Pacific Highway corridor for many years. The project includes a mixed-use precinct including new urban plaza and park, communal meeting place with a library/community centre, outdoor cafés, restaurants, eateries and new apartments. A supermarket and supporting retail shops will also be provided on the site along with basement car parking.

Following an open Expressions of Interest for a development partner in 2019 a formal tender invitation was issued with two submissions received. Following the Tender Evaluation Committee's determination that all submitted tenders were non-conforming tenders, Council resolved on 30 June 2020, to decline to accept any tenders and to enter into negotiations with potential providers.

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

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

CHALLENGES AND ACHIEVEMENTS cont.

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 then 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 with development approval received in August 2020. At its Ordinary Meeting on 18 May 2021 Council unanimously resolved to receive and note progress made on the Lindfield Village Living project, which includes the library site.

Turrumurra Community Hub

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

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

A detailed business case was produced for the hub project during 2019 and presented to the Major Projects Steering Committee in November 2019. In May 2020, Council resolved to pause further planning and development of the Turrumurra Community Hub for a period of up to 24 months pending the outcome of a review of Ku-ring-gai's comprehensive Local Environmental Plan. At its meeting of 18 May 2021, Council resolved that planning work on the project recommence.

Gordon Cultural and Civic Hub

Further background studies were undertaken by Council staff to develop and further define the scope of this project. In December 2018, Council adopted a Community Facilities Strategy for Ku-ring-gai, which will guide the provision of libraries and community spaces across the LGA for the next 20 years. The document proposes the establishment of the Gordon Cultural and Civic Hub as a significant new facility incorporating specialist community and cultural facilities, as well as a library, council administrative offices and chamber.

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

Gordon local centre improvement works

The following streetscape and improvement works commenced implementation or completed their planning phase during the reporting period:

- **St Johns Avenue and Henry Street**

An upgrade of parts of St Johns Avenue and Henry Street in Gordon commenced in early 2021. Improvements in St Johns Avenue near Gordon Station include widened footpaths for terraced outdoor dining with landscaping in the terraced areas with landings, handrails and seating to assist those with reduced mobility. Also proposed are raised pedestrian crossings at Clipsham Lane, Henry Street and Wade Lane and improvements to the park, lighting and kiss and ride areas.

- **Wade Lane and Werona Avenue**

Safety improvements and streetscape upgrades in Wade Lane commenced in 2021. Improvements to Wade Lane and Werona Avenue are being funded by development contributions and funding from the NSW Government's High Pedestrian Activity Area Program. The proposed designs and works are sympathetic to the character of Gordon's local centre and its heritage. Improvements to Wade Lane will include widened footpaths, quality paving, new streetlights and outdoor furniture.

- **Werona Avenue**

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

- **Annie Forsyth Wyatt Garden**

Improvements to this garden, located adjacent to the Gordon Bus Interchange on Henry Street, were completed in 2018.

- **Gordon Recreation Ground**

Following adoption of a masterplan for the area, improvements commenced implementation including a new fenced playground and picnic facilities, refurbishment of the heritage-listed tennis pavilion and an amenities block and landscaping works including new lighting, picnic shelters, accessible pathways and garden beds.

- **Street furniture**

New bins and mall seats have been installed along the streets within the local centres by Council as part of the Litter Free Ku-ring-gai Program.

- **Local Centres Public Domain Plan and Technical Manuals including outdoor dining and activities**

A draft Public Domain Plan and Technical Manual for the local centres was reported to Council in December 2020 and the draft Plan adopted for public exhibition between March and April 2021. All submissions were reviewed and included in a report to Council in June 2021.

- **Strategies and plans for Gordon, Turrumurra and Lindfield Local Centre and surrounds**

Council staff are waiting on further direction from the Department of Planning, Industry and Environment to continue this master planning work.

CHALLENGES AND ACHIEVEMENTS cont.

Revitalisation of neighbourhood centres

In 2015, Council adopted the Neighbourhood Centres Revitalisation Program, which is an ongoing program of upgrade works for the 15 neighbourhood centres across the LGA. Examples of works include upgraded footpaths and landscaping works such as garden beds, new seating and drainage.

Neighbourhood centre improvements completed during the period included:

- East Lindfield Shopping Centre landscape upgrade, completed in 2018
- The Mall Shops upgrade at Warrimoo Ave St Ives, completed in 2018
- The Babbage Road Roseville Chase neighbourhood centre upgrade, completed in 2020. This included:
 - ▶ Upgraded footpaths – New paving and concrete footpaths with increased accessibility
 - ▶ Landscaping works – Garden beds to front side and rear of shops
 - ▶ Fixtures – New seating
 - ▶ Drainage – Regraded rear lane, new kerb and gutter and stormwater pits.

Detailed design works also progressed for the Fox Valley Road, Wahroonga Neighbourhood shops, which is proposed to be put to tender by end of 2021.

Other key projects

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. Council resolved to lodge the development application at its Ordinary Meeting in April 2020.

A meeting of the Sydney North Planning Panel to determine the development application is expected to occur in the first quarter of 2021/22. 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. The business case for the project has been reviewed by the Major Projects Steering Committee.

St Ives Village Green

Construction work commenced in 2020/21 on a redesign of the St Ives Village Green to create a recreation precinct for young residents. This includes:

- relocation of a pedestrian crossing in Village Green Parade to provide safer access between the park and accessible parking
- construction of a new inclusive playground and skate facility
- improvements to the existing public toilets, St Ives Community Hall and the St Ives Youth Centre
- transformation of the formerly single use St Ives Village Green amenities building to a multi-use building with public toilets for North Shore District Softball Club and St Ives AFL
- installation of new bins and mall seats have been installed along the streets within the centre as part of the Litter Free Ku-ring-gai program

New paths, seating, shelters, lighting, picnic facilities, shade tree planting and landscaping are also planned.

St Ives Showground Regional Playground

The recently completed St Ives Regional Playground is Ku-ring-gai's largest playground. Located within the popular St Ives Showground, it is set within an expansive semi-rural bushland environment and has been designed as an accessible inclusive destination play space offering opportunity for interactive play across a range of equipment-based and nature-based play experiences. The playground was partly funded through the NSW Metropolitan Greenspace Grant Program and since its opening in December 2020 it has proven to be very popular with families, schools and friendship groups.

St Ives Showground and Precinct Plan of Management

During the period, a draft St Ives Showground and Precinct Lands Plan of Management was prepared to replace the 2015 Plan of Management. The revision was required to be consistent with Council's contemporary plans, policies and the relevant legislation. The 192 hectare St Ives Showground and Precinct site includes the St Ives Showground, Ku-ring-gai Community Nursery and Wildflower Garden, the former green waste tip and the HART & CARES road safety education centre.

At its Ordinary Meeting of 27 April 2021, Council resolved to request approval from the Department of Planning, Industry and Environment (Crown Lands) to exhibit the draft plan and report back to Council post exhibition including details of opportunities for a community garden and retail nursery on the site of Council's existing propagation nursery. Following Council's endorsement of the draft Plan of Management and approval from the Department of Planning, Industry and Environment (Crown Lands) to publicly exhibit, it was placed on public exhibition for 42 days until 6 August 2021.

CHALLENGES AND ACHIEVEMENTS cont.

The natural environment and sustainability

Over successive community strategic plans Council and the community have developed and adopted a comprehensive series of environmental policies and controls to protect Ku-ring-gai's natural environment, manage the impacts of development and regulate against damage from illegal activities. These policies and their implementation remain industry best practice. Concurrent with this work, Council also plays a lead advocacy role in responding to proposed government changes to environmental legislation and controls. Staff continue to monitor and analyse the ongoing changes to environmental protection legislation and controls and their implications for Ku-ring-gai.

Legislative changes

A number of legislative changes came into effect during the reporting period and were integrated into Council's environmental management program. These were:

- Biodiversity Conservation Act
- State Environmental Planning Policy (Vegetation in Non-Rural Areas)
- Amendments to the Local Land Services Act
- The Crown Land Management Act

Bushland protection

The implementation of priority management actions from Council's Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Bushland Reserves Plan of Management facilitated improvements in the condition of bushland and the conservation of native flora and fauna. A draft Natural Areas Plan of Management has been sent to Crown Lands for endorsement prior to going to public exhibition.

Natural waterways

The implementation of priority management actions from Council's Water Sensitive City Policy facilitated improvements to the condition of natural waterways and riparian areas in Ku-ring-gai. A complete audit of Council's Gross Pollutant Traps (GPTs) was conducted across the LGA and each asset has been fully integrated into Council's asset management system and used to inform a new GPT maintenance and cleaning contract. These improvements will lead to improved maintenance of infrastructure ensuring they function at optimal capacity. Internal workshops for the development of the Water Sensitive Cities Strategy were completed and the final report will be completed by the end of 2021.

Renewing Ku-ring-gai's tree canopy

• Urban forest policy and strategy

During 2019/20, Council adopted an Urban Forest Policy to provide a set of guiding principles for the sustainable management of Ku-ring-gai's Urban Forest. The policy replaces three earlier policies. To complement the Strategy, a monitoring program commenced with the collection of aerial imagery in March 2020. The aerial imagery is high resolution canopy mapping data and analysis to inform the urban forest monitoring program. The data will assist Council to develop the Urban Monitoring Program and Strategy for urban forest management into the future.

• Tree planting program

Council received a \$57,000 grant from the 5 Million Trees for Greater Sydney program to help boost the city's diminishing tree canopy and aid tree planting in various suburbs across Ku-ring-gai. The program aims to protect and grow Sydney's tree canopy, which is being progressively lost through a combination of factors including urbanisation, drought conditions and existing street trees coming to the end of their natural life.

Environmental levy program

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

Through the program Council delivers works and programs across the key areas of biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education.

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

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

In 2019/20, the Environmental Levy successfully leveraged \$586,000 of State Government grants to further its environmental programs. Since its inception in 2005, the Environmental Levy has successfully leveraged over \$13 million of State and Federal Government grants.

Environmental programs and initiatives

• Community programs and incentives

Council's broad range of community programs and incentives continued to engage the Ku-ring-gai community on environmental and sustainability issues, particularly through the use of social media and electronic platforms. At June 2021, Council's Loving Living Ku-ring-gai Facebook page had 5,061 followers and in the previous six months posts on this page registered a total of 147,371 impressions in the feeds of its followers and were engaged with (shared, clicked, commented) 6,821 times. The Loving Living Ku-ring-gai Twitter account has increased to 689 followers. The Envirotube channel on YouTube now has 3,310 subscribers and the videos on the channel have registered 716,926 views. Council's newly created sustainability webinar library on Council's website has also attracted 861 views and the Environment and Sustainability pages on Council's website have remained consistently well-visited with 35,531 unique page views.

• Energy and water conservation programs

Council's Energy Smart program continued to be highly subscribed during the reporting period indicating the desire within the community to take action that reduces energy and water use at a household level. This is also shown through the high level of engagement from the community in Council's newly launched Net Zero Communities Program which seeks to scale up and accelerate the transition to a net zero future. The community were engaged through webinars and individual Greenstyle visits were conducted to support households make positive changes for energy and water conservation.

CHALLENGES AND ACHIEVEMENTS cont.

- **New Cultural and Environmental Education Centre**

The proposed Cultural & Environmental Education Centre (CEEC) has been included in a new Plan of Management (PoM) for the St Ives Showground Precinct. The PoM must be approved before the Review of Environmental Factors (REF) can be approved as it is a requirement of an REF that any new facility (on Crown Land) is acknowledged in an approved PoM. Council received approval from Crown Lands in June 2021 for the Plan of Management including the CEEC.

New Ku-ring-gai Flying-Fox Reserve plan

A Ku-ring-gai Flying-Fox Reserve (KFFR) 10 Year Site Management and Roosting Habitat Plan was developed, to guide Grey-Headed Flying-Fox habitat restoration efforts within the KFFR and to ensure the continuing protection and preservation of the threatened vegetation community and fauna species, in particular the flying-fox colony. This is a long term management plan that guides flying-fox conservation and habitat restoration efforts in the reserve, with a particular focus on habitat restoration works in areas away from residential properties.

Climate change policy and action plan

Council exhibited a revised Climate Change Policy 2020 and Towards Net Zero Emissions - 2030 Action Plan in April 2020, which were subsequently both adopted. The Climate Change Policy 2020 commits Council to continue the progress made to date in reducing Council's energy consumption and GHG emissions while the Towards Zero Emissions - 2030 Action Plan provides the pathway for this to be achieved.

- **Launch of climate wise communities digital platform**

Climate Wise Communities (CWC) is a community engagement program delivering hands-on help for residents to plan for bush fire, storms, floods and heatwaves. Council expanded its program with the launch of the Climate Wise Communities digital platform in 2017/18, to complement the program's face to face workshops. The Ready Check online tool enables residents to assess their vulnerability and take action to strengthen their personal, property and neighbourhood resilience to extreme weather events.

- **3D modelling for bush fire preparation**

Ku-ring-gai is the first council in Australia to acquire a Simtable, which gives visually accurate 3D projections of how bush fires start and spread calculated on wind speed, terrain and temperature among other factors. The American-made Simtable was purchased by Council through an Increasing Resilience to Climate Change grant from Local Government NSW (LGNSW) and the NSW Department of Environment, Energy and Science and has been utilised by Council as part of its Get Ready Ku-ring-gai campaign which aims to educate people about how bush fires can start and spread – and how quickly.

The Simtable proved a highly successful tool for use in local government, particularly in terms of community engagement. LGNSW selected the project as a showcase to other councils and includes a video that Council is now able to use to promote the Simtable and the CWC workshops to the Ku-ring-gai community. Results of the project show that the number of workshop participants writing bush fire survival plans using the CWC website has increased from an estimated 20% to over 60%, indicating the value of combining Council's new demonstration Simtable with CWC during bush fire workshops.

Resilience NSW engaged Council in 2020/21 to assist other communities badly impacted by recent fires and floods by assisting these communities to develop Community Resilience Plans to enable them better manage future extreme weather events.

Waste and recycling management

• New waste strategy and contract

A new waste strategy was exhibited and adopted in April 2020. This followed earlier consultation with a cross section of residents to assist in determining how waste services can best be delivered in Ku-ring-gai in the future. Key factors addressed included services to meet the demands of increasing multi-unit residential living, more extreme weather conditions, the need for increased bush fire preparation and changing population demographics. Uncertainty over the future of kerbside waste recycling was also considered due to the significantly reduced overseas markets for recycling.

Implementation of the Waste Strategy commenced in September 2021 alongside a new waste contract. Additional recycling services and increased recovery of green waste has been included. Community waste education has continued for both the new services and existing recycling messages.

• New waste processing initiative

During the reporting period waste processing commenced at Woodlawn eco-precinct at Tarago, NSW, resulting in a further 3,000 tonnes of waste destined for landfill sorted to remove organics for compost and used for mine site rehabilitation. Woodlawn eco-precinct showcases innovative ideas on sustainability including a bioreactor; aquaculture, agriculture and horticulture areas; a mechanical and biological treatment facility and a windfarm.

• Container recycling

Council supported the NSW Government's Return and Earn container recycling scheme. Under the scheme consumers can return eligible containers to collection points and receive a 10c payment for each container deposited. The Ku-ring-gai LGA has both over-the-counter collection points and planned container recycling facilities.

Emergency risk management

• Floodplain risk management

Council continued to manage risk with the development of documents that identify and assess a range of potential flood management options and provide recommended future management actions. This included:

- ▶ **The Blackbutt Creek Floodplain Risk Management Study and Plan** was completed and adopted by Council in 2017/18. They represent the second stage of the flood risk management process for the Blackbutt Creek catchment and build on the results of the 2014 Blackbutt Creek Flood Study.
- ▶ **The Lovers Jump Creek Floodplain Risk Management Study and Plan** was completed and adopted by Council in 2018/19.
- ▶ **Middle Harbour-Southern Catchments flood study** Following a successful grant funding application Council commenced the Middle Harbour-Southern Catchments flood study in 2019/20.

• Bush fire management

Ku-ring-gai's planning for areas of high bush fire evacuation risk was approved by the NSW Department of Planning & Environment during 2017/18. Thirteen areas considered to be of high bush fire evacuation risk are now covered by planning controls in the Ku-ring-gai Local Environmental Plan (LEP) 2015, including large areas of North and South Turramurra, Killara, Wahroonga and St Ives. These areas were identified during the preparation of Council's 2015 LEP, but were deferred from being included in the plan because of their risk profile and the need for further consultation with residents and other stakeholders such as the Rural Fire Service and NSW Police.

Under the approved plan, development in the thirteen areas is managed through updated zoning, permitted land uses and development standards. Aged care homes and childcare centres are prohibited from being built in these high risk areas as they increase the evacuation risks in the event of major bush fires.

CHALLENGES AND ACHIEVEMENTS cont.

Council was successful in receiving funding through the NSW Rural Fire Service Bushfire Risk Mitigation and Resilience - Fire Access Fire Trail (FAFT) funding program of \$1.3 million to upgrade the strategic Grosvenor – Gwydir fire trail network (6.5km). Works commenced in May 2021 with an expected completion date of November 2021. The fire trail provides a strategic advantage in mitigating the impacts of bush fires on the residential developments in North Wahroonga and North Turramurra.

Corporate sustainability

- **Greenhouse gas emissions**

Council has reduced its own Greenhouse Gas (GHG) emissions by 40% relative to the 2000 baseline. The reduction was achieved through a number of measures including the procurement of 30% of Council's renewable energy from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements to street lighting; Council facilities powered down during COVID-19 shutdowns and measures to reduce emissions from Council's vehicle fleet.

- **New electric vehicle fleet**

Council introduced three electric vehicles to its fleet in 2019/20. The electric vehicles have replaced petrol driven vehicles as part of a long-term plan that could see the majority of Council's fleet powered by electricity sourced from renewable energy.

Two Renault Kangoo vans and one Hyundai Ioniq went into service in June 2020, for delivery of supplies and use by staff to conduct site visits with the vehicles being recharged at charging stations at Council's Depot in Pymble. The initial higher purchase price of the electric vehicles will be offset by lower fuel and maintenance costs. With increasing amounts of wind and solar energy powering the grid, charging an electric vehicle means lower greenhouse gas emissions compared with petrol or diesel vehicles. In 2019, Ku-ring-gai Council invited

residents to a number of test drives of electric vehicles at the Hart Driving Centre on Mona Vale Road, St Ives. The vehicles are another step in Ku-ring-gai Council's stated goal of achieving zero emissions by 2040.

- **Launch of Net Zero Communities program**

This umbrella program, launched in 2021, encourages and supports the progress towards net zero 2040 for Council operations and the community, and has assisted the integration of sustainability principles across Council's departments.

Successful community consultation was undertaken for the launch of the program. This incorporated an in-person community workshop, an online community workshop, and focus group workshops for Culturally and Linguistically Diverse communities, strata/independent living communities, school leaders and local businesses. The community consultation was completed by 600 residents. Council also enrolled in the PEERS 3 electricity tender and provided input to Southern Sydney Regional Organisation of Councils on Council's energy procurement objectives, including the aim of sourcing 100% renewable energy.

The program has commenced with 411 members of the community subscribing.

- **Sustainability is integrated into Council's business framework**

Council's Corporate Sustainability Action Plan (CSAP) continued to be progressed during the period with business units across the organisation being engaged in sustainability actions. Council's Single-Use Plastic Policy and Sustainable Event Management Policy has been integrated across Council, although some momentum was lost due to Covid-19 restrictions. Council Environment and Sustainability staff continued to work on strategies and plans that advance sustainability and environmental management whilst also working to improve and enhance the programs run by Council which engage community members on sustainability matters.

Sporting facilities, parks and playgrounds

Council staff continued to work closely with sporting organisations and clubs, user groups and residents to upgrade and build sustainable sports grounds, netball, tennis and multi-sport courts, clubhouse facilities and other recreational facilities and amenities to provide for the needs of the population into the future. Many of these works require staged planning and construction over years to utilise available funding and maximize availability of the facility to users.

A severe storm in November 2019 damaged some of Council's sporting facilities and amenities, requiring closure for repairs. In 2020, the COVID-19 restrictions had a major impact on the delivery of recreation and related services. Community members and sporting organisations were unable to utilise Council facilities with the closure of sporting fields, tennis courts, Ku-ring-gai Fitness and Aquatic Centre and other indoor/outdoor group recreation programs, in line with government advice and guidelines.

Certain restrictions eased from December 2020 to early June 2021 however many were re-imposed by the NSW government as part of the Sydney lockdown that commenced from mid-June 2021. Throughout this time Council staff maintained facilities, parks and playgrounds to ensure the community's optimal use within the limits of the health restrictions.

New Recreation in Natural Areas Strategy

In 2020, Council adopted a new Recreation in Natural Areas Strategy. The strategy was developed to supersede earlier strategies and policies and provide a management framework for the provision and support of a diverse and accessible range of recreation opportunities in the natural areas of Ku-ring-gai, in a way that protects and enhances our local environment.

New draft Play Space Strategy

A new Play Space Strategy was exhibited and adopted in 2020 to provide guidance on where Ku-ring-gai's play spaces need to be provided in the future. The strategy aims to ensure that new play spaces meet the needs of children and are distributed equitably across the Ku-ring-gai area. The draft strategy was prepared with feedback from parents, carers and community groups, including those representing children with disabilities.

Other objectives are, where possible, to locate new play spaces within 400 metres walking distance from residential areas and design them to be inclusive and safe for children of all ages and abilities.

Sporting facilities

- **Koola Park sports fields, East Killara**

The major upgrade at Koola Park in East Killara was completed in 2017/18. This development, staged over a number of years, included an additional fourth sports field, field floodlighting, landscaping, and improved fencing and a shared pathway around the perimeter of the park for cyclists and pedestrians, outdoor exercise equipment stations, improvements to pedestrian access, car parking and an internal access road. The final Stage 4 was completed in 2018/19 providing car parking and a kiss and drop zone to the front of the sporting facilities as well as making the surrounding pathways accessible to all users

- **Warrimoo bike trail completion**

Council completed construction of a custom-built downhill mountain biking experience at Warrimoo Oval in St Ives Chase, following nine months of consultation with mountain bikers, environmental groups and local residents. The popular trail had been closed to mountain bikes since 2016, after concerns were expressed about the impacts on endangered vegetation such as Coastal Upland Swamp. After extensive consultation with local riding groups and environmental groups, the trail was reconfigured and rebuilt to ensure problematic areas of the track were closed and rehabilitated, while other

CHALLENGES AND ACHIEVEMENTS cont.

sections had minimal impact on the environment. A grant of \$69,000 from the NSW Environmental Trust funded weeding, erosion control, planting of native species and improving a drainage channel in the corner of the Warrimoo Oval car park.

- **Roseville Park pavilion and cricket nets**

Roseville Park is a significant district park comprising the Roseville Park Oval, seven tennis courts, a playground, a fenced dog off-leash area, open parkland and the heritage-listed Firs Estate Cottage. Completed in March 2021 this multi-faceted project marks an initial stage in the progressive implementation of the Roseville Park masterplan. The new single-storey building provides an accessible centrally located community pavilion for Roseville Park with office, storage, kitchenette and toilet facilities. Other additional amenity and public safety improvements include new area lighting, the undergrounding of overhead power lines which crossed the park and the construction of two new fully enclosed cricket practice nets adjacent to the tennis pavilion.

- **Other significant works and upgrades completed or in progress**

- The Glade Reserve, Wahroonga - upgrades to allow multi-purpose use to include tennis, basketball and netball
- Roseville Chase Oval - upgrade of the amenities building to include accessible facilities for all users
- Canoon Road Recreation Area - lighting for nine netball courts in addition to pathway lighting, a physio shelter and an additional pavilion were installed. This project was delivered in partnership between Council, Ku-ring-gai Netball Association and the NSW Government through its My Community Projects scheme.

New parks and playgrounds

Council continued to construct parks which incorporate accessible and inclusive passive recreation facilities. Key projects were:

- **Boyds Orchard Park**

This park is located on the corner of Allan Avenue and Duff Street, Turramurra and was completed and opened to the public in 2020. This is a large new park created through land acquired by Council's Open Space Acquisition Strategy. The design for the new park was developed with community feedback with local residents invited to comment on the design.

- **Other upgrades completed**

- ▶ Abingdon Road playground upgrade - 2020
- ▶ Lindfield Soldier's Memorial Park - 2020
- ▶ Irish Town Grove playground - 2019
- ▶ St Ives Memorial Park (in collaboration with the Lions Club of St Ives) - 2018
- ▶ Morona Avenue Reserve Playspace, Wahroonga - 2019
- ▶ Kissing Point Village Green playground - 2021
- ▶ Putarri Reserve - 2020

Access, traffic and parking

Long term traffic and transport planning

In 2019, Council adopted an updated 10 Year Traffic and Transport Plan 2019–2028, which prioritises the management and implementation of road upgrades. This followed consultation with internal stakeholders and endorsement of the final draft plan by the Ku-ring-gai Traffic Committee.

A revised Traffic and Transport Policy was adopted in 2020 to include a number of new measures to slow traffic in residential and pedestrian areas and manage parking around new developments.

Road safety and efficiency

- **Upgrade to Lady Game Drive, West Lindfield**

Council installed a new 345 metre safety barrier between Blackbutt Creek and De Burgh Road to ameliorate safety issues on a dangerous section of Lady Game Drive, West Lindfield. Works on the northern side of the road included road resurfacing and creation of a hard shoulder. Other work involved installing additional drainage pits and pipelines to divert runoff during wet weather. 100% funding (\$1.364 million) for the project was received from the Federal Government as part of its Australian Government Black Spot Program. The project resulted from a road safety audit of Lady Game Drive which confirmed a large number of accidents in the previous two years during wet weather.

- **High pedestrian activity area scheme**

A High Pedestrian Activity Area scheme for the area around Gordon Station was initiated during 2019/20. This includes the installation of traffic calming measures in streets such as St Johns Avenue and Wade Lane. Council actively worked with Transport for NSW (TfNSW) to finalise improvements such as new and widened footpaths and has been given additional funding from TfNSW for these works.

Designs and works were also progressed for the implementation of a High Pedestrian Activity Area

scheme on local roads in St Ives, around the St Ives Shopping Village. New 40km/h speed limits and other traffic calming measures were introduced on roads that have large numbers of pedestrians on and around them. This limit creates a safer road environment for everyone, particularly vulnerable groups such as older road users and children.

- **Improving pedestrian safety for children**

Council received \$248,000 (for 50/50 funding) from Transport for NSW to construct pedestrian facilities in the vicinity of schools in Ku-ring-gai through the NSW Government's Active Transport Program in 2019/20. All approved facilities were constructed by the end of June 2020 around five schools and included pedestrian refuge islands, wombat crossings and pram ramps. These pedestrian facilities will improve safety for children in the vicinity of primary schools and reduce traffic congestion on local roads.

Further funding of approximately \$2 million was provided under the Federal Government Stimulus Commitment to design and construct/upgrade pedestrian infrastructures in the vicinity of schools. Council has successfully completed the upgrade of six pedestrian facilities at a cost of \$330K. The upgrade of an additional ten pedestrian facilities will be completed by June 2022.

- **Pop-up cycleway**

Council received \$400,000 for a "pop-up" cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government's Streets as Shared Spaces program. Installation was completed in March 2021.

- **Additional works with 100% funding from Transport for NSW**

- ▶ Completed construction of a protected right turn bay and upgrade of the road surface to a non-skid surface at the intersection of Burns Road and Ellalong Road, North Turramurra
- ▶ Completed an upgrade of the road surface on The Comenarra Parkway between Howson Avenue and Stainsby Close under the Government's Black Spot and NSW Safer Roads Program 2020/2021. These works were completed in June 2021.

CHALLENGES AND ACHIEVEMENTS cont.

Parking Strategy

Council endorsed a Parking Strategy in response to increasing parking congestion across Ku-ring-gai's six local centres. The strategy also takes account of the new community hubs to be built in Lindfield and Turramurra over the next few years. The strategy explores ways to free up parking spaces in local centres, including paid parking arrangements, to increase turnover of short to medium stay parking to greater benefit retailers and other businesses.

The Lindfield Village Green is expected to be completed and operational by the end of 2021, and the inclusion of a paid parking price structure is being considered.

Commuter parking

Council continued to work with TfNSW towards the provision of commuter parking. A funding and lease agreement deed between Council and TfNSW for the commuter parking component of the underground car park in the Lindfield Village Green major project was finalised. Staff also continued to pursue opportunities to provide commuter parking at Turramurra and other railway stations in the LGA.

Recycled road surface trial

A trial of two types of asphalt made from up to 35% recycled waste including plastic bags, glass and green waste was commenced by Council staff during the period. In doing so, Council became one of the first councils in Australia to take on the challenge of turning waste into useful by-products such as road asphalt and bitumen.

The products are being trialled as more sustainable options for road surfaces, compared with traditional crude oil-based asphalt. The Biogenic Asphalt, made by Boral, blends processed organic substances such as green waste to produce a component of the asphalt. This provides a new means for carbon capture, as well as disposing of organic waste and reducing the use of crude oil.

Laboratory testing has showed an increase in the strength and useful life of the Biogenic Asphalt compared with traditional asphalt mixes. Council installed the Biogenic bitumen in Saiala Road, Killara in June 2018 and so far the road surface is responding well to normal traffic flows. If successful, the asphalt will be used on other local roads.

Council engineers are also testing the use of the commercially available Downer-EDI product Reconophalt, which incorporates plastic bags, glass bottles and toner cartridges as a portion of the bitumen content.

Community

Community facilities strategy

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

Creative arts facilities strategy

Preparation of a Creative Arts Facilities Strategy, substantially completed during the period, constitutes the second part of the Ku-ring-gai Community Facilities Strategy. The purpose of the strategy is to further refine and understand the cultural and creative character of the LGA and the community's need for creative arts facilities, and to explore options for the locations of facilities across the LGA, while considering both existing buildings and new buildings (if required). The strategy also considers the needs of the arts in relation to both spaces where artists can learn about and create their artwork, and spaces where they can showcase their artwork through exhibitions and performances, such as drama, music and dance. Preparation has included consultation with local performance groups and arts practitioners.

Blair Wark VC Community Centre

A new community centre, the Blair Wark VC Centre, named after Ku-ring-gai's First World War Victoria Cross recipient, opened in May 2019 on former Defence Housing Association land in Lindfield. Construction of the centre is the result of a long term partnership agreed between the Defence Housing Association and Council.

The centre honours Ku-ring-gai's Victoria Cross recipient Major Blair Wark, who received the highest award for bravery on the frontline at Bellicourt France in October

1918, in one of the last battles of the First World War. A large mural of poppies and a display case containing replicas of Major Wark's medals form a centrepiece of the building's entrance.

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

Improvements to community facilities and meeting rooms

Council continued the improvement program for Council's hall, meeting rooms, building and facilities during the reporting period. This included:

- Works to the St Ives Community Hall substantially progressed
- Improvement works to East Lindfield Community Hall
- Implementing building management and control systems (BMCS) for the air conditioning and ventilation services (HVAC) at Turramurra Library, St Ives Library, Bridge Street administration building, and the Suakin Street, Pymble Depot
- Roof and insulation upgrades and energy efficient lighting installed in the Louise Lennon and Douglas Pickering Pavilions at the St Ives Showground, and
- Design work completed to improve the controls and efficiency of the HVAC of the Ku-ring-gai Fitness and Aquatic Centre gym.

Access and inclusion

• Sensory tents

In conjunction with Ability Links and Ku-ring-gai Neighbourhood Centre, funding was provided for Sensory Tents which reduce sensory input, remove distractions and provide a safe and non-stimulating space for children and young people to calm down and re-focus. The tents are set-up at major Council events and also available for use by community groups.

CHALLENGES AND ACHIEVEMENTS cont.

• Custom built change facilities

Council in conjunction with the YMCA and Uniting Ability Links joined forces to provide custom-built change facilities at the Ku-ring-gai Fitness and Aquatic Centre in West Pymble. A shower trolley gives swimmers in a wheelchair the ability to change clothes following a swim with the assistance of a carer. The \$7,000 trolley was purchased using money raised from the 2017 YMCA Swimathon, which saw the local community generously support a range of fundraising activities. An overhead tracking hoist donated by Ability Links NSW was installed by Council and can be used to transfer patrons to, and from, their wheelchairs and into the new shower trolley. The hoist can be moved to different locations to suit varying needs.

Community events

• Indigenous programs

Indigenous programs continued to be expanded during the period with 400% growth since 2019. This included the Gai-mariagal Festival and NAIDOC week, Junior Rangers, Nature Play and School Holiday programs. Additional events and workshops, hosted by Council's Visitor Experience and Events, include the Healing Country Art Workshop, Warakirri Dining Experience, Guided Bush Tucker Walk and Message Stick Weaving.

• New community events

New community events were introduced during the reporting period including:

- ▶ A new Heritage Festival took place between 18 April and 19 May 2021 which saw 18 events delivered by 9 partner organisations and Council departments focusing on Ku-ring-gai's rich heritage.
- ▶ Ku-ring-gai Australia Day Drive In, a special event for Ku-ring-gai residents, saw 202 cars come together at St Ives Showground to watch an Australian movie. The events team were able to deliver the Australia Day events in a COVID safe manner for the region. The events were supported by a successful grant application of \$21,000.
- ▶ The Lunar New Year Food Market was held on 12 February 2021 with 38 vendors and amusement rides at the St Ives Village Green and attracted over 2,500 people.
- ▶ Enliven Ku-ring-gai continued in April 2021 with Easter Bunny Activation in several local centres on Easter Saturday.
- ▶ Council hosted the Australian Local Government Women's Association forum on Saturday 1 May with potential women candidates finding out about the role of being a Councillor.

New events such as the Heritage Festival and the Arts & Culture Festival were promoted through digital channels using video and image based content. The fortnightly e-news has proven to be a popular tool to promote events and subscribers to this with numbers over 14,000. Digital assets to promote existing events have been expanded and curated for ease of use.

• Ku-ring-gai libraries celebrate their 75th anniversary

The year 2020 marked the 75th anniversary of the commencement of the Ku-ring-gai Library service. Ku-ring-gai Council was the first local government area in Sydney to offer a library service to its residents in 1945. This followed Council's signing of the NSW Library Act 1944 with the library set up the following year in the Council Chambers at Gordon.

The library has achieved many milestones in its 75 years, including the introduction of a mobile library service in the 1950s, a free door-to-door customised bus service known as the Libraribus, implementation of free wifi and e-resources.

Volunteering

The Ku-ring-gai community has a longstanding role in contributing its time and resources to helping others. When compared to Greater Sydney, estimated volunteering by Ku-ring-gai residents is high, however, as many people do not identify their community activities as volunteering, these estimates are considered conservative.

Volunteering in Ku-ring-gai continued to underpin the strength of our community during the challenges in 2019/20 with bush fire threats, severe weather events and the COVID-19 pandemic continuing into 2020/21.

As a result of these emergencies, volunteer groups experienced a reduction in the number of older residents participating because of fears of contracting COVID-19, underlying health conditions or their volunteer groups no longer meeting due to social distancing restrictions. Conversely, there was a significant increase in younger age groups volunteering to assist the elderly and vulnerable, and utilise time available while working or studying from home during the COVID-19 restrictions.

In May 2021, a comprehensive local volunteer online platform, The Volunteer Hub, was proposed to be built to connect local residents, Council and community organisations together through volunteering. In early June, Council's Volunteer Services Coordinator completed consultation with all stakeholders and proposed an implementation plan based on other previous and current user experience analysis. The Hub is expected to be launched in July 2021.

Other highlights:

- Thomas Carlyle Children's Centre received national accreditation ranking, exceeding the National Quality Standards
- Council hosted the first art exhibition for artists with a disability
- New online library system implemented for residents to improve functionality and accessibility
- A Dementia Cafe established in partnership with Rotary and the YMCA
- Council's Disability Action Plan was reviewed, and
- New Hornsby Ku-ring-gai emergency management plan approved.

CHALLENGES AND ACHIEVEMENTS cont.

The local economy

Planning for tourism

A Destination Management Plan for the sustainable management of tourism in Ku-ring-gai was adopted by Council during 2017/18. It outlines ways to boost economic development and visitor numbers, particularly to the St Ives Showground and already popular Ku-ring-gai Wildflower Garden. The plan focuses on five themes for developing tourism opportunities in Ku-ring-gai including nature-based tourism, major events, Aboriginal heritage, cultural and recreational experiences and architectural heritage.

Since its inception, Council has continued to align its tourism activities and events to the plan and liaise with Destination NSW to create the Ku-ring-gai Destination Network. A new section was also established within the organisation to oversee activities and tourism visitation and events. This has included the launch of the following new destination events:

- The Ku-ring-gai Heritage Festival in partnership with the National Trust, Heritage NSW, Sydney Living Museums, the Eryldene Trust and Historic Houses Trust of Australia
- The Gai-mariagal Festival in partnership with NSROC, the Gai-mariagal Group and Destination NSW
- A new national filming opportunity with ABC and Screen Australia for the Ku-ring-gai Wildflower Garden and St Ives Showground.

Strengthening business support and engagement

• First annual business survey

Council undertook its first annual business survey in 2020. The survey was designed to assess local business sentiment, hear what businesses think about local Council services and facilities and get feedback on how Council can provide most value through its business engagement program.

Nearly 18,000 local Australian business number holders were invited to participate in the survey, with 570 respondents predominately from the professional, scientific and technical services, other services and financial and insurance services. The results are being used for benchmarking and informing Council's future business support programs.

• New business webinar series delivered

In response to the cancellation of face-to-face business workshops, a free webinar series was delivered in 2020 with advice from local business experts. In collaboration with City of Ryde, Council launched the Open for Business webinar series to assist business owners refocus during the COVID-19 pandemic. The webinar series received 894 registrations, with the popularity of the program from local operators exceeding expectations. The series was hosted by industry experts on a range of topics including setting up and running an online store, building business using Facebook, maximising online presence, accessing grants and government support, using referrals to drive new business, developing a COVID-19 business plan and the must-dos of marketing.

• Comprehensive engagement with local business

Council delivered a diversified and growing business engagement program about a wide range of topics including centre upgrades, strategic planning and development. During the period key activities included Lindfield Village Green and Lindfield Village Hub projects and the proposed St Johns Avenue, Gordon, streetscape upgrade and eat street project.

- **Building local and regional economic partnerships**

Council is a member of both NSW Small Business Commission's 'Small Business Friendly Council's Program' and Service NSW's 'Easy to Do Business Program' that were joined in 2017 and 2018 respectively. Being part of these programs has helped Council provide additional support to local business by connecting them with services provided at a state level. Council is in regular contact with state bodies to share knowledge as well as to seek partnership opportunities to deliver more programs that can help local businesses.

In 2019, staff were involved in supporting the Commission to develop a web based support resource for home based businesses in NSW. Using knowledge gained from engaging with home based business in Ku-ring-gai, Council participated in the Home Based Business Advisory Group as well as actively encouraging local home based businesses to contribute to supporting research. The success of the event has led to the development of a Home Based Business Community of Practice, which will provide local home based business the chance to connect, learn and collaboratively tackle business challenges. The initiative is being delivered as a partnership between Ku-ring-gai and City of Ryde Councils with support from the NSW Small Business Commission and Service NSW.

Council's involvement with North District regional forums, including the North Shore Regional Organisation of Councils (NSROC) provided opportunities to advocate for, and present, Ku-ring-gai's policy objectives. Council continued to collaborate with economic partners, to promote Ku-ring-gai as a place to invest in business and employment generating activities. This included programs with the Office of the NSW Small Business Commissioner, NSW Business Chamber, local Chambers of Commerce, surrounding councils and the CSIRO.

Employment Lands

The Department of Planning, Industry and Environment released the Employment Lands Zone Reform on 20 May 2021. The new framework has fewer employment zones and more allowable uses within them. Council officers will review the framework and prepare a submission. The decision to proceed with a full Employment Lands Study for Ku-ring-gai is to be re-examined following the Department's Employment Zones Review.

CHALLENGES AND ACHIEVEMENTS cont.

Financial sustainability

The Community Strategic Plan includes a long term objective for Council to rigorously manage its financial resources and assets to maximise delivery of services. This objective ensures Council's continued focus on the effective and efficient delivery of services, facilities and infrastructure required by the community.

To progress this long term objective during the reporting period, Council focused on delivering the following term achievements, as contained in its Delivery Program 2018-2022:

- Maintaining and improving Council's long term financial position and performance
- Ensuring Council's income and expenditure meets the needs of the community
- Maintaining Council's commitment to infrastructure asset management priorities.

During the reporting period Council remained in a satisfactory financial position with an operating surplus at the end of the 2017/18, 2018/19, 2019/20 and 2021/20 financial years. See pages 24-26 for more details of Council's financial results or see Council's Audited Financial Statements for the years 2017/18 – 2019/20 as part of Council's Annual Reports at www.krg.nsw.gov.au/annualreport. Council's 2020/21 Annual Report will be published on Council's website in December 2021 following the NSW local government elections.

Key achievements over the reporting period included:

- Achieving an operating surplus for each of the financial years 2017/18 – 2020/21
- Maintaining a sound financial position, despite impacts from the COVID-19 pandemic and natural disasters
- Achieving strong returns on Council's total investment portfolio, which outperformed the industry benchmark in each of the years 2017/18 – 2020/21.

While Council is in a sound financial position, there were a number of challenges that impacted Council's adopted annual budgets during the reporting period

and Council's objective to achieve long term financial sustainability. These included:

• Storm events

During 2019/20, the Ku-ring-gai LGA suffered from two major natural disasters (November and February storms). As a result, significant expenditure was incurred on clean-up and restoration costs totalling \$3.2 million at the end of the financial year. Council was eligible for natural disaster funding from the NSW Government as part of the Disaster Recovery Funding Arrangements (DRFA) model and application for \$1.7 million was lodged under the DRFA for reimbursement of costs incurred.

• COVID-19

The COVID-19 pandemic had a significant financial impact on Council operations during 2019/20 and a further impact during 2020/21. At the end of the 2019/20 reporting period Council estimated a loss of approximately \$1.8 million, mainly from reduced revenue from the closures of halls, facilities, sporting ovals and events; commercial arrangements including Council's aquatic centre, leases and licenses for community and commercial buildings; income from parking and other fines. Council provided rental relief packages to its commercial and community leasing portfolio based on evaluation of requests received. There was a modest increase in outstanding rates from the previous year as a result of the impact of the COVID-19 pandemic on some ratepayers.

Monitoring of budget impacts continued through 2020/21 with restrictions eased and impacted services and operations returning to pre-COVID-19 delivery.

• Interest rates

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

- **Transformational projects**

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

- **Underutilised assets**

Council is relying on asset recycling (the divestment of underutilised property) to fund new major capital projects, co-funding for projects funded from developer contributions and for renewing existing assets. Progress on this strategy over the reporting period has been slower than expected due to delays and other complications. Future additional asset divestment will be required or alternate funding sources identified if projects are to proceed.

- **Managing infrastructure assets**

Council currently manages \$1.85 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property. Income is mainly from rates on property, user fees and charges, government grants, interest on investments and other sources. Our expenses are for construction, assets renewal and maintenance, wages, grants to community groups and many other services to the community like libraries, bush regeneration and tree removal programs.

Managing infrastructure assets is a major challenge for Council, in particular providing enough funds to renew the existing assets in the context of a desire to build new assets. Council's Long Term Financial Plan (LTFP) addresses the renewal of existing assets in terms of the core condition rating, however contemporary expectations are higher than allowed for in the LTFP. Examples of this include the desire for footpaths where there are currently none, and community buildings that may be structurally sound but are no longer fit for purpose. These buildings do not meet the functional

requirements of modern society due to the design, size, materials and layout. Other existing assets may also require more renewal funding than currently planned, in particular the stormwater drains network.

- **State government reforms for contributions plans**

The status of Council's contributions plans continued to be managed in the context of reforms being announced by the NSW State Government. The NSW State Government has announced significant changes to the management of the contributions system following a report from the Productivity Commissioner that will impact the finalisation of documents under review. Until these changes are finalised, the draft reviews can only be progressed in parallel with the related suite of strategic planning documents.

- **Other challenges**

- ▶ A low rate of revenue growth not keeping pace with cost increases
- ▶ Overall demand for services is growing as the population increases and changes
- ▶ The asset portfolio is growing which increases in depreciation, maintenance and renewal.

CHALLENGES AND ACHIEVEMENTS cont.

Governance

During the reporting period, Council prepared and implemented new or modified policies designed to ensure probity, improve transparency, make participation in decision-making more accessible and support effective internal governance. These policies were in response to changes to the Local Government Act and regulations.

New and enhanced policies

- **Code of meeting practice**

The new code, adopted by Council in late 2018/19, schedules Council meetings monthly (instead of fortnightly) and introduced a new monthly Public Forum, both introduced from July 2019.

As a result of the NSW government's COVID-19 health restrictions, public forums were cancelled from March 2020 with members of the public able to address Council in a written or online submission, video recording or audio recording. Council meetings were conducted online through a live streaming service with members of the public able to observe meetings through Council's live stream page. Committee meetings were also conducted online or with appropriate social distancing. These changes were widely communicated to the community and successfully implemented.

Following relaxation of restrictions, councillors and staff were permitted to leave their homes to attend council meetings in person. However, councils could continue to allow councillors and staff to participate in meetings by audio visual links where possible. The number of persons able to attend meetings still needed to comply with the 4 square metre per space rule for each person attending the meeting.

Online council meetings and the cancellation of public forums were reintroduced with the lockdown commencing in mid-June 2021.

- **Public interest disclosures policy**

The Public Interest Disclosures Act 1994 (PID Act) is designed to deal with disclosures about serious matters involving public administration.

Council adopted a new policy in April 2020 to establish an internal reporting system for staff and councillors to report wrongdoing without fear of reprisal. The content of the policy is consistent with the PID Act and the NSW Ombudsman model policy.

- **New risk management and internal audit framework**

The Office of Local Government (OLG) published a draft Internal Audit and Risk Management Framework to support and inform the operations of Audit, Risk & Improvement Committees (ARIC) for NSW councils. This followed the earlier release of a Discussion Paper.

The proposed framework is based on international standards and the experience of Australian and NSW Government public sector agencies who have already implemented risk management and internal audit functions that have been adapted to reflect the unique needs and structure of NSW councils and joint organisations.

During the reporting period Council implemented some core requirements in anticipation of the changes. In a submission, to the earlier Discussion Paper, Council indicated support for some proposed inclusions and raised concerns with other inclusions on the basis that they will reduce the role of councillors and their relationship to ARIC.

Other changes and enhancements that were adopted during the period included:

- Councillor Access to Information, Interactions with Staff and Records Management Policy
- Ethical Lobbying Policy
- Fraud and Corruption Control Policy
- Enterprise Risk Management Policy, and
- New Request for Tender (RFT) Template.

Council also progressed development of a Contract Management Framework and continued to action recommendations arising from the shared internal audit service with other northern Sydney councils.

Emergency planning and management

In response to the emergency events that took place from late 2019, followed by the COVID-19 pandemic, the organisation activated its Crisis Management Plan, Business Continuity Plan and Pandemic Plan. The Crisis Management Team (CMT) including the General Manager, Directors and senior managers, met regularly to oversee recovery operations for the bush fires and storms, then on a weekly basis in 2020 and 2021 as the COVID-19 emergency unfolded to implement government health directives.

Council staff provided fast and very effective responses to the emergencies. However, due to the number and complexity of issues and responses that each emergency required, an independent review of Council's business continuity plan was commissioned in early 2020 to identify areas that could be improved and ensure that the organisation is fully prepared for any future events.

NSW government public health orders

In March 2020, the NSW Minister for Health and Medical Research issued public health orders applying to all residents in NSW. The orders placed stringent restrictions on the movement and gathering of individuals and included a general 'stay at home' directive, except for essential shopping and movement required by healthcare, emergency and essential service workers. These directives were subsequently relaxed in May 2020.

On 25 March 2020, the NSW Government introduced the COVID-19 Legislation Amendment (Emergency Measures) Bill 2020, which made changes to the Environmental Planning and Assessment Act 1979 (EP&A Act).

The changes allowed the Minister for Planning and Public Spaces to make orders under the EP&A Act for development activity to be carried out without the normal planning approval in order to protect the health, safety and welfare of the public during the COVID-19 pandemic. Compliance with the orders was monitored and reviewed for any adverse impacts on the community and they will likely remain in place until the crisis is over and to aid economic recovery. The orders enabled the following activities to be carried out within local government areas without approvals:

- **Extended days for construction work**

Weekday construction site operating hours were extended to weekends and public holidays to ensure workers can practice social distancing without a loss of productivity or jobs.

- **Extended home businesses operating hours**

Home businesses to operate 24 hours per day and to employ more than two people, other than the permanent residents of the dwelling, subject to having no adverse impact on the amenity of the neighbourhood.

CHALLENGES AND ACHIEVEMENTS cont.

- **Flexibility for food trucks and dark kitchens**

Food trucks to operate on any land at any time, with the landholder's permission. It also allowed 'dark kitchens' to be established in any existing commercial kitchen, such as those in community facilities, business premises, cooking schools and function centres, to allow for the preparation of food and meals to be delivered to those at home, in self isolation, or working on the frontline.

- **Extended retail trading and operating hours and waste removal**

Retail premises such as supermarkets, pharmacies and corner stores to operate 24 hours per day. This provided retailers the flexibility to adjust and extend their hours of operation to ensure that the community had easy access to food, medical supplies and essential household goods.

- **Extended supermarket and retail delivery hours**

The State Environmental Planning Policy (COVID-19 Response) allowed supermarkets and other retail outlets across the state to receive deliveries 24 hours a day. The policy overrides local planning restrictions that limit the timing and frequency of truck deliveries to ensure consistent supply of essential goods to communities right across the state.

- **Supporting businesses and landowners**

Further changes were made to the EP&A Act to support businesses and landowners who are dealing with business disruptions during the COVID-19 pandemic. The changes include:

- ▶ Extension of lapsing periods for development consents and deferred commencement consents
- ▶ Extension of existing and continuing use rights for property owners forced to cease operations during the pandemic
- ▶ Doubling of appeal periods for merit appeals to the courts to provide more flexibility for applicants and the community, and
- ▶ Investigation officers able to conduct interviews for compliance investigations using phone or video link to allow for social distancing.

Other COVID-19 directives

- **Extended statutory deadlines**

The NSW Government temporarily amended regulations under section 747B of the Local Government Act 1993 to ensure council resources continue to be focussed on frontline COVID-19 response efforts and allow councils to provide financial relief to businesses and residents. Amendments included:

- ▶ Allowing councils to delay sending out the first quarterly rates notice for 2020/21 and extending the payment deadline by one month
- ▶ Enabling councils to waive or reduce fees for services such as food premise inspections and footpath usage for COVID-19 affected businesses
- ▶ Providing a one-month extension for councils to adopt their 2020/21 operational plans and budgets and submit their 2019/20 audited financial statements and annual reports
- ▶ Allowing documents to be published on the council's website or available electronically, and
- ▶ Allowing council notices to be permanently advertised solely on the council's website.

- **Virtual planning panels**

The Environmental Planning and Assessment Regulation 2000 was amended to require Sydney, regional and local planning panels to hold public hearings and meetings online, using telephone and video conferencing, due to social distancing restrictions associated with COVID-19.

- **Delayed local government elections**

In view of the disruptions to NSW council operations and services during the COVID-19 pandemic the Minister for Local Government rescheduled NSW local government elections from September 2020 to September 2021. Following the second lockdown enacted in June 2021 as a result of the new Delta variant entering NSW, local government elections were further deferred to 4 December 2021.

Service delivery

Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.

Council delivers over 100 services and facilities to the Ku-ring-gai community in response to identified needs across social, environmental, economic and governance outcome areas. The services contribute to the achievement of Council's Delivery Program and annual Operational Plans and ultimately the long term objectives contained in the Community Strategic Plan.

During the reporting period staff continued to assess both external and internal services to optimise delivery, identify cost savings and additional revenue opportunities.

The following provides a snapshot of some of the initiatives implemented to achieve service improvements and efficiencies and improved customer service:

Improved service delivery

- ▶ Implemented an organisational structural review to streamline the delivery of identified services to optimise their delivery

Cost savings and additional revenue

- ▶ \$18 million savings identified in 2017/18 over the next 10 years of the Long Term Financial Plan from the organisational service review

Introduction of new online services

- ▶ New public mapping portal
- ▶ App for outdoor dining permits
- ▶ App for new footpath and maintenance requests
- ▶ Online booking system for Gordon Golf Course
- ▶ New online catalogue for Gordon Library
- ▶ Personalised reports for residents to prepare for floods, bush fires or storms
- ▶ Improved tracking system for development applications
- ▶ Paperless lodgement of development applications
- ▶ New Life Online web based portal

Community participation

- ▶ New monthly public forums
- ▶ Live streaming of Council meetings
- ▶ Easier to navigate Council website

Accessibility

- ▶ Bushwalk programs more accessible and inclusive
- ▶ Sensory tent provided at major Council run events

Technology and systems

- ▶ New native bee hive register
- ▶ New digitisation facility for Council's legacy files
- ▶ Upgrade to the network link at Council's childcare centre
- ▶ New cash receipting system
- ▶ Tablets now used for onsite health and compliance inspections
- ▶ Digital application now used to record threatened flora and fauna

Shared internal audit service

- ▶ Council hosting of the internal audit function (a shared service with six other councils) generating cost savings and increased effectiveness

Energy savings

- ▶ Ongoing reductions in annual energy use across Council buildings and facilities
- ▶ 70% reduction in energy consumption at Gordon Library
- ▶ 100kW solar PV system installed at the Ku-ring-gai Fitness and Aquatic Centre
- ▶ Energy efficient LED lighting installed at St Ives Library and Bridge Street, Pymble Council depot

CHALLENGES AND ACHIEVEMENTS cont.

Reduced paper usage

- ▶ In the first year of introduction of new smart printers and copiers, Council achieved a 58% reduction (\$44,924) in printer and copier charges and a 6% reduction in paper usage with ongoing results
- ▶ Over 95% recycled paper now used in Council operations

Look of the area

- ▶ Specialist team established to remove graffiti efficiently, work with NSW Police and deliver community education/awareness program
- ▶ Use of improved anti-graffiti coatings to reduce treatment times.

Community engagement and consultation

Council employs best practice methods to proactively connect with its local stakeholders as well as regional organisations and government. This includes providing innovative and effective consultation by taking new ideas and master plans directly to the community through forums, workshops, special events and information. All consultation includes a multimodal approach to communications and engagement. This can include special events, have your say pages on the website, forums or workshops, telephone surveys, stakeholder meetings, online and hard copy surveys and face to face availability of staff.

Over the reporting period there was a focus on digital mechanisms to communicate with the community, particularly in response to COVID-19 restrictions. A revised Community Engagement Policy was reported to Council in June 2021 where it was resolved to be placed on public exhibition.

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

Engagement project	Type of engagement
Local Strategic Planning Statement	• online and hard copy survey • online discussion forum • drop-in information sessions at libraries • social media and e-news • media releases
Draft Housing Strategy	• online and hard copy survey • community sounding board • focus groups • community workshops • stakeholder interviews • social media and e-news • project webpages • media releases
Waste Strategy	• recruited telephone survey • online survey • social media and e-news
St Johns Avenue, Gordon upgrade - Eat Street style urban improvements (Phases 1 and 2)	• face to face meetings • online survey and discussion forum • business workshop • pop-up park
Special Rate Variation – continuation of Environmental Levy	• recruited survey • recruited workshop • information sessions • online survey and forum
Lindfield Village Hub	• statistically representative telephone survey • retail and library surveys • recruited and opt-in workshops • community bus tour (including place score) • community drop-in information sessions • youth workshop • library workshop
Robert Pymble Park landscape masterplan	• online and hard copy survey • community event information session • social media and e-news

CHALLENGES AND ACHIEVEMENTS cont.

Engagement project	Type of engagement
Recreation in Natural Areas Strategy	• recreational groups survey and workshops • environmental groups survey and workshops • community forum
Community Participation Plan	• social media and e-news • media releases
Business survey	• online survey • e-news
Home based business research	• online survey
Parks, sports grounds and facilities, playground upgrades – issues and improvement works	• information sessions in local areas – eg sausage sizzles, breakfasts • workshop sessions • e-news and social media • letterbox drops
Environmental sustainability programs	• information sessions in local areas and streets – eg bush fire preparation, Bushcare • face to face workshops • online delivery of workshops and programs from March 2020
Local business	• local business group workshops • e-newsletters • workshops and forums
Community feedback on programs	• surveys of user groups for specific Council programs and initiatives both online and in print
Council communications	• media releases • newspaper advertising • Mayor’s column in local newspaper • e-news and social media information on legislation changes and new policies
East Lindfield Community Centre – future options	• online and paper survey • community information session • online poll

Collaboration

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

Other stakeholders, such as state agencies, non-government organisations, business, community groups and individuals also have a vital role to play in delivering these outcomes. This can be as contributors of ideas and views on proposed projects or service levels, partners in delivering specific outcomes or delivering outcomes on behalf of Council.

Council proactively pursues community collaboration and partnerships to optimise the value from available and often limited resources, for the benefit of the local community. Examples include:

- Agreement finalised between Council and the Department of Education for the construction and joint use of an indoor sports facility at St Ives High School
- Continued construction of commuter parking with Transport for NSW (TfNSW) as part of the Lindfield Village Green major project
- Engagement with key TfNSW staff to advocate for and collaborate on bus improvements connecting nearby centres
- Working with TfNSW to co-ordinate and implement connections and upgrades to railway stations at Wahroonga, Pymble, Roseville and Killara
- Implementation of grant and other funding arrangements between Council, State Government and local sporting organisations and community groups for improvements to roads, traffic facilities, sporting facilities and parks, and
- Information sharing and liaison with government agencies and support to community groups and organisations on health and safety matters related to COVID-19.



PERFORMANCE BY THEME

PERFORMANCE BY THEME

The overall effectiveness of the Community Strategic Plan, in progressing the community's long term objectives for Ku-ring-gai, has been assessed by the contribution of the following:

- satisfactory progress for each of the long term objectives contained in the Community Strategic Plan 2038 – that is, they remain 'on track' to be successfully completed
- progress for performance indicators set for each long term objective, and the
- completion or substantial completion of Council's term achievements contained in the Delivery Program 2018-2022 for the reporting timeframe 1 July 2018 to 30 June 2021. An End of Term Report is required to be presented to the last meeting of council prior to the local government elections. The reporting timeframe for this End of Term Report is 1 July 2018 to 30 June 2021.

Results are shown under each of the six themes contained in the Community Strategic Plan.

Theme 1: Community, people and culture

The following includes results for Council's Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.







Data for Council's Community Strategic Plan Performance Indicators and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.

The contribution of each Long Term Objective towards the Quadruple Bottom Line¹ is indicated with icons next to each Issue.












No Term Achievement exceptions were reported during 2017-2018 for this theme as part of Council's implementation of its previous Delivery Program 2013-2017. Council's June 2018 Bi-annual Report is available at www.krg.nsw.gov.au/ipr

Issue: Community Health and Wellbeing 	Progress
Long Term Objective: An equitable and inclusive community that cares and provides for its members.	
Performance Indicator: Percentage of residents who say they can get help from friends, family or neighbours when needed.	
Performance Indicator: Percentage of residents that mainly socialise locally. Comments: Results show a variable trend over the time period. Relevant factors are being reviewed including the different social preferences of Ku-ring-gai's changing demographic age profile. This will inform preparation of the next Community Strategic Plan.	
Performance Indicator: Percentage of residents that have access to community groups and support networks.	
Term Achievement: 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.	
Term Achievement: Access has increased for communities that face barriers to using social services and community facilities.	











QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved







Theme1: Community, people and culture cont.

Issue: Cultural Diversity and Creativity		Progress
Long Term Objective: A harmonious community that respects, appreciates, celebrates and learns from each other and values our evolving cultural identity.		
Performance Indicator: Resident satisfaction with Council's programs that support people from diverse cultural backgrounds.		
Comments: The results show a high level of satisfaction and stable trend over the time period. Survey results in 2021 were impacted by COVID-19 restrictions on programs in 2019/20 and 2020/21.		
Performance Indicator: Resident satisfaction with the range of opportunities in Ku-ring-gai for cultural and artistic participation.		
Comments: While the results show a relatively high level of satisfaction there was a downward trend over the time period. Survey results were impacted by COVID-19 restrictions in 2019/20 and 2020/21.		
Performance Indicator: Resident satisfaction with local community festivals and events.		
Term Achievement: Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.		
Issue: Community Connectedness		Progress
Long Term Objective: A community where opportunities are provided for all voices to be heard and where community stewardship, participation and engagement is supported and promoted.		
Performance Indicator: Percentage of residents who feel they belong to the Ku-ring-gai community.		
Comments: The results show a relatively high level of satisfaction, although a small downward trend over the time period. Factors likely affecting results include the fire and storm emergency events in late 2019 followed by COVID-19 health restrictions in 2020 and 2021 which significantly impacted social interactions. The results will inform preparation of the next Community Strategic Plan.		
Performance Indicator: Number of volunteers in the community.		No trend result ²
Comments: Official data sources are limited to the ABS Census, which was held in August 2021, with results not available for this report. Volunteering in Ku-ring-gai LGA is estimated to significantly exceed the 2016 ABS Census data. Participation increased during the time period as a result of emergency events and the COVID-19 pandemic.		
Performance Indicator: Number of participants in Council's events and programs.		
Comments: This shows an overall increasing trend with a drop in participation in 2019/20 due to COVID-19 health restrictions.		
Term Achievement: Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.		


Theme1: Community, people and culture cont.


Issue: Healthier Lifestyles 	Progress
Long Term Objective: A community that embraces healthier lifestyle choices and practices.	
Performance Indicator: Percentage of residents who participate in sports and fitness activities.	
Performance Indicator: Number of residents hospitalised due to falls in the LGA.	
Comments: This shows a relatively stable trend over the time period above the baseline figure. Falls in the Ku-ring-gai LGA are consistently higher than the overall number in NSW (per 100,000 of population), reflecting the growing number of older and frail elderly residents. The rate of fall-related hospitalisations for persons aged 65+ years has been increasing since 2002/03. This data will inform ongoing programs for older residents and preparation of the next Community Strategic Plan.	
Term Achievement: A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.	
Issue: Community Safety 	Progress
Long Term Objective: A community where residents feel safe and enjoy good health.	
Performance Indicator: Number of recorded incidences of major offences in the LGA.	
Comments: The results show a relatively low level of offences and a general downward trend, apart from a small increase in the 2019 data.	
Performance Indicator: Proportion of residents who feel safe in their neighbourhood.	
Comments: The results show a very high percentage and stable trend over the time period reflecting the relatively low level of offences in the local government area.	
Term Achievement: Programs are implemented to manage risks and impacts on public safety.	

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme! Community, people and culture cont.







Issue: Housing Choice and Affordability 	Progress
<p>Long Term Objective: Housing diversity, adaptability and affordability is increased to support the needs of a changing community.</p>	
<p>Comments: During the reporting period Council submitted a Housing Strategy to the NSW Department of Planning, Industry and Environment (DPIE) addressing housing provision in Ku-ring-gai over the next 10 years. Council also commenced investigation of options to address housing affordability issues and any potential planning mechanisms and continued developing local responses to providing housing diversity for Ku-ring-gai, including a potential local complying development code. Contemporary data on the mix of dwelling types, households and population change in Ku-ring-gai was collected by the 2021 ABS Census, held in August. When available, this data will inform future planning.</p>	
<p>Performance Indicator: <i>Mix of dwellings better suit a range of household types.</i></p>	
<p>Comments: Development applications for new residential flat building and townhouse developments remained relatively steady over the time period. However, accurate data sources for the mix of dwellings and occupation by household type is limited to the ABS Census, which was held in August 2021, with results not available for this report.</p>	No trend result ²
<p>Term Achievement: 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.</p>	

Issue: Emergency Management 	Progress
<p>Long Term Objective: An aware community able to prepare and respond to the risk to life and property from emergency events.</p>	
<p>Performance Indicator: <i>Percentage of residents who feel adequately informed and prepared to deal with emergency events.</i></p>	
<p>Term Achievement: Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.</p>	

Footnotes

1. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members might become involved in delivering some of the plan's objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses social justice and sustainability principles. The contribution that each long term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).
2. Due to the unavailability of data this indicator will not be included in the overall performance statistics in the report.

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 2: Natural environment






The following includes results for Council's Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.

Data for Council's Community Strategic Plan Performance Indicators, and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.

The contribution of each Long Term Objective towards the Quadruple Bottom Line³ is indicated with icons next to each Issue.

Issue: Appreciating Ku-ring-gai's unique natural environment		Progress
Long Term Objective: A community empowered with knowledge, learning and information that benefits the environment.		●
Performance Indicator: Number of residents involved in community environmental programs per year.		
Comments: There was an increasing trend over the time period with the exception of 2020/21, which was severely affected by COVID-19 health restrictions on programs requiring face to face contact.		✓
Performance Indicator: Number of residents at an individual or household level who carried out actions to benefit the environment as a result of participation in Council programs per year.		
Comments: There was an increasing trend over the time period despite the negative impacts of COVID-19 health restrictions on programs requiring face-to-face contact. An increase in sustainability rebates due to residents spending more time at home during restrictions has been a highlight of the program.		✓ ⁴
Term Achievement: Increased community understanding of the value of the natural environment and local environmental issues and impacts.		●
Term Achievement: Increased community action that benefits the natural environment.		●
Issue: Natural Areas		Progress
Long Term Objective: Our bushland is rich with native flora and fauna.		●
Performance Indicator: Resident satisfaction with the protection of natural areas and bushland.		
Comments: Results show a very high level of satisfaction and overall increasing trend over the time period.		✓
Term Achievement: The condition of bushland and the conservation of native flora and fauna have improved.		●
Term Achievement: Ecological protection and understanding is integrated into land use planning.		●

Theme2 : Natural environment cont.

Issue: Natural Waterways		Progress
Long Term Objective: Our natural waterways and riparian areas are enhanced and protected.		●
Performance Indicator: Resident satisfaction with the condition of waterways and creeks.		✓
Comments: Results show a high level of satisfaction and overall increasing trend over the time period.		
Term Achievement: The condition of natural waterways and riparian areas have improved.		●
Term Achievement: Utilisation of water harvesting and reuse has increased at Council owned facilities.		●
Issue: Climate Change		Progress
Long Term Objective: A community addressing and responding to the impacts of climate change and extreme weather events.		●
Performance Indicator: Number of residents involved in climate change adaptation activities per year.		
Comments: There has been steady growth in the number of residents involved in climate change adaptation activities over the time period. This is due to Council's Net Zero Communities program, the highly successful launch of the Climate Wise Communities website in 2018/19, increased community attendances during the 2019/20 bushfire season and improved engagement through the SIMTable (an interactive fire modelling resource).		✓
Term Achievement: The community is effectively informed and engaged on climate change impacts and responses.		●
Term Achievement: Council's vulnerability to climate change is reduced.		●
Issue: Sustainable Resource Management		Progress
Long Term Objective: A community progressively reducing its consumption of resources and leading in recycling and reuse.		●
Performance Indicator: Resident satisfaction with Council initiatives to reduce energy use.		
Comments: Results show a very high level of satisfaction and overall increasing trend over the time period.		✓
Performance Indicator: Resident satisfaction with Council initiatives to reduce water use.		✓

Theme2 : Natural environment cont.

Performance Indicator: Percentage of household waste diverted from landfill.

Comments: There has been a variable trend over the time period. Factors affecting the result included the NSW Environmental Protection Authority (EPA) ceasing removal of organics from waste contents in late 2018 due to quality standards, which impacted diversionary figures by about 3,000 tonnes. In addition, more waste was generated from households during 2019/20 due to public health order restrictions on movement and gathering and residents working from home. In 2020/21, Council exceeded the baseline as a result of improved practices. Council's new waste contract, commencing in September 2021, includes additional and enhanced waste recovery processes and will further improve Council's waste diversion result. This will inform preparation of the next Community Strategic Plan.



Performance Indicator: Kilograms of waste generated per resident.

Comments: There has been a variable downward trend below the baseline over the time period with the exception of 2019/20. Factors affecting the results included increased waste generation from households working from home and restrictions on movements due to COVID-19 public health orders and reduced waste generation from raised community awareness and education. These factors will inform preparation of the next Community Strategic Plan.



Performance Indicator: Resident satisfaction with Council initiatives to reduce waste and improve recycling.

Comments: There has been a high level of satisfaction over the time period with a variable trend. Factors likely affecting the result include a high level of community awareness and expectations from waste recycling and reduction initiatives. Council's new Waste Strategy, involving extensive community engagement, includes new and enhanced waste management initiatives. Research and trials into other initiatives, such as organics recycling, are underway for the Northern Sydney region. These factors will inform preparation of the next Community Strategic Plan.



Term Achievement: The community is effectively engaged in improved waste reduction, reuse and recycling.



Term Achievement: The community is effectively engaged in energy and water conservation and efficiency programs.









Footnotes

3. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members might become involved in delivering some of the plan's objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles. The contribution that each long term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).

4. Data collection methods were amended following the baseline year of 2016/17 which has led to a reduced baseline figure assumption and altered results throughout the period. These will be revised as part of the preparation of the next Community Strategic Plan.

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 3: Places, spaces and infrastructure



The following includes results for Council’s Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.

Data for Council’s Community Strategic Plan Performance Indicator and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.














The contribution of each Long Term Objective towards the Quadruple Bottom Line⁹ is indicated with icons next to each Issue.

Issue: Preserving the unique visual character of Ku-ring-gai	Progress
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Long Term Objective: Ku-ring-gai’s unique visual character and identity is maintained.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Performance Indicator: Level of importance of Ku-ring-gai’s unique visual character and identity to the community.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Term Achievement: Strategies, plans and processes are in place to protect and enhance Ku-ring-gai’s unique visual and landscape character.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Term Achievement: Place making programs are being implemented for selected neighbourhood centres.</p> </div> <div style="text-align: right;"> </div> </div>	
Issue: Managing Urban Change	Progress
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Long Term Objective: A robust planning framework is in place to deliver quality design outcomes and maintain the identity and character of Ku-ring-gai.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Performance Indicator: Resident satisfaction with access to information about planning, regulation and local development activity.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Comments: While results show a relatively high level of satisfaction, there was a small downward trend. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.</p> </div> <div style="text-align: right;"> </div> </div>	
<div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Term Achievement: Land use strategies, plans and processes are in place to effectively manage the impact of new development.</p> </div> <div style="text-align: right;"> </div> </div>	







QBL KEY Social Environmental Economic Civic leadership

LEGEND Progressing to schedule Behind schedule Significantly behind schedule Placed on hold by Council resolution Achieved Not Achieved

Theme 3: Places, spaces and infrastructure cont.

Issue: Quality Urban Design and Development	 	Progress
Long Term Objective: The built environment delivers attractive, interactive and sustainable living and working environments.		
Performance Indicator: Resident satisfaction with the visual quality of design in the Ku-ring-gai area.		
Term Achievement: A high standard of design quality and building environmental performance is achieved in new and existing development.		
Term Achievement: Community confidence has continued in our assessment, regulatory and environmental processes.		
Issue: Revitalisation of our centres	  	Progress
Long Term Objective: 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.		
Comments: Term achievements contributing to this long term objective require long lead times to enable complex design work, land use planning and development to be completed. While some projects were delayed during the reporting period they are expected to be satisfactorily progressed or completed by the end of the 2018-2022 Delivery Program. Achievements over the period include preparation of Public Domain Plans and Technical Manuals for local centres, development approval obtained for the Lindfield Village Living project, construction substantially progressed for the new Lindfield Village Green project including short stay and commuter parking and continued implementation of Council's adopted Open Space Acquisition Strategy.		
Performance Indicator: Resident satisfaction with the vitality of our local centres.		
Comments: Results show a relatively high variable level of satisfaction over the time period. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.		
Term Achievement: 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.		
Comments: This term achievement was substantially completed with delays experienced with contributory tasks relating to the finalisation of a Creative Arts Facility Strategy and finalisation of strategies and plans for Gordon, Lindfield and Turramurra local centres and surrounds. Work will continue during 2021-2022 to progress this term achievement with tasks included in Council's Operational Plan 2021-2022.		
Term Achievement: Commence construction of Lindfield Village Green.		

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 3: Places, spaces and infrastructure cont.

Term Achievement: Secure a development partner for Lindfield Village Hub.

Comments: This term achievement continued to be progressed during the reporting period. At the Ordinary Meeting of Council in December 2020 (C.3, Min 244) Council noted that no viable offer had been received, and it was resolved to continue negotiations with any possible providers, while undertaking a review of Council’s project assumptions and objectives. The review was completed and was presented to the Major Projects Advisory Committee (MPAC) in June 2021 for consideration. Negotiations are continuing with prospective developers and a task to continue work on this project is included in Council’s Operational Plan 2021-2022.



Term Achievement: Secure a development partner for Turramurra Community Hub.

Comments: This term achievement was placed on hold by Council resolution on 19 May 2020 (GB.2, Min 96) due to the NSW Government announcing in 2018 that all NSW Councils were required to review their Local Environmental Plans (LEP) to give effect to the new Regional and District Plans. It was considered that the outcomes of this review for Ku-ring-gai could impact the built form, feasibility and business planning assumptions for the Hub. Further to this, a Notice of Motion was considered at the Ordinary Meeting of Council held 18 May 2021 where Council unanimously resolved to recommence planning for the project (NM.3, Min 93). Work on this project has now recommenced with a task included in Council’s Operational Plan 2021-2022.



Issue: Heritage that is protected and responsibly managed



Progress

Long Term Objective: Ku-ring-gai’s heritage is protected, promoted and responsibly managed.



Performance Indicator: Resident satisfaction with protection of heritage buildings and conservation areas.

Comments: Results show a high level of satisfaction and overall increasing trend over the time period.



Term Achievement: Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai’s heritage assets.



Issue: Enhancing recreation, sporting and leisure facilities



Progress

Long Term Objective: Recreation, sporting and leisure facilities are available to meet the community’s diverse and changing needs.



Performance Indicator: Resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities.

Comments: Results show a very high level of satisfaction and overall increasing trend over the time period.



Term Achievement: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

Comments: This term achievement was substantially completed during the reporting period. A series of capital upgrades for existing recreation, sporting and leisure facilities were completed during the period however, delays were experienced with carparking improvements and the development of a Recreation Needs Study. Liaison with sporting groups was also impacted due to the position of Strategic Recreation Planner being vacant during 2020-2021. Tasks to progress these works are included in Council’s Operational Plan 2021-2022.



Theme 3: Places, spaces and infrastructure cont.

Term Achievement: Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities.

Comments: This term achievement was substantially completed during the reporting period. Whilst Council continued to engage with community partners to improve sporting, leisure and recreational facilities through partnerships, grant funding and other external funding opportunities, progress was impacted due to COVID-19 restrictions and staff resourcing issues.



Work will continue to progress the term achievement with a key strategic role filled and the delivery of Council's annual sporting forum, subject to Public Health Orders and COVID-19 pandemic restrictions. Tasks to progress these are included in Council's Operational Plan 2021-2022.

Issue: Enhancing community buildings and facilities



Progress

Long Term Objective: Multipurpose community buildings and facilities are available to meet the community's diverse and changing needs.



Performance Indicator: Resident satisfaction with the condition of Council's community facilities.

Comments: Despite not maintaining the set target, there was a very high level of satisfaction and stable trend over the time period. Council's Building Assets team have undertaken audits and fire compliance of all Council's community facilities, and are progressively reviewing and undertaking maintenance, repairs and major upgrades in accordance with Council's Asset Management Plan. This work will enhance opportunities for use of the facilities by community organisations. This will inform preparation of the next Community Strategic Plan.



Performance Indicator: Resident satisfaction with access to Council's community facilities.

Comments: Despite not meeting the set target, there was a high level of satisfaction and stable trend over the time period. Council conducted a comprehensive review of community based leases/licences and is progressively rolling out new agreements in accordance with Council's Management of Community and Recreation Facilities Policy and in order to facilitate multi-use of Council's buildings and facilities where possible. This will inform preparation of the next Community Strategic Plan.



Term Achievement: The condition and functionality of existing and new assets is improved.







Term Achievement: Usage of existing community buildings and facilities is optimised.



QBL KEY Social Environmental Economic Civic leadership

LEGEND Progressing to schedule Behind schedule Significantly behind schedule Placed on hold by Council resolution Achieved Not Achieved

Theme 3: Places, spaces and infrastructure cont.

Issue: Improving the standard of our infrastructure	   	Progress
Long Term Objective: An improved standard of infrastructure that meets the community’s service level standards and Council’s obligations as the custodian of our community assets.		●
Performance Indicator: Resident satisfaction with the condition of local roads.		✓
Comments: There has been an upward variable trend over the time period.		
Performance Indicator: Resident satisfaction with the quality of footpaths.		✓ ⁷
Comments: There has been an upward variable trend over the time period.		
Performance Indicator: Resident satisfaction with the provision of adequate drainage.		✓
Comments: There has been a high level of satisfaction and upward variable trend over the time period.		
Term Achievement: Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity.		●
Term Achievement: Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.		●

Footnotes

5. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where ‘civic leadership’ includes how Council will engage with the community and how community members might become involved in delivering some of the plan’s objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles. The contribution that each long-term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).
6. In 2021, the source question was changed to ‘revitalisation/beautification of your closest biggest retail centre’.
7. In 2021, the source question was changed to ‘condition of existing footpaths’

QBL KEY  Social  Environmental  Economic  Civic leadership








LEGEND ● Progressing to schedule ● Behind schedule ● Significantly behind schedule ● Placed on hold by Council resolution ✓ Achieved ✗ Not Achieved

Theme 4: Access, traffic and transport



The following includes results for Council's Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.

Data for Council's Community Strategic Plan Performance Indicators and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.

The contribution of each Long Term Objective towards the Quadruple Bottom Line⁸ is indicated with icons next to each Issue.

Issue: Integrated and Accessible Transport 	Progress
Long Term Objective: A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.	
Performance Indicator: <i>Percentage of residents who travel to work by methods other than car (public transport, walk, cycle).</i>	No trend result ⁹
Comments: Since 2016, data sources have been limited to the ABS Census, with the latest Census having just been held in August 2021. Public health restrictions and changed working arrangements during much of this period will have likely had a significant impact on this data. ABS Census data, when available, will inform the preparation of the next Community Strategic Plan.	No trend result ⁹
Performance Indicator: <i>Percentage of residents satisfied with their ability to move in and around Ku-ring-gai.</i>	
Term Achievement: Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.	
Term Achievement: A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.	
Term Achievement: Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.	
Term Achievement: The community is informed, educated and encouraged to use alternative forms of transport.	

Theme 4: Access, traffic and transport cont.

Issue: Local Road Network		Progress
<p>Long Term Objective: The local road network is managed to achieve a safe and effective local road network.</p>		●
<p>Performance Indicator: Number of road traffic crashes per year.</p>		✓
<p>Performance Indicator: Resident satisfaction with the availability of car parking in local centres.</p>		
<p>Comments: In 2021, this question was separated to research more specific areas including commuter parking and short stay parking. There was a high level of satisfaction with local short stay parking in 2021 and lower satisfaction with commuter parking availability. Further review of factors contributing to the results is required to inform future planning and preparation of the next Community Strategic Plan.</p>		✓ ^{10, 11}
<p>Performance Indicator: Resident satisfaction with access to cycleways, footpaths and walking tracks.</p>		✓
<p>Term Achievement: Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.</p>		
<p>Comments: This term achievement was substantially completed however, limited progress was made on the implementation plan for paid parking and 10 year Traffic and Transport Plan. The paid parking plan is continuing to be developed by Council by seeking consultant expertise and experience from neighbouring councils. The implementation of the 10 year Traffic and Transport Plan was also slightly impacted due to a project being delayed at the detailed design and documentation phase. Tasks to progress both projects are included in Council’s Operational Plan 2021-2022.</p>		●
Issue: Regional Transport Network		Progress
<p>Long Term Objective: An accessible public transport and regional road network that meets the diverse and changing needs of the community.</p>		●
<p>Performance Indicator: Vehicle travel speed on arterial roads within designated speed limits.</p>		
<p>Comments: Available data shows a decreasing trend. No data is available for 2020 or 2021 due to a reporting time lag from other government sources. Public health restrictions and changed working arrangements during 2020/21 will have likely had a significant impact on this data. Further monitoring of data is required as it becomes available.</p>		✗
<p>Performance Indicator: Resident satisfaction with access to public transport.</p>		✓
<p>Term Achievement: A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.</p>		●
<p>Term Achievement: Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.</p>		●

Theme 4: Access, traffic and transport cont.

Footnotes







8. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members might become involved in delivering some of the plan's objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles. The contribution that each long-term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).

9. Due to the unavailability of data this indicator will not be included in the overall performance statistics in the report.

10. Availability of commuter parking in Ku-ring-gai. (In 2021, the original question was separated into more specific areas).

11. Availability of short stay parking in your closest biggest retail centre. (In 2021, the original question was separated into more specific areas).

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 5: Local economy and employment



The following includes results for Council's Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.









Data for Council's Community Strategic Plan Performance Indicators and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.

The contribution of each Long Term Objective towards the Quadruple Bottom Line¹² is indicated with icons next to each Issue.

No Term Achievement exceptions were reported during 2017-2018 for this theme as part of Council's implementation of its previous Delivery Program 2013-2017. The June 2018 Bi-annual Report is available at www.krg.nsw.gov.au/ipr

Issue: Promoting Ku-ring-gai's business and employment opportunities		Progress
Long Term Objective: Ku-ring-gai is an attractive location for business investment.		
Performance Indicator: Business satisfaction with the attractiveness and vitality of our local centres.		
Performance Indicator: Business satisfaction with Council's regulatory services.		
Performance Indicator: Number of businesses and workplaces in Ku-ring-gai.		
Performance Indicator: Value of non-residential building approvals per year.		
Performance Indicator: Value of residential building approvals per year.		
Term Achievement: Ku-ring-gai's opportunities and assets are promoted and strengthened to attract business and employment to the area.		
<p>Comments: While this term achievement was substantially completed limited progress was made on two contributory tasks. The first, to undertake an Employment Lands Study and Strategy as part of the implementation of the Local Strategic Planning Statement (LSPS), has been delayed due to the potential implications of the Department of Planning, Industry and Environment's released Employment Lands Zone Reform on 20 May 2021. In addition, the COVID-19 pandemic impacted employment activities and it is currently unclear how this will affect future employment growth and floor space demand going forward. A task to continue this work is included in Council's Operational Plan 2021-2022 along with consideration of a smaller state of market study due to the ongoing impacts of the COVID-19 pandemic.</p>		
<p>The second contributory task is the preparation of a Retail and Commercial Centres Strategy for Ku-ring-gai, which was delayed. The draft strategy was placed on public exhibition from September to October 2020 with 43 submissions received. A report was presented to Council on 8 December 2020 in which it was unanimously resolved (GB. 9, Min 239) to receive and note the submissions. Council is awaiting the outcome of the Department of Planning, Industry and Environment's review of the draft Ku-ring-gai Housing Strategy to progress this matter. A task to progress this work is included in Council's Operational Plan 2021-2022.</p>		

Theme 5: Local economy and employment cont.







Issue: Partnering for business and employment growth 	Progress
Long Term Objective: Key stakeholders have confidence in, and pro-actively partner with Council to enhance employment and economic benefits.	
Performance Indicator: Business satisfaction with Council's initiatives to partner and support local business.	
Performance Indicator: Number of local jobs in Ku-ring-gai. Comments: Various factors impacted the employment market including the COVID-19 pandemic public health restrictions, economic conditions and changes to society and culture.	
Term Achievement: 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.	
Issue: Tourism and visitation opportunities 	Progress
Long Term Objective: Ku-ring-gai has a range of activities and experiences that attract visitors.	
Performance Indicator: Resident satisfaction with tourist attractions in the local area. Comments: There has been a relatively high satisfaction level and variable trend over the time period, impacted by COVID-19. Since early 2020 resident access to tourist attractions and events, activities and experiences has been significantly affected by COVID-19 health restrictions.	 ¹³
Term Achievement: Tourism business has been strengthened and expanded.	

Footnotes

12. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members might become involved in delivering some of the plan's objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles. The contribution that each long-term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).

13. In 2017, resident satisfaction was measured using the source question 'tourism in the local area'.

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 6: Leadership and governance







The following includes results for Council’s Long Term Objectives, Performance Indicators and Term Achievements for the period 2018-2021, under this theme. Commentary has been included to explain delayed progress, indicators not met or further details on progress made during the period.

Data for Council’s Community Strategic Plan Performance Indicators and Delivery Program Performance Indicator results are located in **Appendix A** on pages 100-135.
















The contribution of each Long Term Objective towards the Quadruple Bottom Line¹⁴ is indicated with icons next to each Issue.

Issue: Leadership    	Progress
<p>Long Term Objective: A shared long term vision for Ku-ring-gai underpins strategic collaboration, policy development and community engagement.</p>	
<p>Performance Indicator: Resident satisfaction with opportunities to participate in matters impacting on the Ku-ring-gai community.</p>	15
<p>Comments: There has been a stable trend over the time period. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.</p>	
<p>Performance Indicator: Resident satisfaction with Council’s advocacy on matters impacting on Ku-ring-gai.</p>	
<p>Comments: There has been a relatively high level of satisfaction and stable trend over the time period. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.</p>	
<p>Term Achievement: 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.</p>	
<p>Term Achievement: Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p>	
<p>Term Achievement: Partnerships are established with government agencies, regional and local organisations and community groups and are working to achieve Ku-ring-gai’s community outcomes.</p>	



QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND  Progressing to schedule  Behind schedule  Significantly behind schedule  Placed on hold by Council resolution  Achieved  Not Achieved

Theme 6: Leadership and governance cont.

Issue: Financial capacity and sustainability 	Progress
Long Term Objective: Council rigorously manages its financial resources and assets to maximise delivery of services.	
Performance Indicator: Achieve ongoing operating surpluses.	
Performance Indicator: Ability to increase commitment of general revenue towards asset refurbishment.	
Performance Indicator: Available working capital.	
Term Achievement: Council maintains and improves its long term financial position and performance.	
Comments: While Council is in a sound financial position, this term achievement was marked with an amber traffic light, as Council faces a number of challenges to achieve long term financial sustainability.	
<p>Council's financial performance for 2020-2021 will be reported to Council for final endorsement and audited Financial Statements will be included in Council's Annual Report 2020-2021. Council will review its priorities and funding strategies during 2021-2022 when developing its next suite of Integrated Planning and Reporting plans, which take effect from 1 July 2022.</p>	
<p>See page 60 for further information on long term financial sustainability challenges.</p>	
Term Achievement: Council's income and expenditure meets the needs of the community.	
Term Achievement: Council maintains its commitment to infrastructure asset management priorities.	
Issue: Good Governance and Management 	Progress
Long Term Objective: The organisation is recognised and distinguished by its ethical decision-making, efficient management, innovation and quality customer service.	
Performance Indicator: Overall community satisfaction with Council performance.	
Comments: There has been a high and increasing level of satisfaction over the time period.	
Term Achievement: Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.	
Term Achievement: Council's Governance framework is developed to ensure probity and transparency.	
Term Achievement: Sustainability is integrated into Council's business framework.	
Term Achievement: Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.	

Theme 6: Leadership and governance cont.

Issue: Community Engagement	 	Progress
Long Term Objective: The community is informed and engaged in decision-making processes for community outcomes.		●
Performance Indicator: Resident satisfaction with Council's consultation and engagement.		
Comments: While results were stable an increasing trend was not established over the limited time period. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.		✗
Performance Indicator: Resident satisfaction with Council's provision of information about events, services, programs and facilities.		
Comments: There has been a high level of satisfaction and variable trend above the baseline over the time period. Further review of factors contributing to the results will inform preparation of the next Community Strategic Plan.		✓
Term Achievement: Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.		●
Term Achievement: Contribute to enhancing and protecting Council's reputation and public image.		●

Footnotes

14. The Community Strategic Plan must demonstrate that it adequately addresses social, environmental, economic and civic leadership considerations, where 'civic leadership' includes how Council will engage with the community and how community members might become involved in delivering some of the plan's objectives. This approach ensures the Community Strategic Plan takes a holistic balanced view, rather than favouring one particular aspect of an area and addresses the social justice and sustainability principles. The contribution that each long-term objective makes to QBL is indicated by one or more icons under each Issue (see QBL Key below).

15. In 2017, resident satisfaction was measured using the source question 'Opportunities to participate in Council decision making'.

QBL KEY  Social  Environmental  Economic  Civic leadership

LEGEND ● Progressing to schedule ● Behind schedule ● Significantly behind schedule ● Placed on hold by Council resolution ✓ Achieved ✗ Not Achieved

Term Achievements not completed during the previous Delivery Program 2013 - 2017

Details of actions undertaken to satisfactorily finalise those Term Achievements that were not completed during the previous Delivery Program 2013-2017, are provided below by theme. Council's June 2018 Bi-annual Report is available at www.krg.nsw.gov.au/ipr



Theme 2: Natural environment

Issue: Natural Areas

Long Term Objective: Our bushland is rich with native flora and fauna

Term Achievement: Strategies and plans are relevant and implemented to improve the conservation and recovery of flora and fauna.

Progress of this Term Achievement was originally delayed due to the rescheduling of the review of the Natural Areas (Bushland Reserves) Plan of Management. At the Ordinary Meeting of Council held on 27 February 2018 Council resolved (GB.8, Min 34) to defer this work with a task included in the Operational Plan 2018-2019. Council endorsed the draft Generic Natural Areas Plan of Management in May 2021 at the Ordinary Meeting of Council (GB.11, Min 90). The draft plan was sent to the NSW Crown Lands for Ministerial approval before being released for public exhibition during 2021-2022.

Theme 3 – Places, spaces and infrastructure



Issue: Preserving the unique visual character of Ku-ring-gai

Long Term Objective: Ku-ring-gai's unique visual character and identity is maintained.

Term Achievement: Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique landscape character.

Council continued to develop and implement a series of strategies, plans and processes to protect and enhance Ku-ring-gai's unique landscape character during 2017-2018. Delays were experienced due to the postponement of Council's No Net Loss Policy as a result of the current NSW land management and biodiversity conservation reforms. Since 2018-2019, work progressed on the implementation of the Ku-ring-gai Biodiversity Offsetting Code of Practice for Council owned or care, control and managed land, however delays were experienced in 2020-2021 due to resourcing. Work on this will continue with a task included in Council's Operational Plan 2021-2022.

Issue: Revitalisation of our centres

Long Term Objective: 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.

Term Achievement: Plans to revitalise local centres are being progressively implemented and achieve quality design outcomes in collaboration with key agencies, landholders and the community.

The development of plans to revitalise local centres were significantly progressed during the period to achieve quality design outcomes in collaboration with key stakeholders. Delays in the progression of the Term Achievement during 2013-2018 were due to the extensive nature of the review required for a revised Outdoor Dining Policy and Footpath Trading Guidelines. Staff from across departments progressed the policy including a risk assessment to establish appropriate controls and guidelines for outdoor dining and sale of goods on footpaths. A comparison and analysis of other local council outdoor dining and footpath trading policies was also undertaken. The draft policy was reported on 24 July 2018 (GB.11, Min 216) where Council resolved to receive and note the draft revised Outdoor Dining Policy and draft Outdoor Dining and Footpath Trading Guidelines and not place the policy on public exhibition.

In November 2020, a Mayoral Minute was considered (MM.1, Min 212) in relation to outdoor dining and the impacts of the COVID-19 pandemic for food and beverage permit holders in Ku-ring-gai. In early 2021, Council staff surveyed food and beverage operators to seek feedback on outdoor dining options and continued to work with local operators to maximise opportunities for outdoor dining. The outcome of these processes will be included in the review of Council's Outdoor Dining Policy, which is ongoing. Outdoor dining fees continued to be waived during 2020-2021 and a review of the NSW Government's streamlined outdoor dining process was undertaken.

Term Achievement: An improvement plan for Gordon Centre is being progressively implemented in collaboration with owners, businesses and state agencies.

On 13 March 2018, Council resolved (NM.5, Min 58) to establish a Gordon Public Realm Reference Committee to 'advise Council on community space issues particular to the suburb of Gordon'. At the Ordinary Meeting of Council held 10 April 2018, Council resolved (NM.1, Min 86) to place town centre plans for Gordon on hold 'until the Gordon Public Realm Reference Committee has reviewed the current Gordon Town Centre Plans in their entirety and Councillors have had a chance to examine afresh the plans and the Committee's recommendations'. In June 2018 a report was presented to Council to consider the establishment of the Gordon Public Realm Reference Committee and recommending Committee Terms of Reference. At this meeting it was resolved (GB.10, Min 195) that there was no decision taken in respect with this matter, and no further action was taken. During 2018-2021, staff have continued to review current plans and studies for Gordon local centre including commencing preparation of a Public Domain Masterplan for the Gordon local centre.

Issue: Heritage that is Protected and Responsibly Managed

Long Term Objective: Ku-ring-gai's heritage is protected, promoted and responsibly managed.

Term Achievement: Conservation Management Plans are in place and being implemented for the cultural and heritage assets of the area to ensure their long term viability.

The delivery of this Term Achievement was impacted due to limited expert heritage staff resources and available funding opportunities. As part of Council's asset management process, Council owned sites and buildings will be identified within the master planned local centres and assessed for their suitability for their protection, promotion and management.

During 2018-2021, Council continued to support the Heritage Home Grants program to fund minor heritage works and co-ordinate the Heritage Reference Committee. Refurbishment works to Tulkiyan House were undertaken and staff are working together to identify, capture and schedule ongoing inspections and maintenance as required to Council's cultural and heritage assets. During 2019-2020 Council entered into a new three (3) year Memorandum of Understanding with the Aboriginal Heritage Office (AHO) and continued to work collaboratively with the AHO on the identification, protection and management of Ku-ring-gai's Aboriginal heritage assets. Council also continued to protect heritage and cultural assets through its policies including the Ku-ring-gai Heritage Strategy which was adopted by Council in April 2021 (GB.15, Min 74).

Issue: Enhancing recreation, sporting and leisure facilities

Long Term Objective: Recreation, sporting and leisure facilities are available to meet the community's diverse and changing needs.

Term Achievement: A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.

The delivery of Council's program of improvements to existing recreation, sporting and leisure facilities and the establishment of new facilities continued however contributory tasks experienced minor delays. This included slight delays in Council's capital works program as well as delays to the Ku-ring-gai Playground Strategy, and master planning projects for Robert Pymble Park and North Pymble Park. During 2018-2021 Council's capital works program continued to be delivered and the following were adopted by Council:

1. Ku-ring-gai Play Space Strategy - April 2020 (GB.1, Min 67)
2. Robert Pymble Park masterplan - March 2020 (GB. 11, Min 50)

The former North Pymble Park/draft District Landscape Masterplan (Bannockburn Oval), did not progress due to environmental constraints with the site, following an Arboricultural Assessment Report.

Theme 4 – Access, traffic and transport

Issue: Integrated and Accessible Transport

Long Term Objective: A range of integrated transport choices are available to enable effective movement to, from and around Ku-ring-gai.

Term Achievement: Public transport connections are accessible to all age groups and match the travel needs of the community.

Council continued to liaise with Transport for NSW and the Roads and Maritime Service to fund the delivery of Council's Bike Plan as well as progressing with a range of pedestrian and footpath improvements across the local government area. Although bus stop upgrades took place as part of the integration with footpaths or stand-alone stops program to meet the Disability Discrimination Act, 1992 requirements, minor delays were experienced due to resource limitations. During 2018-2021 this work subsequently continued as part of an ongoing program

Issue: Local Road Network

Long Term Objective: The local road network is managed to achieve a safe and effective local road network.

Term Achievement: Road network safety and efficiency are improved and traffic congestion is reduced.

Over the period 2013-2018 minor delays were experienced in relation to the Traffic and Transport Plan and a review of parking in centres. A review of the 10 year Traffic and Transport Plan continued during 2017-2018 as a more detailed analysis of data and interpretations was required to be completed. This included works to include the Ku-ring-gai Contributions Plan 2010 in the 10 year Traffic and Transport Plan with indicative timings. The revised 10 Year Traffic and Transport Plan was considered by the Ku-ring-gai Traffic Committee on 28 February 2019 (GB.2, KTC03) and adopted by Council on 26 March 2019 (Vide Minute No KTC03, Min 45). In November 2017, as part of the Lindfield Village Green projects, Council endorsed the investigation of paid parking as a funding mechanism and parking management solution across all the local centre projects. In February 2018, Consultants were engaged to develop a Paid Parking Strategy for Ku-ring-gai. In March 2019, Council adopted a policy position that paid parking could be used as a parking management tool in the major project car parks, existing off-street car parks and potentially on-street parking spaces in local centres. To date, Council is continuing to progress this project with discussions held with neighbouring councils with paid parking experience and consultants.

Theme 6 – Leadership and governance



Issue: Financial capacity and sustainability

Long Term Objective: Council rigorously manages its financial resources and assets to maximise delivery of services.

Term Achievement: Council maintains and improves its long term financial position and performance.

Delays were experienced with the formal road closure application for Balfour Lane, Lindfield due to changes from delegations in the Crown Lands Amendment Act 2016, for this Term Achievement. The changes came into effect on 1 July 2018 and staff progressed the formal road closure application in accordance with the new statutory requirements. This work continued during 2018-2021 with the formal road closure process being completed, however until a government gazette notice is issued the road closure will not come into effect. It is estimated that this will take place during 2021-2022.

Set within an expansive semi-rural bushland environment, St Ives Regional playground was designed as an accessible inclusive playspace for interactive play. The new playground – the largest ever built in Ku-ring-gai – opened in December 2020.



APPENDICES

APPENDIX A - PERFORMANCE INDICATOR RESULTS BY THEME

The following section provides results for performance indicators contained in the Community Strategic Plan 2038 and Delivery Program 2018-2022. The results cover the End of Term Reporting period from 1 July 2018 to 30 June 2021.

Progress for performance indicators in the Community Strategic Plan are assessed every two years.

Progress for performance indicators in the Delivery Program are assessed every year.

Theme 1: Community, people and culture



Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Percentage of residents who say they can get help from friends, family or neighbours when needed.</p> <p><i>Baseline: In 2017, 84% of residents agreed or strongly agreed</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	84%	85%	87%
<p>Percentage of residents that mainly socialise locally.</p> <p><i>Baseline: In 2017, 49% of residents agreed or strongly agreed.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	49%	43%	45%
<p>Percentage of residents that have access to community groups and support networks.</p> <p><i>Baseline: New measure from 2019</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	No data	54%	60%
<p>Resident satisfaction with Council's programs that support people from diverse cultural backgrounds.</p> <p><i>Baseline: In 2017, 89% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	89%	88%	87%

Performance indicator	Results		
	2017	2019	2021
<p>Resident satisfaction with the range of opportunities in Ku-ring-gai for cultural and artistic participation.</p> <p>Baseline: In 2017, 81% of residents were somewhat satisfied, satisfied or very satisfied.</p> <p>Source: Ku-ring-gai Council Community Satisfaction Research</p> <p>Target: Increasing trend</p>	81%	78%	75%
<p>Resident satisfaction with local community festivals and events.</p> <p>Baseline: In 2017, 87% of residents were somewhat satisfied, satisfied or very satisfied.</p> <p>Source: Ku-ring-gai Council Community Satisfaction Research</p> <p>Target: Increasing trend</p>	87%	86%	89%
<p>Percentage of residents who feel they belong to the Ku-ring-gai community.</p> <p>Baseline: In 2017, 78% of residents agreed or strongly agreed.</p> <p>Source: Ku-ring-gai Council Community Satisfaction Research</p> <p>Target: Increasing trend</p>	78%	76%	74%
<p>Number of volunteers in the community.</p> <p>Baseline: 28.2% of residents reported doing some form of voluntary work in 2016.</p> <p>Source: Census, ABS.</p> <p>Target: Increasing trend</p>	New data not available until after 2021 Census ¹	New data not available until after 2021 Census ¹	New data not available until after 2021 Census ¹
<p>Number of participants in Council's events and programs.</p> <p>Baseline: New measure (includes community events, environmental events and other programs).</p> <p>Source: Council's records.</p> <p>Target: Increasing trend</p>	62,028 (2017/18)	73,905 (2018/19) 64,358 (2019/20)	77,206 (2020/21)
<p>Percentage of residents who participate in sports and fitness activities.</p> <p>Baseline: In 2017, 74% of residents participate in sports and fitness activities at least once per week.</p> <p>Source: Ku-ring-gai Council Community Satisfaction Research.</p> <p>Target: Increasing trend</p>	74%	80%	83%
<p>Number of residents hospitalised due to falls in the LGA.</p> <p>Baseline: In 2014-2016, 698.2[^] people per 100,000 of the population were hospitalised due to falls (spatially adjusted).</p> <p>Source: Centre for Epidemiology and Evidence, NSW Ministry of Health.</p> <p>[^] The baseline (732.7) has been adjusted to reflect updated source data.</p> <p>Target: Decreasing trend</p>	719.1 (2015-2017)	713.0 (2016-2018)	718.2 (2017 - 2019)
<p>Number of recorded incidences of major offences in the LGA.</p> <p>Baseline: In 2017, there were 1,979 ^{^^} recorded incidences of major offences.</p> <p>Source: NSW Bureau of Crime Statistics and Research</p> <p>^{^^} The baseline (3,108) has been adjusted to reflect updated source data.</p> <p>Target: Decreasing trend</p>	1,979 (2017)	1,876 (2018) 2,014 (2019)	1,854 (2020)

Performance indicator	Results		
	2017	2019	2021
<p>Proportion of residents who feel safe in their neighbourhood. <i>Baseline: In 2017, 95% of residents agreed or strongly agreed.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research.</i> <i>Target: Increasing trend</i></p>	95%	96%	94%
<p>Mix of dwellings better suit a range of household types. <i>Baseline: In 2016, 72.4% of all dwellings were separate houses; 8.4% were medium density dwellings, and 19.0% were high density dwellings.</i> <i>Source: Census data, ABS</i> <i>Target: Improving trend</i></p>	New data not available until after 2021 Census ¹	New data not available until after 2021 Census ¹	New data not available until after 2021 Census ¹
<p>Percentage of residents who feel adequately informed and prepared to deal with emergency events. <i>Baseline: In 2017, 66% of residents agreed or strongly agreed.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research.</i> <i>Target: Increasing trend</i></p>	66%	69%	74%

Footnote:

¹ Due to the unavailability of data this indicator will not be included in the overall performance statistics in the report.

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.

Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Utilisation percentage rate for Council's children's services.</p> <p>Baseline: In 2016/17, there was 87% utilisation of children's services.</p> <p>Source: Council</p> <p>Target: Increasing trend</p>	<p>90%#</p> <p>✓</p> <p>(Target 90% utilisation)</p>	<p>91%</p> <p>✓</p>	<p>84%</p> <p>✗</p>	<p>86%</p> <p>✗</p>
<p>Number of participants in youth service programs.</p> <p>Baseline: In 2016/17, there were 6,240 participants in youth service programs.</p> <p>Source: Council</p> <p>Target: Monitor trend</p>	<p>5,416 participants#</p> <p>✓</p> <p>(Target 5,000 participants)</p>	<p>8,019 participants</p> <p>✓</p>	<p>3,596 participants</p> <p>✗</p>	<p>3,250 participants</p> <p>✗</p>
<p>Number of participants in aged and disability programs.</p> <p>Baseline: In 2016/17, there were 3,097 participants in aged and disability programs.</p> <p>Source: Council</p> <p>Target: Increasing trend</p>	<p>2,595 participants#</p> <p>✓</p> <p>(Target 2,100 participants)</p>	<p>3,308 participants</p> <p>✓</p>	<p>2,791 participants</p> <p>✗</p>	<p>2,567 participants</p> <p>✗</p>
<p>Comments: Council's children's services maintained high utilisation levels and performed exceptionally well over the reporting period with reductions in attendances over the 2019/20 and 2020/21 years due to COVID-19 restrictions.</p>				
<p>Comments: Prior to 2019/20 Council's youth services programs maintained high participant levels. In 2019/20, many of Council's large scale events were not held due to COVID-19 restrictions. Although youth centres were closed during this period, face to face youth programs transitioned to online platforms and were able to extend their reach to young people who may have otherwise faced barriers to physically accessing the youth centre, for example, due to social anxiety and disabilities. During 2020/21, COVID-19 restrictions again significantly impacted participant numbers with centre closures. Online programs were offered where possible.</p>				
<p>Comments: Council's aged and disability programs maintained high levels of participants over the period with reductions in attendances over the 2019/20 and 2020/21 years due to COVID-19 restrictions. In 2019/20, all seniors programs were cancelled in mid-March due to COVID-19 restrictions. Additionally, all excursions, seminars and term two exercise classes were cancelled for the 3.5 months to end June 2020. Council launched a program of virtual tours and chats to seniors. Six online 'Resilience during COVID-19' workshops were offered to seniors, with a psychologist presenting and leading an open discussion each week. Online exercise classes were also offered to seniors via Council's website. Similarly, 2020/21 saw the cancellation of many senior's activities and outings due to COVID-19 restrictions.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>User satisfaction with Council's community services and programs. <i>Baseline: In 2016/17, there was an average 85% user satisfaction with all services and programs.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	97%# ✓ (Target 85% satisfaction)	97.5% ✓	95% ✓	96% ✓
<p>Number of participants in Council's major local events. <i>Baseline: In 2016/17, there were 45,000 participants at major supported community events.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	35,904 participants# ✓ (Target 30,000 participants)	45,000 participants ✓	35,000 participants ✗	46,500 participants ✓
<p>Comments: Over the reporting period Council's organised local events maintained high participation levels, despite impacts from COVID restrictions. In 2019/20, the cancellation of Festival on the Green due to COVID-19 restrictions resulted in a reduction in total event attendance by approximately 10,000 participants. While some events were cancelled due to restrictions, Council was able to launch the New Lunar New Year Festival in January 2020 as per the Destination Management Plan major event guidelines.</p>				
<p>Number of enrolments for art centre courses. <i>Baseline: In 2016/17, there were 2,000 enrolments for art centre courses.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	90% utilisation# ✓ (Target 90% utilisation)	2,796 enrolments ✓	2,073 enrolments ✓	2,162 enrolments ✓
<p>Number of visits to Council libraries. <i>Baseline: In 2016/17, there were over 500,000 visits to the libraries.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	492,536 visits# ✗ (Target 600,000 visits)	526,332 visits ✓	398,180 visits ✗	251,552 visits ✗
<p>Comments: Although the target was not met in 2017/18, library visitation significantly increased following the refurbishment of Gordon Library with new spaces and facilities to meet contemporary community needs. In 2019/20 and 2020/21, libraries were impacted by COVID-19 restrictions including reduced opening hours, reduction of events, programs and clubs held in branches, heavily impacting visitation. The Library worked closely with Council's Parking Rangers to deliver library materials to resident's homes during the closures.</p>				
<p>Number of visits to the library website. <i>Baseline: In 2016/17, there were over 176,000 visits to the library website.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	91,433 visits# ✓ (Target 50,000 visits)	211,617 visits ✓	233,000 visits ✓	159,214 visits ✗
<p>Comments: During 2020/21, Council introduced a new website with new access arrangements to the Library Management system. This temporarily impacted resident access with a likely impact on the overall result for the year.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of physical loans per resident. <i>Baseline: In 2016/17, there were 7.0 physical loans per resident.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	7.03 loans# ✗ (Target 7.8 loans)	7.182 loans ✓	6.27 loans ✗	4.5 loans ✗
<p>Comments: During 2017/18 there was a reduction in loans due to changes to e-resources and other collections. The target was not met during 2019/20 and 2020/21 due to Public Health Order restrictions including library closures, reduced opening hours, reduction of events, programs and clubs held in branches heavily impacting physical loans. Library members were able to physically borrow library materials and utilise the delivery service provided by Council rangers, however, this service was only offered to residents in the Ku-ring-gai local government area and items were reduced to three items per person to ensure an equitable selection could be delivered. Although the physical loan numbers did not meet the target, a high number of e-resources were downloaded by members. 184,151 items were borrowed in 2019/20 which is an increase of 40% compared to 2018/19. Library staff were kept busy educating borrowers on downloading and using these resources.</p>				
<p>Number of registrations in active recreation programs supported by Council. <i>Baseline: In 2016/17, there were 738 registrations in active recreation programs supported by Council.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	912 registrations# ✓ (Target 800 registrations)	854 registrations ✓	647 registrations ✗	537 registrations ✗
<p>Comments: In 2019/20 the Active Ku-ring-gai Program was cancelled for one term and one school holiday period due to COVID-19 restrictions. Similarly, in 2020/21 participant numbers were impacted by COVID-19 restrictions resulting in exercise classes being limited in numbers by capacity restrictions or cancelled.</p>				
<p>Percentage of swimming pool barrier inspection program completed. <i>Baseline: In 2016/17, 100% of the swimming pool barrier inspection program was completed.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	100%# ✓ (Target 100%)	100% ✓	100% ✓	100% ✓
<p>Percentage registration of companion animals within Ku-ring-gai. <i>Baseline: In 2016/17, 95% of companion animals in Ku-ring-gai were registered.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i></p>	94%# ✓ (Target 90%)	93.4% ✗	97% ✓	95% ✓
<p>Comments: The small decrease in 2018/19 in the registration rate was mainly attributed to a slowing in transition of lifetime cat registration rates and suspension of Council's reminder program to new pet owners due to resource shortages.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Percentage completion of fire trail improvement program.</p> <p><i>Baseline: In 2016/17, 100% of the fire trail improvement program was completed.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain trend</i></p>	N/A	100% ✓	70% ✗	100% ✓
<p>Comments: During 2019/20, storm events prevented scheduled maintenance works and considerable time was spent clearing vegetation to re-open fire trails.</p>				
<p>Percentage completion of hazard reduction program.</p> <p><i>Baseline: In 2016/17, 45% of the hazard reduction program was completed.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Increasing trend</i></p>	N/A	55% ✓	50% ✓	22% ✗
<p>Comments: In 2020/21, 19ha of the program was achieved with 86.4ha outstanding. Unsuitable weather conditions were experienced during the hazard reduction season which limited burning activities. It should also be noted that 19.9ha of the program was carried over from previous years.</p>				
<p>Fire trails improvements and hazard reduction.</p>	80% ✓ (Target 80%)	N/C	N/C	N/C
<p>Support for community organisations.</p>	115 organisations ✓ (Target 90 organisations)	N/C	N/C	N/C
<p>Library loans per year.</p>	908,294 loans ✓ (Target 900,000 loans)	N/C	N/C	N/C
<p>Participation in leisure and cultural activities supported by Council.</p>	105,000 participants ✓ (Target 100,000 participants)	N/C	N/C	N/C

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
Land acquired through S94 Contributions for new recreational open space.	0 m ² ✘ (Target 2,000m ²)	N/C	N/C	N/C

Comments: The target was not achieved during 2017/18 due to the majority of land reserved under the Ku-ring-gai Local Environmental Plan (Local Centres) 2012 having been acquired for this purpose, with only two parcels remaining. These properties total in area 1,973m².

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

KEY

- ✔ Performance indicator achieved
- ✘ Performance indicator not achieved
- # Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)
- N/A Performance indicator not in Delivery Program 2013-2017
- N/C Performance indicator discontinued

Theme 2: Natural environment



Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Number of residents involved in community environmental programs per year. <i>Baseline: In 2016/17, 5,348 residents were involved in community environmental programs per year.</i> <i>Source: Council participation records</i> <i>Target: Increasing trend</i></p>	6,264 (2017/18)	8,134 (2018/19)	10,374 (2019/20) 5,836 (2020/21)
<p>Number of residents at an individual or household level who carried out actions to benefit the environment as a result of participation in Council programs per year. <i>Baseline: In 2016/17, 2,843 residents carried out actions to benefit the environment per year. (Revised data collection methods following 2016/17 reduced the baseline assumption).</i> <i>Source: Council participation records</i> <i>Target: Increasing trend</i></p>	2,104 (2017/18)	2,398 (2018/19)	2,465 (2019/20) 2,764 (2020/21) ²
<p>Resident satisfaction with the protection of natural areas and bushland. <i>Baseline: In 2017, 94% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	94%	92%	95%
<p>Resident satisfaction with the condition of waterways and creeks. <i>Baseline: In 2017, 89% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	89%	88%	91%
<p>Number of residents involved in climate change adaptation activities per year. <i>Baseline: In 2016/17 there were 294 participants in climate change adaptation activities.</i> <i>Source: Council participation records</i> <i>Target: Increasing trend</i></p>	313 (2017/18)	2,457 (2018/19)	671 (2019/20) 731 (2020/21)

Performance indicator	Results		
	2017	2019	2021
<p>Resident satisfaction with Council initiatives to reduce energy use. <i>Baseline: In 2017, 77% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	77%	75%	79%
<p>Resident satisfaction with Council initiatives to reduce water use. <i>Baseline: In 2017, 81% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	81%	82%	87%
<p>Percentage of household waste diverted from landfill. <i>Baseline: In 2011/12, 60% of total household waste was diverted from landfill.</i> <i>Source: Council records</i> <i>Target: Maintain or increasing trend</i></p>	59.24% (2017/18)	58% (2018/19)	55.8% (2019/20) 61.4% (2020/21)
<p>Kilograms of waste generated per resident. <i>Baseline: In 2016/17, 208.19 kg of waste was generated per resident.</i> <i>Source: Council records</i> <i>Target: Decreasing trend</i></p>	179.07 (2017/18)	185.27 (2018/19)	206.49 (2019/20) 189.73 (2020/21)
<p>Resident satisfaction with Council initiatives to reduce waste and improve recycling. <i>Baseline: In 2017, 91% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	91%	79%	83%

Footnote:

² Data collection methods were amended following the baseline year of 2016/17 which has led to a reduced baseline figure assumption and altered results throughout the period. These will be revised as part of the preparation of the next Community Strategic Plan.

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.

Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of residents involved in community environmental programs. <i>Baseline: In 2016/17, 5,348 residents were involved in community environmental programs per year.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	6,264 residents# ✓ (Target 2,479 residents)	8,134 residents ✓	10,374 residents ✓	5,836 residents ✓
<p>Number of residents at a household or individual level who carried out actions to benefit the environment. <i>Baseline: In 2016/17, 2,843 residents carried out actions to benefit the environment per year. This baseline was subsequently reduced due to revised data collection methods.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	2,104 residents# ✓ (Target 1,565 residents)	2,398 residents ✗	2,465 residents ✗	2,764 residents ✓
<p>Number of hectares of bushland/habitat regenerated. <i>Baseline: In 2016/17, bush regeneration works were conducted on 60 hectares of bushland.</i> <i>Source: Council</i> <i>Target: Stable or increasing trend</i></p>	60 hectares# ✓ (Target 20.5 hectares)	60 hectares ✓	60 hectares ✓	60 hectares ✓

Comments: Over the 4 year period there was a steady increase in the number of residents carrying out actions to benefit the community. Baseline targets were reduced after 2016/17 to reflect revised data collection methods. These will be reflected in the next Community Strategic Plan. Despite many face-to-face engagement events being cancelled due to COVID-19 restrictions, resident actions increased during 2019/20, with more residents at home. Similarly there was an increase in sustainability rebates and resulting actions in 2020/21.

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Percentage of creeks tested that maintain or improve their stream health score.</p> <p>Baseline: In 2016/17, 100% of creeks tested maintained or improved their health score.</p> <p>Source: Council</p> <p>Target: Maintain trend</p>	100%# ✓ (Target 100%)	100% ✓	100% ✓	100% ✓
<p>Tonnes of rubbish diverted from our waterways.</p> <p>Baseline: In 2016/17, 2,295 tonnes of rubbish was diverted from waterways.</p> <p>Source: Council</p> <p>Target: Monitor trend</p>	2,070 tonnes# ✓ (Target 1,887 tonnes)	1,761 tonnes ✗	1,835 tonnes ✗	2,616 tonnes ✓
<p>Comments: In 2018/19 and 2019/20, lower tonnage was a result of low rainfall levels and the volume of rubbish entering the system for collection.</p>				
<p>Number of residents involved in climate change adaptation activities.</p> <p>Baseline: In 2016/17, there were 294 participants in climate change adaptation activities.</p> <p>Source: Council</p> <p>Target: Increasing trend</p>	313 participants# ✓ (Target 106 participants)	2,457 participants ✓	671 participants ✓	731 participants ✓
<p>Percentage household waste diverted from landfill.</p> <p>Baseline: Council's target is 60% of total household waste diverted from landfill.</p> <p>Source: Council</p> <p>Target: Increasing trend</p>	59.24% ✗ (Target 60%)	58% ✗	55.80% ✗	61.44% ✓
<p>Comments: There has been a variable trend over the time period. Factors affecting results included the NSW Environmental Protection Authority ceasing removal of organics from waste contents in late 2018 due to quality standards, which impacted diversionary figures by about 3,000 tonnes. Council's new waste contract, commencing in September 2021, includes additional and enhanced waste recovery processes which will improve Council's waste diversion result. This will inform preparation of the next Community Strategic Plan.</p>				
<p>Household potable water consumption per capita.</p> <p>Baseline: In 2016/17, there was 79.38 kL/capita water consumption.</p> <p>Source: Sydney Water</p> <p>Target: Decreasing trend</p>	85.58 kL/capita# ✗ (Target 83.02kL/capita)	97.55 kL/capita ✗	73.74 kL/capita ✓	77.74 kL/capita ✓
<p>Comments: The water consumption statistics were above the baseline for 2017/18 and 2018/19 due to changing resident usage patterns resulting from the ongoing drought in NSW during those years.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Household electricity consumption per capita. <i>Baseline: In 2016/17, there was 2,980kWh household energy consumption per capita. Source: Ausgrid and RAPP2.0 Target: Decreasing trend</i></p>	3,010 kWh/capita# ✓ (Target 3,187kWh/capita)	2,902 kWh/capita ✓	2,841 kWh/capita ✓	2,790 kWh/capita ✓
<p>Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites. <i>Baseline: In 2016/17, 86% of harvested/reused water was utilised at harvested/reuse sites. Source: Council Target: Monitor trend</i></p>	N/A	88% ✓	91% ✓	93% ✓
<p>Kilograms of waste generated per resident. <i>Baseline: In 2016/17, 208.19kg of waste was generated per resident. Source: Council Target: Decreasing trend</i></p>	N/A	185.27 kg/capita ✓	206.49 kg/capita ✓	189.73 kg/capita ✓
<p>Physical creek remediation projects completed.</p>	1 project ✓ (Target 1 project)	N/C	N/C	N/C
<p>Condition of bushland managed by Council (resilience rating). <i>(Target 76% previously 79.9%)</i></p>				
<p>Condition of bushland managed by Council (weeds rating). <i>(Target 30% previously 13.5%)</i></p>	No data	N/C	N/C	N/C
<p>Condition of bushland managed by Council (threats rating). <i>(Target less than 39% previously 72.5%)</i></p>				
<p>Comments: There was insufficient data available to compile the bushland condition ratings during 2017/18 for the above three indicators.</p>				

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

KEY



Performance indicator achieved



Performance indicator not achieved



Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)

N/A

Performance indicator not in Delivery Program 2013-2017

N/C

Performance indicator discontinued

Theme 3: Places, spaces and infrastructure



Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Level of importance of Ku-ring-gai's unique visual character and identity to the community.</p> <p><i>Baseline: In 2017, 86% of residents believed it is important or very important.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Steady or increasing trend</i></p>	86%	85%	88%
<p>Resident satisfaction with access to information about planning, regulation and local development activity.</p> <p><i>Baseline: New measure from 2019.</i></p> <p><i>% of residents were somewhat satisfied, satisfied or very satisfied.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Increasing trend</i></p>	No data	81%	77%
<p>Resident satisfaction with the visual quality of design in the Ku-ring-gai area.</p> <p><i>Baseline: New measure from 2019.</i></p> <p><i>% of residents were somewhat satisfied, satisfied or very satisfied.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Increasing trend</i></p>	No data	64%	73%
<p>Resident satisfaction with the vitality of our local centres.</p> <p><i>Baseline: Modified measure in 2021. In 2017, 73% of residents were somewhat satisfied, satisfied or very satisfied.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Increasing trend</i></p>	73%	86%	72% ³
<p>Resident satisfaction with protection of heritage buildings and conservation areas.</p> <p><i>Baseline: In 2017, 83% of residents were somewhat satisfied, satisfied or very satisfied.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Increasing trend</i></p>	83%	78%	85%
<p>Resident satisfaction with the provision and maintenance of sporting ovals, grounds and leisure facilities.</p> <p><i>Baseline: In 2017, 90% of residents were somewhat satisfied, satisfied or very satisfied.</i></p> <p><i>Source: Ku-ring-gai Council Community Satisfaction Research</i></p> <p><i>Target: Increasing trend</i></p>	90%	92%	91%

Performance indicator	Results		
	2017	2019	2021
<p>Resident satisfaction with the condition of Council’s community facilities. <i>Baseline: In 2017, 94% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	94%	90%	92%
<p>Resident satisfaction with access to Council’s community facilities. <i>Baseline: In 2017, 93% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	93%	87%	88%
<p>Resident satisfaction with the condition of local roads. <i>Baseline: In 2017, 68% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	68%	76%	74%
<p>Resident satisfaction with the quality of footpaths. <i>Baseline: In 2017, 63% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	63%	62%	74% ⁴
<p>Resident satisfaction with the provision of adequate drainage. <i>Baseline: In 2017, 80% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	80%	78%	83%

Footnotes:

³ In 2021, the source question was changed to ‘revitalisation/beautification of your closest biggest retail centre’.

⁴ In 2021, the source question was changed to ‘condition of existing footpaths’.

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.


Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Percentage of tree management requests actioned within agreed service delivery standards.</p> <p><i>Baseline: In 2016/17, 70% of the 5,000 tree management requests received were actioned within agreed service delivery standards.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Increasing trend</i></p>	<p>76%#</p> <p>✘</p> <p>(Target 90%)</p>	<p>90%</p> <p>✓</p>	<p>70%</p> <p>✓</p>	<p>99%</p> <p>✓</p>
<p>Percentage of Land and Environment Court matters that result in improved environmental outcomes.</p> <p><i>Baseline: In 2016/17, 95% of matters resulted in improved environmental outcomes.</i></p> <p><i>Source: Council, Land & Environment Court</i></p> <p><i>Target: Stable or increasing trend</i></p>	<p>95%#</p> <p>✓</p> <p>(Target 90%)</p>	<p>96%</p> <p>✓</p>	<p>100%</p> <p>✓</p>	<p>95%</p> <p>✓</p>
<p>Median processing time for development application determination times.</p> <p><i>Baseline: Annual target for net median processing times for all applications is less than 90 days.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Decreasing trend</i></p>	<p>78 days#</p> <p>✓</p> <p>(Target 80 days)</p>	<p>76 days</p> <p>✓</p>	<p>88 days</p> <p>✓</p>	<p>83 days</p> <p>✓</p>
<p>Percentage of completed playground safety audit programs.</p> <p><i>Baseline: In 2016/17, 100% of the playground safety audit program was completed within set timeframes.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain trend</i></p>	<p>100%</p> <p>✓</p> <p>(Target 100%)</p>	<p>100%</p> <p>✓</p>	<p>100%</p> <p>✓</p>	<p>100%</p> <p>✓</p>




Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Potable water consumption (kL) from Council operations.</p> <p>Baseline: In 2016/17, potable water consumption from Council operations was 183,573kL.</p> <p>Source: Council</p> <p>Target: Decreasing trend</p>	141,721 kL ✗ (Target 98,282kL)	156,860 kL ✓	100,451 kL ✓	78,839 kL ✓
<p>Comments: Water consumption has generally continued a downward trend since a peak in 2016/17 which was due to new irrigation systems, turf and turf mounds, new gardens and fields at Koola Park, North Turrumurra Golf Course and Howson Oval.</p>				
<p>Water reuse/recycling (kL) used by Council operations.</p> <p>Baseline: In 2016/17, Council reused/recycled 134,562kL of water from Council operations (leachate re-use, sewer mining and stormwater harvesting systems).</p> <p>Source: Water Conservation Group</p> <p>Target: Monitor trend</p>	137,847 kL# ✓ (Target 22,879kL)	111,142 kL ✗	120,461 kL ✗	120,925 kL ✓
<p>Comments: Whilst the volume of water reused/recycled decreased compared to the baseline year, the percentage of total demand across sites being met by reused/harvested water steadily increased from 86% in 2017/18 to 88% in 2018/19 and 91% in 2019/20.</p>				
<p>Electricity consumption (MWh) of Council's fixed assets.</p> <p>Baseline: In 2016/17, there was 5,124 MWh electricity consumption of Council's fixed assets.</p> <p>Source: Council</p> <p>Target: Decreasing trend</p>	4,837 MWh# ✗ (Target 3,273 MWh)	4,625 MWh ✓	4,176 MWh ✓	3,924 MWh ✓
<p>Comments: Total Council electricity consumption has decreased by 13% since it peaked in 2015/16, due to improved energy efficiency within Council buildings. Note that Council electricity consumption increased significantly in 2014 as a number of new assets came online and electricity accounts were transferred from contractors to Council, namely: 828 Pacific Highway; Ku-ring-gai Fitness and Aquatic Centre; North Turrumurra Sewer Treatment Plant; and Gordon Golf Course Sewer Treatment Plant.</p>				
<p>Greenhouse gas emissions (tonnes CO2-e) from Council operations.</p> <p>Baseline: In 2016/17, there was 10,589 tonnes CO2-e greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting).</p> <p>Source: Council</p> <p>Target: Decreasing trend</p>	10,203 tonnes# CO2-e ✗ (Target 9,527 tonnes CO2-e)	9,658 tonnes ✓	6,818 tonnes ✓	5,472 tonnes ✓
<p>Comments: Council emissions have been steadily decreasing since they peaked in 2015/16. This is due to improved energy efficiency within Council fixed assets and street lighting, lower fuel consumption by Council's fleet, the use of renewable energy from the Moree Solar Farm and the powering down of facilities during public health restrictions. The 2020/21 result is a 40% reduction compared to Council's baseline GHG emissions from 2000.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Utilisation percentage of community halls and meeting rooms.</p> <p><i>Baseline: In 2016/17, there was 81% utilisation of community halls and meeting rooms.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	77%# ✓ (Target 75%)	41% ✗	23% ✗	29% ✗
<p>Comments: From 2017/18 methodologies for data collection and utilisation assessment changed affecting results. Additionally, during 2019/20, halls and meeting rooms were closed from 23 March to 12 June 2020 due to NSW Public Health Orders with many groups deciding to voluntarily stop operating. Opportunities were taken during this period of closure to complete improvements to West Lindfield and East Lindfield Community Halls. St Ives Community Hall was utilised for a pop-up COVID-19 Clinic. Utilisation of halls and meeting rooms continued to be impacted by COVID-19 restrictions forcing closures and room capacity limits in 2020/21.</p>				
<p>Percentage completion of capital works programs for roads, footpaths and drains.</p> <p><i>Baseline: In 2016/17, 95% of capital works programs for roads, footpaths and drains were completed within timeframes and budgets.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	90% ✗ (Target 95%)	80% ✗	91% ✗	96% ✓
<p>Comments: In 2017/18, the delivery of some capital works projects for roads were deferred due to changes to the scope of some projects or changes resulting from resident feedback. In 2018/19 the delay of a large drainage project due to the difficulty with designing and receiving approval to support a nearby utility impacted program completion. The 2019/20 budget was reduced by \$1 million to cover shortfalls due to COVID-19. All programmed works were completed to the maximum extent with remaining budget, post COVID-19 reduction.</p>				
<p>Number of trees planted across Ku-ring-gai to support the establishment of green corridors.</p> <p><i>Baseline: In 2018/19, 373 trees were planted across Ku-ring-gai.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Increasing trend</i></p>	N/A	373 trees ✓	460 trees ✓	403 trees ✓
<p>Percentage of development applications assessed largely consistent with relevant policies and legislation.</p>	100% ✓ (Target 100%)	N/C	N/C	N/C
<p>Open space projects.</p>	95% ✓ (Target 90%)	N/C	N/C	N/C
<p>Satisfaction with the condition and maintenance of Council sporting fields.</p>	90% ✓ (Target 75%)	N/C	N/C	N/C

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
Condition rating of community buildings.	Condition rating of 3  (Target condition rating of 3)	N/C	N/C	N/C

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

KEY

-  Performance indicator achieved
-  Performance indicator not achieved
-  Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)
- N/A Performance indicator not in Delivery Program 2013-2017
- N/C Performance indicator discontinued

Theme 4: Access, traffic and transport

Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Percentage of residents who travel to work by methods other than car (public transport, walk, cycle). <i>Baseline: In 2016, 31% of Ku-ring-gai's employed population travelled to work by public transport, bike or walking.</i> <i>Source: Census data, ABS</i> <i>Target: Increasing trend</i></p>	New data not available until after 2021 Census ⁵	New data not available until after 2021 Census ⁵	New data not available until after 2021 Census ⁵
<p>Percentage of residents satisfied with their ability to move in and around Ku-ring-gai. <i>Baseline: New measure from 2019.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	No data	87%	90%
<p>Number of road traffic crashes per year. <i>Baseline: In 2016, there were 185 road traffic crashes.</i> <i>Source: NSW Centre for Road Safety</i> <i>Target: Decreasing trend</i></p>	194	151 (2018)	153 (2019)
<p>Resident satisfaction with the availability of car parking in local centres. <i>Baseline: Modified measure from 2021. In 2017, 66% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	66%	65%	72% (average of 61% ⁶ and 83% ⁷)
<p>Resident satisfaction with access to cycleways, footpaths and walking tracks. <i>Baseline: In 2017, 76% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	76%	77%	78%
<p>Vehicle travel speed on arterial roads within designated speed limits. <i>Baseline: In the Sept - Nov 2017 quarter, during the am peak period the average speed on arterial roads was 49.1km/h.</i> <i>Source: Roads and Maritime Services</i> <i>Target: Increasing trend</i></p>	28km/h (Oct - Dec 2018)	29km/h (Jan - Mar 2019)	27km/h (Apr - Jun 2019)

Performance indicator	Results		
	2017	2019	2021
Resident satisfaction with access to public transport. <i>Baseline: In 2017, 85% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i>	85%	86%	87%

Footnotes:

⁵ Due to the unavailability of data this indicator will not be included in the overall performance statistics in the report.

⁶ Availability of commuter parking in Ku-ring-gai. (In 2021, the original question was separated into more specific areas).













⁷ Availability of short stay parking in your closest biggest retail centre. (In 2021, the original question was separated into more specific areas).

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.

Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.</p> <p><i>Baseline: In 2016/17, there were 8 new and upgraded pedestrian facilities constructed.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Monitor trend</i></p>	10 facilities#  (Target 10 facilities)	16 facilities 	11 facilities 	14 facilities 
<p>Number of new and upgraded bicycle facilities installed.</p> <p><i>Baseline: In 2016/17, there were 2 new and upgraded bicycle facilities installed.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Monitor trend</i></p>	0 facilities#  (Target 5 facilities)	1 facility 	0 facilities 	3 facilities 
<p>Comments: In 2017/18, no new or upgraded facilities were delivered, however, as part of the Aqualand development in Lindfield, bicycle parking rails were provided in Kochia Lane and in the basement customer parking area. This adds to the number of publicly available bicycle parking facilities in the east side of the Lindfield local centre. During 2018/19, new and upgraded bicycle facilities were installed as part of The Mall upgrade (Warrimoo Shops St Ives Chase). Planning also progressed for improved bicycle parking outside Warrawee station, as part of the access upgrade by Sydney Trains and bicycle parking facilities as part of the Lindfield Village Green project, Tryon Road, Lindfield.</p>				
<p>Kilometres of additional footpath network constructed.</p> <p><i>Baseline: In 2016/17, there was 0.9km of additional footpath network constructed.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Monitor trend</i></p>	0.6 km#  (Target 0.9 km)	1.6 km 	3.05 km 	4.15 km 
<p>Comments: In 2017/18, parts of the footpath network were not fully completed due to additional community consultation activities and contractor availability.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Kilometres of additional cycleway network established.</p> <p><i>Baseline: In 2016/17, there was 0.06km of additional cycleway network established.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Monitor trend</i></p>	0.1 km# ✗ (Target 2.5 km)	0 km ✗	0 km ✗	0.7 km ✓
<p>Comments: Council relies on funding co-contributions from Transport for NSW and Roads and Maritime Services to progress delivery of the Bike Plan. In 2017/18, Council was unsuccessful in attracting funding for its three nominated Active Transport projects and only a small section of cycle route was installed in the Roseville Chase area, complementing other streetscape and open space works in the area. Over subsequent years Council was unsuccessful in attracting funding for the nominations in the Active Transport Program which impacted the ability to deliver additional cycleway networks.</p> <p>The commencement of construction of the Lindfield Village Green project on 28 April 2020, and an associated construction vehicle route passing through the site resulted in the Lindfield Avenue cycleway project being deferred.</p> <p>Council was successful in securing approximately \$400,000 for a “pop-up” (temporary) cycleway in Gilroy Road, Turramurra (and upgrades to internal paths in Karuah Park and Turramurra Memorial Park) as part of the State Government’s Streets as Shared Spaces program. These works were delivered in March 2021.</p>				
<p>The number of recorded collisions involving vehicles or pedestrians.</p> <p><i>Baseline: In 2015/16, there were 284 recorded collisions involving vehicles or pedestrians.</i></p> <p><i>Source: Roads and Maritime Service</i></p> <p><i>Target: Decreasing trend</i></p>	0.7% reduction# (2016) ✗ (Target 1.5% reduction)	279 collisions (2017) ✓	237 collisions (2018) ✓	230 collisions (2019) ✓
<p>Comments: Data for this indicator is provided by the Roads and Maritime Services (RMS) for the period 1 January – 31 December with a twelve month time lag in statistics. During 2016, there were 268 accidents on all roads within the Ku-ring-gai local government area showing there is generally a decreasing trend in the number of collisions. RMS, Council, Police and other road safety stakeholders continue to work together to reduce the number of crashes on roads.</p>				
<p>Use of alternative modes of transport: Bicycle count data.</p>	17% ✓ (Target 5%)	N/C	N/C	N/C

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

KEY



Performance indicator achieved



Performance indicator not achieved



Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)



Performance indicator not in Delivery Program 2013-2017



Performance indicator discontinued

Theme 5: Local economy and employment



Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Business satisfaction with the attractiveness and vitality of our local centres. <i>Baseline: New measure from 2019</i> <i>% of businesses who were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Council's business survey</i> <i>Target: Increasing trend</i></p>	No data	51% (2019/20)	57% (2020/21)
<p>Business satisfaction with Council's regulatory services. <i>Baseline: New measure from 2019</i> <i>% of businesses who were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Council's business survey</i> <i>Target: Increasing trend</i></p>	No data	38% (2019/20)	46% (2020/21)
<p>Number of businesses and workplaces in Ku-ring-gai. <i>Baseline: In 2016, there were 13,965 businesses in Ku-ring-gai.</i> <i>Source: Census data, ABS</i> <i>Target: Monitor trend</i></p>	14,436 (2017)	14,682 (2018) 14,931 (2019)	15,176 (2020)
<p>Value of non-residential building approvals per year. <i>Baseline: In 2016/17, the value of non-residential building approvals was \$83.4 million</i> <i>Source: Census data, ABS</i> <i>Target: Monitor trend</i></p>	\$217.3 million (2017/18)	\$157.9 million (2018/19) \$339.2 million (2019/20)	\$204 million (2020/21)
<p>Value of residential building approvals per year. <i>Baseline: In 2016/17, the value of residential building approvals was \$495 million.</i> <i>Source: Census data, ABS</i> <i>Target: Monitor trend</i></p>	\$604.5 million (2017/18)	\$424.6 million (2018/19) \$417.3 (2019/20)	\$507.8 million (2020/21)
<p>Business satisfaction with Council's initiatives to partner and support local business. <i>Baseline: New measure from 2019.</i> <i>% of businesses who were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Council's business survey</i> <i>Target: Increasing trend</i></p>	No data	30% (2019/20)	40% (2020/21)

Performance indicator	Results		
	2017	2019	2021
<p>Number of local jobs in Ku-ring-gai. <i>Baseline: In 2016, there were 37,542 local jobs.</i> <i>Source: National Institute of Economic and Industry Research (NIEIR)</i> <i>Target: Increasing trend</i></p>	35,490 (2017)	38,052 (2018) 36,299 (2019)	36,482 (2020)
<p>Resident satisfaction with tourist attractions in the local area. <i>Baseline: Modified measure from 2019.</i> <i>% of residents who were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	76% ⁸	85%	75%

Footnotes:

⁸ In 2017, resident satisfaction was measured using the source question 'tourism in the local area'.

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.

Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of businesses in the Ku-ring-gai Local Government Area (LGA). <i>Baseline: In 2016/17, there were an estimated 14,004 local businesses in the Ku-ring-gai LGA.</i> <i>Source: National Institute of Economic and Industry Research (NIEIR)</i> <i>Target: Monitor trend</i></p>	14,436 businesses# ✓ (Target 13,499 businesses)	14,682 businesses ✓	14,931 businesses ✓	15,176 businesses ✓
<p>Number of small business discussion sessions delivered and/or facilitated by Council. <i>Baseline: In 2016/17, Council delivered and/or facilitated 7 sessions.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i></p>	14 sessions# ✓ (Target 10 sessions)	13 sessions ✓	18 sessions ✓	23 sessions ✓
<p>Number of local jobs in Ku-ring-gai Local Government Area (LGA). <i>Baseline: In 2016/17, there were an estimated 37,542 local jobs in the Ku-ring-gai LGA.</i> <i>Source: National Institute of Economic and Industry Research (NIEIR)</i> <i>Target: Monitor trend</i></p>	35,490 local jobs# ✓ (Target 34,835 local jobs)	38,052 local jobs ✓	36,299 local jobs ✗	36,482 local jobs ✓
<p>Comments: Various factors have impacted the employment market including the COVID-19 pandemic public health restrictions, economic conditions and changes to society and culture.</p>				
<p>Number of participants involved in business engagement forums, workshops and initiatives facilitated by Council. <i>Baseline: In 2016/17, there were 500 participants involved in business engagement forums, workshops and initiatives facilitated by Council.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i></p>	356 participants# ✓ (Target 45 participants)	577 participants ✓	812 participants ✓	620 participants ✓

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of visitors to the Ku-ring-gai Wildflower Garden.</p> <p><i>Baseline: In 2016/17, there were 54,880 visitors to the Ku-ring-gai Wildflower Garden.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	<p>54,350 visits# ✓ (Target 12,000 visits)</p>	<p>55,000 visitors ✓</p>	<p>49,800 visitors ✗</p>	<p>72,292 visitors ✓</p>
<p>Comments: Due to COVID-19 restrictions in 2019/20, all environmental education programs, birthday parties and school excursions were cancelled in the last quarter of the reporting period, however, there was significant growth in natural areas trail walking. Council also launched the Wild@Home virtual nature play program and Junior Rangers zoom program.</p>				
<p>Percentage participant satisfaction with business forums facilitated by Council.</p> <p><i>Baseline: In 2016/17, over 80% of participants indicated satisfaction with business forums facilitated by Council.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	N/A	85% ✓	85% ✓	85% ✓
<p>Economic employment promotion initiatives delivered or facilitated by Council.</p>	100% ✓ (Target 100%)	N/C	N/C	N/C
<p>Small business discussion participants who consider the events add value to local businesses.</p>	95% ✓ (Target 75%)	N/C	N/C	N/C
<p>Business sectors represented at small business discussion sessions.</p>	17 sectors ✓ (Target >5 sectors)	N/C	N/C	N/C
<p>E-newsletters delivered to local business subscribers.</p>	11 e-newsletters ✓ (Target 11 e-newsletters)	N/C	N/C	N/C
<p>Visitation promotion initiatives delivered or facilitated by Council.</p>	100% ✓ (Target 100%)	N/C	N/C	N/C

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
Business forums delivered and/or facilitated by Council. (Target 2 forums)				
Participant satisfaction with business forums. (Target of 80%)	No data	N/C	N/C	N/C
Business forum participants likely to attend future events. (Target 80%)				

Comments: The above three indicators were identified as no longer required in 2017/18 due to:

- Changes to the NSW Government's Easy to Do Business Program
- Feedback that participants wished to engage with Council on an ongoing basis through event feedback, face to face conversations with council staff and surveys, rather than single events. Therefore business forums will only take place when a specific need is identified.

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

KEY



Performance indicator achieved



Performance indicator not achieved



Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)

N/A

Performance indicator not in Delivery Program 2013-2017

N/C

Performance indicator discontinued due to changes to the NSW Government's performance measurement requirements for its Easy to do Business Program.

Theme 6: Leadership and governance

Community Strategic Plan 2038 Performance Indicators

Results for performance indicators, as per the adopted Community Strategic Plan, are detailed below. See also **Performance by Theme** on pages 71-97 for achievement of indicators for the End of Term Report period.

Performance indicator	Results		
	2017	2019	2021
<p>Overall community satisfaction with Council performance. <i>Baseline: In 2017, 87% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	87%	90%	91%
<p>Resident satisfaction with opportunities to participate in matters impacting on the Ku-ring-gai community. <i>Baseline: Modified measure from 2019.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	66% ^o	68%	67%
<p>Resident satisfaction with Council's advocacy on matters impacting on Ku-ring-gai. <i>Baseline: In 2017, 75% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	75%	76%	73%
<p>Achieve ongoing operating surpluses. <i>Baseline: In 2016/17 Council reported an operating surplus</i> <i>Source: Council's Audited Financial Statements</i> <i>Target: Maintain or increasing trend</i></p>	\$32.5 million (2017/18)	\$29.3 million (2018/19) \$27.09 million (2019/20)	\$25.5 million (2020/21)
<p>Ability to increase commitment of general revenue towards asset refurbishment. <i>Baseline: In 2016/17, Council improved its ability to increase funding towards asset refurbishment (ie Asset Maintenance Ratio above 100%)</i> <i>Source: Council's Audited Financial Statements</i> <i>Target: Maintain trend</i></p>	115% (2017/18)	114% (2018/19) 114% (2019/20)	106% (2020/21)

Performance indicator	Results		
	2017	2019	2021
<p>Available working capital. <i>Baseline: In 2016/17 Council exceeded its working capital target.</i> <i>Source: Council's Audited Financial Statements</i> <i>Target: Greater than or equal to \$4 million trend</i></p>	\$4.8 million (2017/18)	\$4.8 million (2018/19) \$5.1 million (2019/20)	\$4.7 million (2020/21)
<p>Resident satisfaction with Council's consultation and engagement. <i>Baseline: New measure from 2019.</i> <i>% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	No data	68%	67%
<p>Resident satisfaction with Council's provision of information about events, services, programs and facilities. <i>Baseline: In 2017, 81% of residents were somewhat satisfied, satisfied or very satisfied.</i> <i>Source: Ku-ring-gai Council Community Satisfaction Research</i> <i>Target: Increasing trend</i></p>	81%	88%	83%

Footnotes:

⁹ In 2017, resident satisfaction was measured using the source question 'Opportunities to participate in Council decision making'.

Delivery Program Performance Indicators

Results for performance indicators contained in the Delivery Program 2018-2022 are detailed below. Comments are included for performance indicators not achieved.

Performance indicator results for 2017/18 are included from the previous Delivery Program 2013-2017, as they are within the reporting period. Some 2017/18 indicators and targets were modified or discontinued in the current Delivery Program 2018-2022, due to the unavailability of data or their unsuitability for future years. Results for discontinued performance indicators are located at the end of the table.

Detailed results and reporting on all performance indicators is available, in Council's bi-annual reports from 2017/18 to 2020/21 at www.krg.nsw.gov.au/ipr

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Occupancy rate of Council property portfolio. <i>Baseline: In 2016/17, the occupancy rate for Council's property portfolio was 100%. Source: Council Target: Maintain or increasing trend</i></p>	100%# ✓ (Target 90%)	80% ✗	100% ✓	100% ✓
<p>Comments: During 2018/19, occupancy was impacted by a key commercial lease (Old Headmasters Cottage) which was vacant due to the need to carry out essential repairs and maintenance.</p>				
<p>Debt Service Ratio (Council's ability to service debt). <i>Baseline: In 2016/17, the debt service ratio was less than 4%. Source: Council's Financial Statements Target: Maintain trend</i></p>	1.49% ✓ (Target less or equal to than 4%)	1.18% ✓	0.85% ✓	0.66% ✓
<p>Working Capital. <i>Baseline: In 2016/17, working capital was greater than \$4 million. Source: Council's Financial Statements Target: Maintain trend</i></p>	\$4.7 million ✓ (Target greater than or equal \$4 million)	\$4.8 million ✓	\$5.1 million ✓	\$4.7 million ✓
<p>Unrestricted Current Ratio (liquidity). <i>Baseline: In 2016/17, Council's unrestricted current ratio target was 2.0. Source: Council's Financial Statements Target: Maintain trend</i></p>	3.05x ✓ (Target ratio of 2.0)	3.65x ✓	3.42x ✓	2.30x ✓
<p>Rates and Annual Charges Coverage Percentage (dependence on rates income). <i>Baseline: In 2016/17, the Rates and Annual Charges Coverage Percentage was less than 60%. Source: Council's Financial Statements Target: Maintain trend</i></p>	53.04% ✓ (Target less than 60%)	57% ✓	57% ✓	58% ✓

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity). <i>Baseline: In 2016/17, the Rates Outstanding Percentage was less than 4%. Source: Council's Financial Statements Target: Maintain trend</i></p>	2.96% ✓ (Target less than 4%)	3.75% ✓	4.12% ✗	3.62% ✓
<p>Comments: In 2019/20, there was a modest increase over the yearly target due to additional uncollected rates at the end of financial year as a result of delays in payments by a number of ratepayers due to COVID-19. Despite exceeding Council's own target, the ratio is below the 5% target set by the Code of Accounting Practice and Financial Reporting.</p>				
<p>Percentage of invoices paid to small businesses within 30 days from invoice date. <i>Baseline: In 2016/17, 93% of invoices were paid to small businesses within 30 days from invoice date. Source: Council records Target: Maintain trend</i></p>	86%# ✗ (Target 90%)	91% ✓	93% ✓	94% ✓
<p>Comments: In 2017/18, the slight decrease was due to delays in some payments as part of the end of financial year process which was rectified in July 2018.</p>				
<p>Building and Infrastructure Renewals Funding Ratio. <i>Baseline: In 2016/17, the Building and Infrastructure Renewals Ratio was 74%. Source: Council's Financial Statements Target: Increasing trend</i></p>	61%# ✗ (Target 100%)	66.07% ✗	86.36% ✓	110.66% ✓
<p>Comments: In 2017/18 and 2018/19 the ratios of 61% and 66.07% indicated that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The renewal ratio did not achieve the benchmark due to delays in finalising renewal projects that were carried forward to the new financial year. Part of the renewal expenditure has been recognised in work in progress which does not form part of the ratio calculation. Council continued to focus on appropriate asset standards for renewal of its assets and prioritise renewal capital works program.</p>				
<p>Percentage of Risk Management Reports presented to quarterly Audit, Risk and Improvement Committee meetings consistent with Council's Enterprise Risk Management Framework. <i>Baseline: In 2016/17, 100% of reports were presented to the Audit, Risk and Improvement Committee. Source: Council records Target: Maintain trend</i></p>	100%# ✓ (Target 100%)	100% ✓	100% ✓	100% ✓

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Council's Business Papers are accessible via Council's website in a timely manner. <i>Baseline: In 2016/17, 100% of business papers were accessible via Council's website within a timely manner.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	100% ✓ (Target 100%)	100% ✓	100% ✓	100% ✓
<p>Percentage of requests for information applications completed within statutory timeframes. <i>Baseline: In 2016/17, 100% of requests for information applications were completed within statutory timeframes.</i> <i>Source: Council</i> <i>Target: Maintain trend</i></p>	100%# ✓ (Target 90%)	100% ✓	100% ✓	100% ✓
<p>Percentage of Council's policies accessible via Council's website. <i>Baseline: In 2016/17, 98% of Council's policies were accessible via the website.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i></p>	100%# ✓ (Target 98%)	79% ✗	82% ✗	100% ✓
<p>Comments: There was a steady improvement in results over the last three years with 100% of Council's policies now available on the website.</p>				
<p>Percentage turnover rate for permanent employees. <i>Baseline: In 2016/17, there was an 11% turnover rate for permanent employees.</i> <i>Source: Council</i> <i>Target: Maintain or decreasing trend</i></p>	16%# ✗ (Target less than 10%)	13.69% ✗	12% ✗	8.55% ✓
<p>Comments: The increase in turnover during 2017/18 was attributed to an increase in the number of older workers retiring, in addition to organisational change processes. In 2018/19, the turnover rate increased due to substantial workplace change within the Operations department resulting in internal moves to vacant positions, redundancies and resignations. Additionally, some staff that were occupying temporary positions and employment contracts ended during 2018/19. In 2019/20, the turnover rate of 12% was very close to the yearly target, and consistent with long term retention goals.</p>				

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Percentage change in Lost Time Injuries per year. <i>Baseline: In 2016/17, there was a 22% reduction in lost time injuries. This baseline was revised to average numbers of hours lost in 2018/19.</i> <i>Source: Council</i> <i>Target: Maintain or improving trend</i></p>	<p>12# ✘ (Target of 5)</p>	<p>60 (Average of total hours lost due to injury) ✔</p>	<p>43 (Average of total hours lost due to injury) ✔</p>	<p>34 (Average of total hours lost due to injury) ✔</p>
<p>Comments: Annual performance for this indicator is affected by injury complexity and severity, which are unpredictable and change year to year depending on safety performance. In 2018/19 measurement methodologies for Lost Time Injuries were revised to reflect the introduction of new injury management strategies. The average number of hours lost as a result of Lost Time Injuries over the three year period 2018/19, 2019/20 and 2020/21 showed a steady decline. There was a 28% decrease in 2019/20, and a further 21% decrease in 2020/21 in the average number of hours lost as a result of injury. In order to sustain or improve on current results, Council is reviewing its loss prevention strategies, particularly those on Lost Time Injury occurrence reduction.</p>				
<p>Percentage of staff participation in learning and development activities. <i>Baseline: In 2016/17, 50% of staff completed accredited training courses or attended approved learning and development sessions.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	<p>44%# ✔ (Target 40%)</p>	<p>69% ✔</p>	<p>63% ✔</p>	<p>52% ✔</p>
<p>Computer network availability. <i>Baseline: In 2016/17, Council's computer network was available 98% of the time to internal and external customers.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i></p>	<p>99%# ✔ (Target 98%)</p>	<p>98% ✔</p>	<p>98.86% ✔</p>	<p>98% ✔</p>
<p>Customer service enquiries responded to within agreed service delivery standard. <i>Baseline: In 2016/17, 85% of customer service enquiries were responded to within agreed service delivery standards.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	<p>97%# ✔ (Target 85%)</p>	<p>85% ✔</p>	<p>92.3% ✔</p>	<p>85% ✔</p>
<p>Customer requests actioned within agreed service delivery standard. <i>Baseline: In 2016/17, 85% of customer service enquiries were actioned within agreed service delivery standards.</i> <i>Source: Council</i> <i>Target: Increasing trend</i></p>	<p>86%# ✔ (Target 85%)</p>	<p>88% ✔</p>	<p>87.5% ✔</p>	<p>86% ✔</p>

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
<p>Number of participants in community engagement activities facilitated by Council.</p> <p><i>Baseline: In 2018/19, there were 5,500 participants in community engagement activities facilitated by Council.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	<p>100% completion# ✓</p> <p>(Target 100% completion of agreed program)</p>	<p>5,500 participants ✓</p>	<p>4,500 participants ✗</p>	<p>5,800 participants ✓</p>
<p>Comments: Community engagement activities vary according to the number of Council projects and activities in any one year. During 2019/20 there was a reduction in the number of projects requiring community engagement.</p>				
<p>Percentage of Operational Plan tasks completed.</p> <p><i>Baseline: In 2016/17, 89% Operational Plan tasks were completed.</i></p> <p><i>Source: Council records</i></p> <p><i>Target: Maintain or increasing trend</i></p>	N/A	<p>89% ✓</p>	<p>76% ✗</p> <p>93% without COVID impacts</p>	<p>90.5% ✓</p>
<p>Comments: In 2019/20, COVID-19 impacted the delivery of a number of direct services to the community and their associated tasks in the Operational Plan 2019 – 2020. It was estimated that 93% of tasks would have been completed in 2019/20, without the impacts of COVID restrictions.</p>				
<p>Percentage of policies reviewed within 12 months of their due date.</p> <p><i>Baseline: 70% of policies to be reviewed within 12 months of their due date.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Maintain or increasing trend</i></p>	N/A	<p>22% ✗</p>	<p>61% ✗</p>	<p>56% ✗</p>
<p>Comments: There has been a steady increasing trend in results over the reporting period. While results in 2018/19 were impacted by staff vacancies there has been a steady improvement over the rest of the period with some impacts from COVID-19, as staff were required to focus on other priorities. Only 28% of Council's policies remain overdue for review, a statistic which has been decreasing over the last two financial years.</p>				
<p>Number of active partnerships/ collaborations Council has with external stakeholders.</p> <p><i>Baseline: In 2018/19, Council had 40 active partnerships and collaborations with external stakeholders.</i></p> <p><i>Source: Council</i></p> <p><i>Target: Monitor trend</i></p>	N/A	<p>40 partnerships/ collaborations ✓</p>	<p>40 partnerships/ collaborations ✓</p>	<p>45 partnerships/ collaborations ✓</p>

Performance indicator	Results			
	2017/18	2018/19	2019/20	2020/21
Number of people following the Ku-ring-gai Council Facebook page and Twitter account. <i>Baseline: In 2016/17, there were 7,292 people following Council's Facebook page and 2,721 following the Twitter account.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i>	N/A	12,653 people ✓	14,726 people ✓	15,373 people ✓
Number of people subscribed to Council newsletters. <i>Baseline: In 2018/19, there were 47,678 people subscribed to Council newsletters.</i> <i>Source: Council</i> <i>Target: Maintain or increasing trend</i>	N/A	47,678 people ✓	48,183 people ✓	55,189 people ✓
Statutory governance and integrated planning reports are prepared and reported to Council in compliance with legislative requirements.	100% ✓ (Target 100%)	N/C	N/C	N/C
Statutory financial reports are prepared and reported to Council in compliance with legislative requirements.	100% ✓ (Target 100%)	N/C	N/C	N/C
Increase in community access of information about local activities and services.	15% ✓ (Target 5%)	N/C	N/C	N/C

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

KEY

- ✓ Performance indicator achieved
- ✗ Performance indicator not achieved
- # Delivery Program 2013-2017 performance indicator (denotes a difference in description or targets)
- N/A Performance indicator not in Delivery Program 2013-2017
- N/C Performance indicator discontinued

APPENDIX B COMMUNITY FEEDBACK

The following information provides further key results of the research into the community's priorities and satisfaction with Council and the local area. Detailed findings are available on Council's website at www.krg.nsw.gov.au/Communityfeedback

Strengths of the Ku-ring-gai LGA

Residents believe that the natural environment and open spaces are the biggest strengths of the local area. Positively, the amount of residents mentioning they believe the sense of community/friendly people is a strength has increased since 2019. While still featuring in the top grouping of responses, access/proximity to public transport is seen as less of a strength in later years (as shown in diagram 11).

Other popular strengths included clean area, educational facilities, good facilities/infrastructure, good location/convenience and low density population/housing/development.

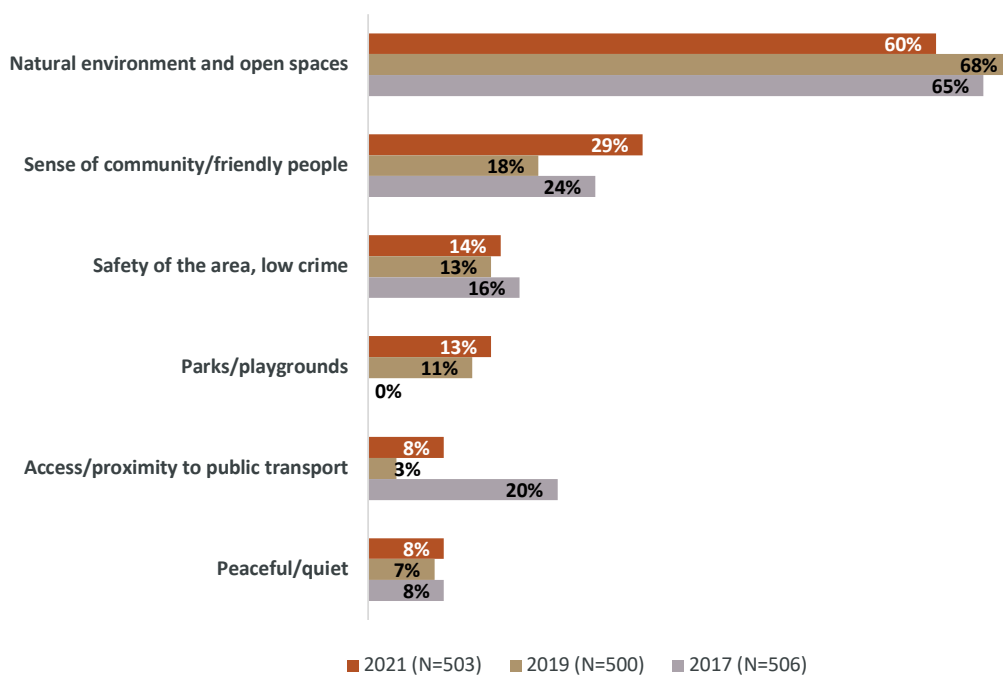


Diagram 11: Resident's key strengths of Ku-ring-gai

Note: Only responses ≥ 8% in 2021 are shown.

Highest priority issues within the Ku-ring-gai LGA

Ku-ring-gai residents believe that managing development is the highest priority issue within the area over the next 10 years. Residents are also concerned about the flow-on effects of development ie. traffic congestion and management, population growth and the provision and maintenance of infrastructure/facilities (as shown in diagram 12).

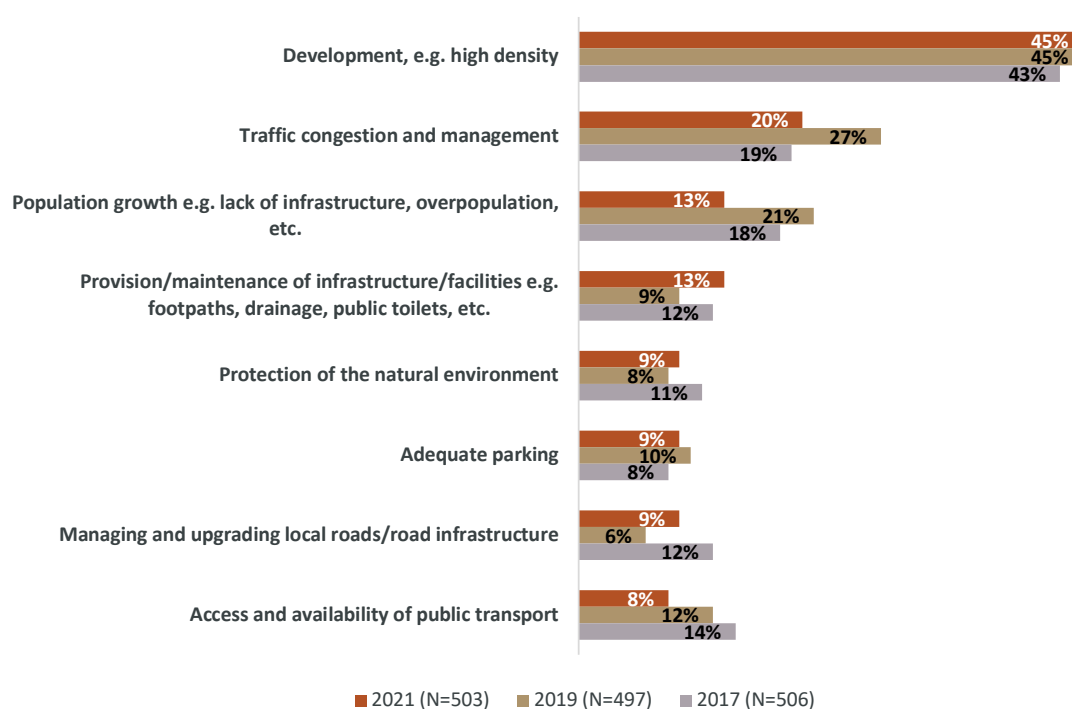


Diagram 12: Resident’s highest priority issues within Ku-ring-gai in the next 10 years

Note: Only responses ≥ 8% in 2021 are shown.

Importance of maintaining Ku-ring-gai’s unique visual character and identity

88% of residents believe it is important/very important for Council to maintain it’s unique visual character and identity (as shown in diagram 13). A high level of importance has remained throughout the time period.

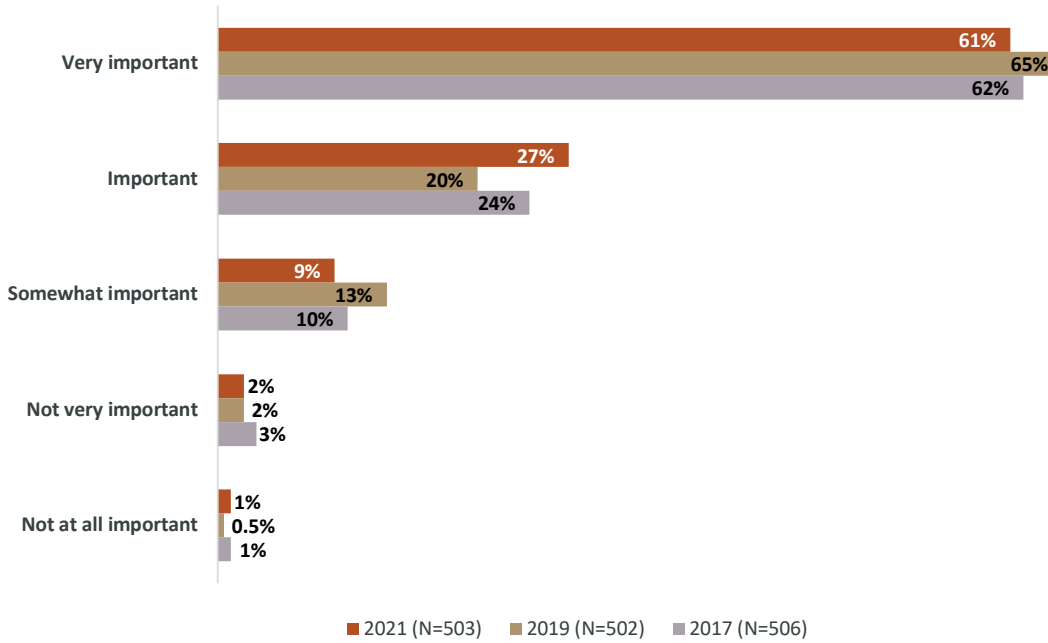


Diagram 13: Resident’s level of importance of maintaining Ku-ring-gai’s unique visual character and identity

Moving in and around Ku-ring-gai

90% of residents are at least somewhat satisfied with the ease of moving in and around the Ku-ring-gai LGA, with satisfaction increasing since 2019 (as shown in diagram 14).

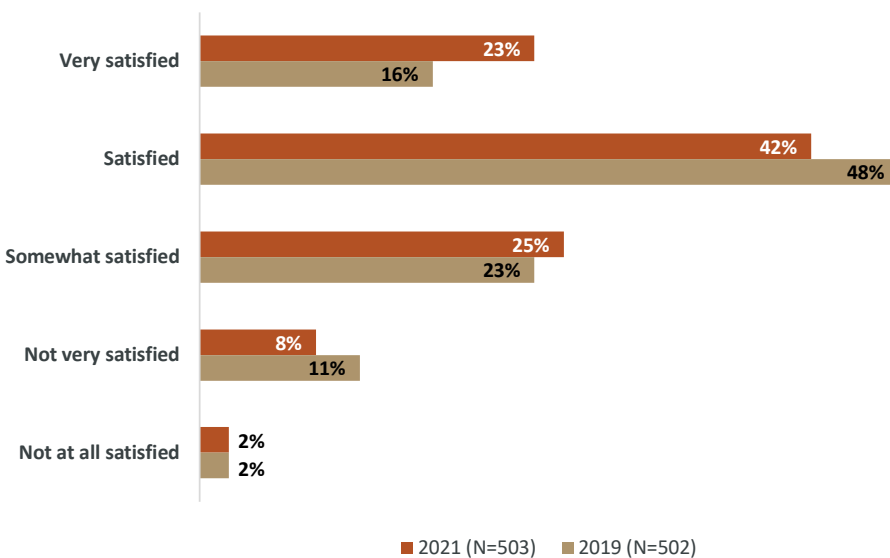


Diagram 14: Resident’s satisfaction with the ease of moving in and around Ku-ring-gai

Note: This data was not collected in the 2017 research.

Quality of life of residents in Ku-ring-gai

Quality of life in the Ku-ring-gai area is high, with the majority (98%) of residents rating their quality of life as good, very good or excellent. This high result has remained constant throughout the time period (as shown in diagram 15).

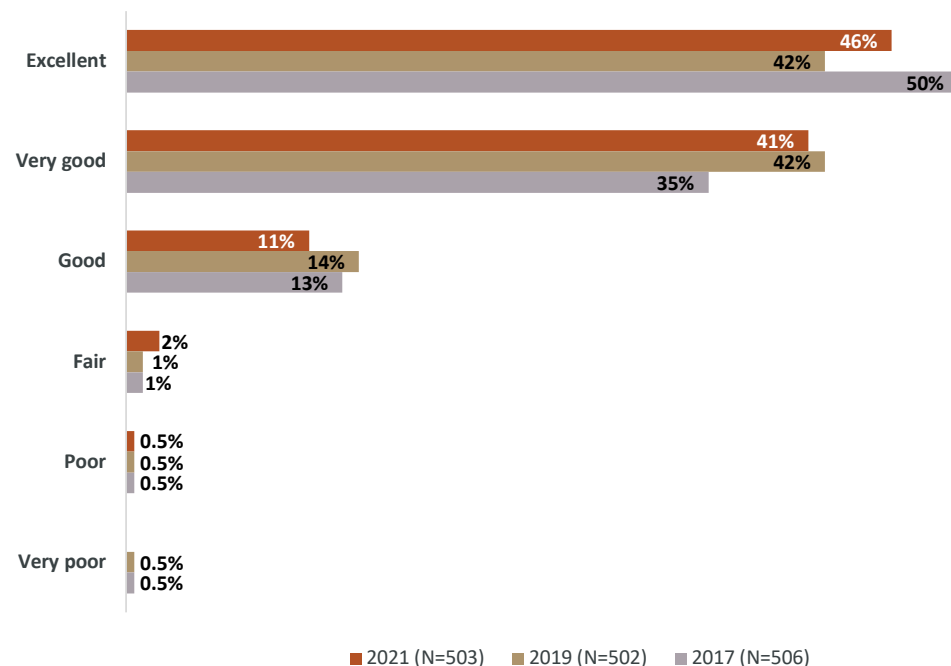


Diagram 15: Resident's quality of life in Ku-ring-gai

Close neighbourhood shops

In 2021, 89% of residents are very satisfied, satisfied or somewhat satisfied with their neighbourhood shops (as shown in diagram 16).

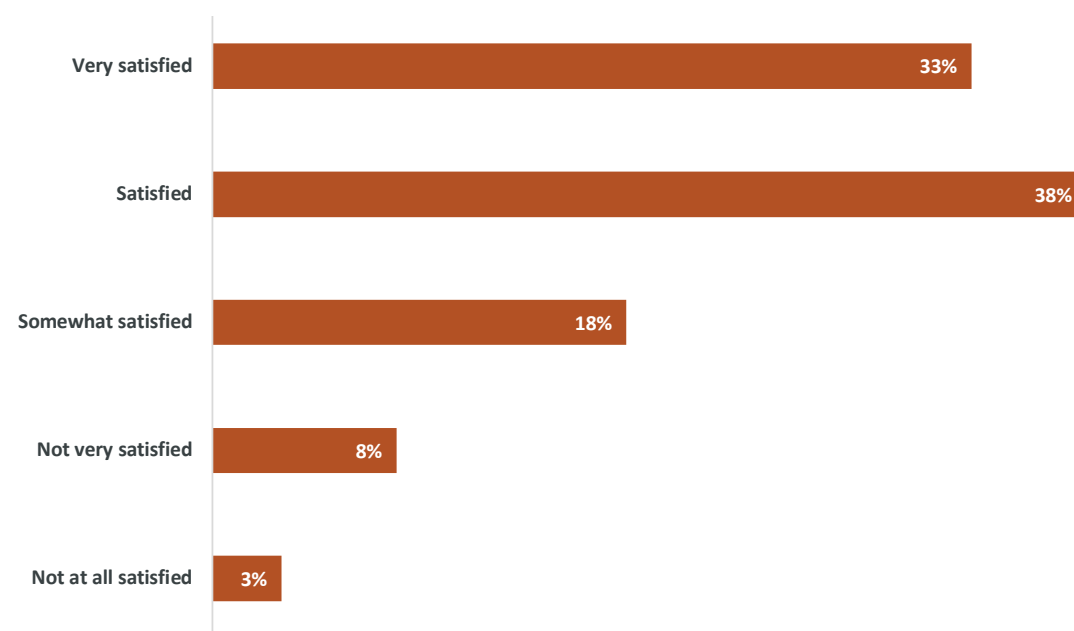


Diagram 16: Resident's satisfaction with their closest neighbourhood shops

Note: This data was not collected in the 2017 or 2019 research

Bigger retail centres

In 2021, 91% of residents are very satisfied, satisfied or somewhat satisfied with their closest bigger retail centres (as shown in diagram 17).

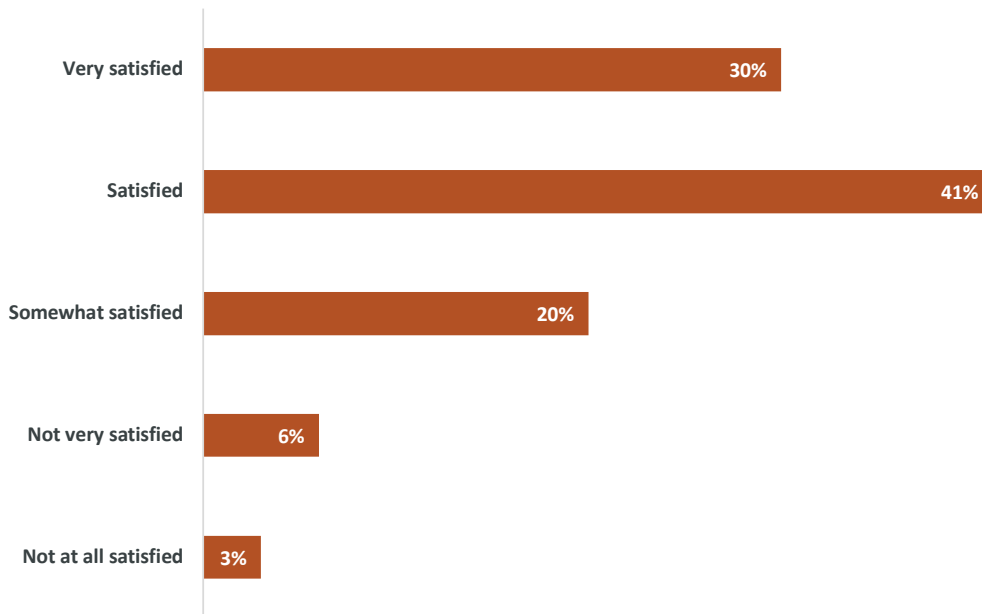


Diagram 17: Resident's satisfaction with their closest bigger retail centre

Note: This data was not collected in the 2017 or 2019 research


Contribution of services and facilities to the Delivery Program 2018 - 2022



Council's Delivery Program outlines the services, projects and programs that Council will deliver over its term to progress the community's long term objectives and priorities contained in the Ku-ring-gai Community Strategic Plan.




It does this through the following six themes:

- Community, people and culture
- Natural environment
- Places, spaces and infrastructure
- Access, traffic and transport
- Local economy and employment
- Leadership and governance

The following table provides a summary of the services and facilities included in the community research that contributed to the six themes within the Delivery Program. A comparison of 2021 results for these services and facilities with research conducted in 2019 provides an indication of their performance over that time period.

Theme 1: Community, people and culture 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Initiatives for community safety/crime prevention	84%	4%	87%	-1%
Availability of community facilities	81%	6%	88%	1%
Services for older people	79%	0%	92%	3%
Services for people with a disability	79%	-1%	84%	-2%
Services for young people	79%	1%	74%	-9%
Services for children	75%	-4%	88%	0%
Services for people from diverse cultural & language backgrounds	67%	4%	87%	-1%
Local community festivals and events	59%	13%	89%	3%
Variety of cultural experiences and performing arts	53%	11%	75%	-3%

Theme 2: Natural environment 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Protection of natural areas and bushland	89%	1%	95%	3%
Condition of waterways and creeks	86%	4%	91%	3%
Initiatives to reduce waste and improve recycling	84%	-1%	83%	4%
Initiatives to reduce water use	74%	3%	87%	5%
Theme 3: Places, spaces and infrastructure 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Collection of domestic garbage	97%	2%	96%	0%
Cleanliness of your local streets	93%	1%	90%	1%
Control of litter and rubbish dumping	93%	0%	93%	3%
Provision and maintenance of local parks and gardens	92%	2%	93%	3%
Providing adequate drainage	87%	0%	83%	5%
Provision and maintenance of sporting ovals, grounds and leisure facilities	85%	3%	91%	-1%
Provision of footpaths in Ku-ring-gai	83%	NA	71%	NA
Street tree maintenance	82%	5%	78%	5%
Provision and maintenance of playgrounds	81%	2%	95%	6%
Condition of existing built footpaths in Ku-ring-gai	80%	-3%	74%	12%
Provision and operation of libraries	80%	-2%	95%	3%
Development compatible with the local area	79%	-1%	64%	2%
Protecting heritage buildings and conservation areas	75%	-2%	85%	7%
Revitalisation/ beautification of your closest neighbourhood shops	73%	-3%	72%	-6%
Visual quality of building design in the Ku-ring-gai area	72%	0%	73%	9%
Revitalisation/beautification of your closest bigger retail centre	72%	NA	72%	NA
Provision and cleanliness of public toilets	72%	5%	85%	5%

Management of residential development	70%	-3%	70%	1%
Condition of community buildings	69%	5%	92%	2%
Theme 4: Access, traffic and transport 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Condition of local roads	92%	0%	74%	-2%
Access to public transport	90%	-2%	87%	1%
Traffic management	86%	1%	70%	4%
Availability of commuter parking in Ku-ring-gai	79%	NA	61%	NA
Availability of short stay parking in your closest bigger retail centre	78%	-7%	83%	18%
Accessibility to public spaces for people with disabilities	74%	1%	82%	-3%
Access to cycleways, footpaths, walking tracks	73%	4%	78%	1%
Theme 5: Local economy and employment 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Growing the local economy	67%	-2%	89%	5%
Opportunities to work in the local area	55%	7%	82%	7%
Tourist attractions in the local area	32%	6%	75%	-10%
Theme 6: Leadership and governance 	Importance T2B%*	% change (from 2019)	Satisfaction T3B%**	% change (from 2019)
Long term planning for the Ku-ring-gai area	87%	-4%	68%	3%
Council's consultation and engagement with the community	76%	-3%	67%	-1%
Council advocacy on matters impacting on Ku-ring-gai	70%	3%	73%	-3%
Council provision of information about events, services, programs and facilities	68%	2%	83%	-5%
Opportunities to participate in Council decision making on matters affecting Ku-ring-gai	66%	-4%	67%	-1%

* **T2B - Top 2 Box:** refers to the aggregate percentage (%) score of the top two scores for importance. (ie. important and very important)

** **T3B - Top 3 Box:** refers to the aggregate percentage (%) score of the top three scores for satisfaction or support. (ie. somewhat satisfied, satisfied and very satisfied)

APPENDIX C

GLOSSARY AND ACRONYMS

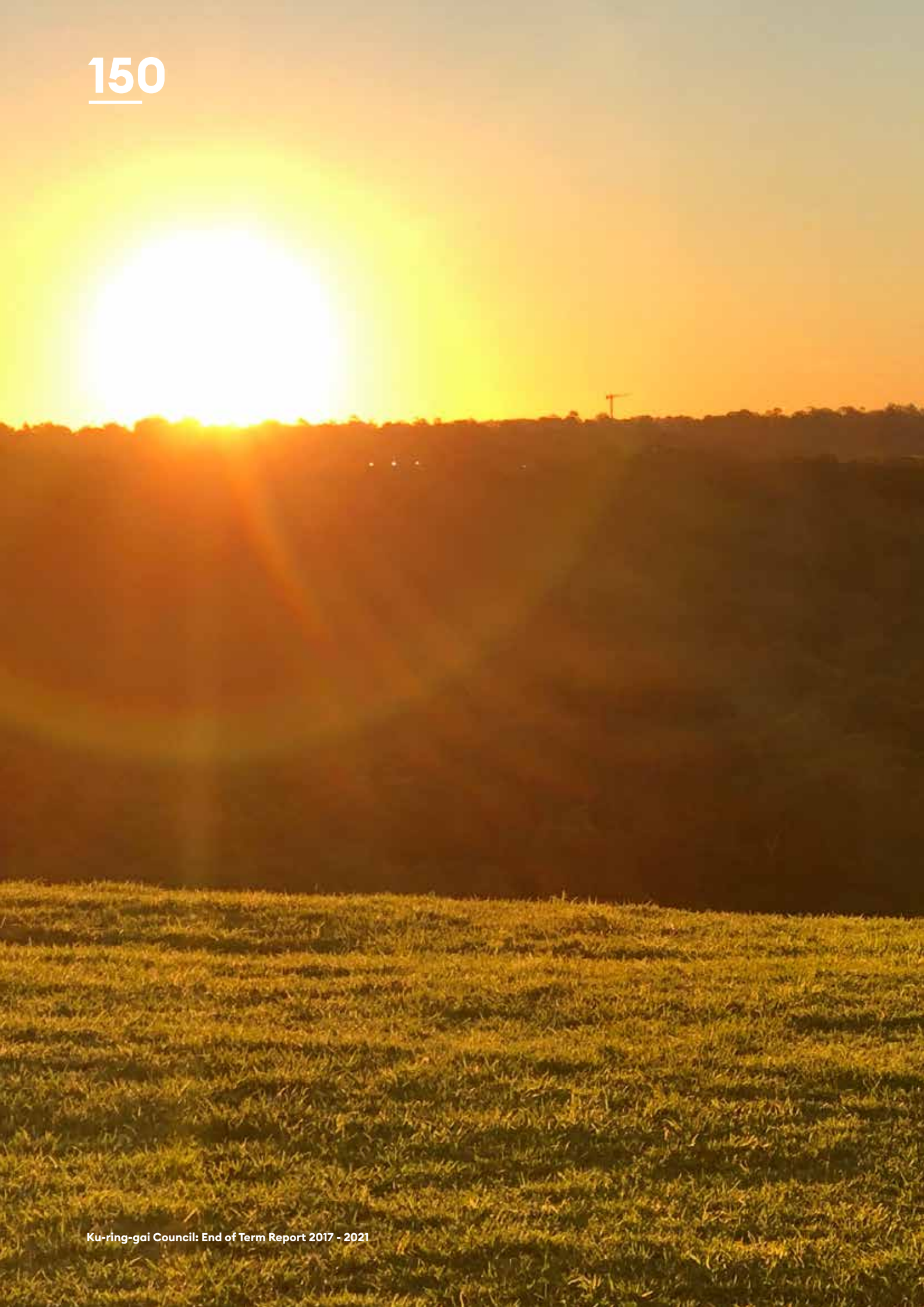
Aboriginal Heritage Office (AHO)	Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's North Shore. Other partnering councils are Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby. The office is located in Freshwater.
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.
Advocacy	Proactively communicating to support for a recommendation of a cause or policy.
Asset management	Managing the ongoing maintenance of existing Council assets and development of new assets, to ensure they meet the community's needs and expectations now and into the future.
CBD	Central Business District.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision making processes.
Community Strategic Plan (CSP)	The Ku-ring-gai Community Strategic Plan – Our Ku-ring-gai 2038 identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long-term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long term objectives of the plan.
Councillors	Elected representatives, who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.
COVID-19	Coronavirus disease (COVID-19) is a highly contagious virus that was first confirmed in Australia in January 2020. It is defined as a pandemic.
Development Application (DA)	Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.
Delivery Program (DP)	The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long term objectives and priorities during the normal four year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.

Demographic statistics including ERP	Demographic statistics in this report are taken from both the Australian Bureau of Statistics Census and National Institute of Economic and Industry Research for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. ERP refers to the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces 'Estimated Resident Population' (ERP) numbers.
Development control plan (DCP)	Provides policy statements and more detail beyond the provisions contained in a Local Environmental Plan and serves to further guide development decisions across the local government area.
DPIE	Department of Planning, Industry and Environment.
Environmental Levy	Council's Environmental Levy funds approximately \$3 million worth of environmental works and programs annually in biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education. Council was successful in its application to IPART for the permanent continuation of the Environmental Levy, commencing on 1 July 2019.
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 Commission is to coordinate and align planning that will shape the future of Greater Sydney.
Guringai people	Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area are the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.
Heritage	Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.
Infrastructure	Roads, buildings, bridges, pavements, cycleways and other constructions.

Integrated planning and reporting (IP&R)	<p>In 2009, the NSW Office of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require:</p> <ul style="list-style-type: none"> • long-term strategic planning with the community • long-term resourcing strategies for assets, finances and the workforce • four year programs aligned to a council's term, detailing key actions, projects and resourcing • one year plans of actions, projects and budget, and • a quarterly, biannual and annual performance reporting schedule.
Issue	A key area of concern or priority identified by the community and council that needs to be addressed.
LGA	Local Government Area.
Local environmental plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development.
Long term objective (LTO)	Describes the desired future state or outcome for each issue. 'Long term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.
Local Strategic Planning Statement (LSPS)	The LSPS came into effect in March 2020 and outlines Ku-ring-gai's economic, social and environmental land use needs for the next 20 years.
National Institute of Economic and Industry Research Pty Ltd (NIEIR)	National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.
Office of Local Government (OLG)	The Office of Local Government is responsible for local government across NSW. The Office has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. The Office strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters.
Operational Plan (OP)	An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.
Partnering/collaboration	A structured approach to working together with other parties to achieve a mutually beneficial outcome.
Performance indicator (PI)	A measure that assists in the assessment of overall performance towards the community's long term objectives and term achievements and also tells us whether we are heading in the right direction.

Performance reporting	The performance of Council against the delivery of the activities is measured through various mechanisms. Performance indicators (PIs) represent a measure of the standard or outcome of an organisation's services or activities. PIs are designed to encapsulate the performance and outcomes of Council. Bi-annual reporting on the Delivery Program, quarterly reporting on the Operational Plan and budget provides data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program. Council produces an Annual Report detailing its performance during the financial year (including adopted Financial Statements), which is presented to the Minister for Local Government. During the year of ordinary local government elections, an End of Term Report is prepared which reports on the effectiveness of the Community Strategic Plan in progressing the community's long term objectives. The State of the Environment Report reviews progress on achievement of the environmental objectives outlined in the Community Strategic Plan.
Plan of management (PoM)	A document which regulates the use and management of community land.
Projected population	Our current population of 127,603 (2020 ABS, ERP) was expected to reach over 151,800 by 2041 (2019, NSW Department Planning, Industry and Environment. The 2019 projections remain the government's common planning assumptions until they are updated in 2022). Due to the impacts of the COVID-19 pandemic there has been a rapid shift in some of the components of population change (migration, births and deaths) – particularly migration – which may mean that previous population projections no longer reflect our new demographic reality.
Resourcing Strategy	<p>The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:</p> <ul style="list-style-type: none"> • 10-year Long Term Financial Plan (LTFP) • 10-year Asset Management Strategy (AMS) • 10-year Workforce Management Strategy (WMS) <p>The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy are reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.</p>
RMS	Roads and Maritime Services.
SEIFA	Socio-Economic Indexes for Areas.
Stakeholder	Any individual or group having a particular interest in a project or action.
Sustainable development	Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources.

Term achievement (TA)	The four-year result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long term objective during its 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; and 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.
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.





*Sunday sunset at Jubilee Oval,
Wahroonga. Photographer: Y. Zhao*



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