



ANNUAL REPORT 2019-2020

COMMUNITY

our strength



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Simplified Chinese

需要帮助吗？

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Traditional Chinese

需要幫助嗎？

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Korean

도움이 필요하십니까?

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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

(Translating and Interpreting Service)

به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن

سرویس بخواهید از جانب شما با

شهرداری کورینگای (Ku-ring-gai Council)

در ساعات کاری، دوشنبه تا جمعه از ساعت

۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با

شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرید.

Japanese

ご質問がありますか？

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

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

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

Need assistance with hearing or speaking?

Contact Ku-ring-gai Council using the 24 hour

National Relay Service:

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

Speak and Listen users with ordinary handset:

Call 1300 555 727 then ask for 02 9424 0000.

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

Need help to access Council's building?

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

KU-RING-GAI COUNCIL

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W krg.nsw.gov.au

Cover image: Benches for all. Greengate Park, Killara.

Photographer: Melissa Tam.

stay
connected



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ABOUT THIS REPORT

The Annual Report is one of the key accountability mechanisms between Council and the community and has been prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government's Integrated Planning and Reporting Guidelines. This and earlier annual reports are available at krg.nsw.gov.au

This report details Council's performance during the 2019/20 financial year. It includes achievements, issues and challenges as well as an overview of the year ahead.

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

Community – our strength

From late 2019 the Ku-ring-gai community was challenged by a series of natural disasters and emergencies including bush fire, storms, flash flooding and the COVID-19 pandemic. The theme of this annual report 'Community – Our Strength' reflects the strength, resilience and generosity shown by the Ku-ring-gai community in responding to these events. This involved residents, businesses, local community organisations and Council, supported by State Emergency Services, the Rural Fire Service, service providers and government coming together to assist those affected, protect the elderly and more vulnerable, make areas safe, repair damage, and ensure the community's health, safety and wellbeing during these challenging times.

The challenges during this period affected Council's planned delivery of services, projects and programs with most community and recreational facilities closed for extended periods, events cancelled or postponed and many services required to be delivered through online platforms or alternative means. These changes had an impact on Council's ability to complete its full program for 2019/20 as contained in its Delivery Program and Operational Plan. Despite these challenges, a significant number of activities and projects were completed. Details of these achievements, our challenges as well as Council's and the community's responses to them are included in this report.

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2019/20 Annual Report.

Photography

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

Community engagement and collaboration

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

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



FURTHER READING

See **Engagement and collaboration** on page 96.

Ku-ring-gai Chase National Park adjoins the Ku-ring-gai LGA. Photographer: L. McCoy.



KU-RING-GAI CHASE
NATIONAL PARK

ABOUT THIS REPORT



*The magic of suburbia,
Pentecoste Avenue,
Pymble. Photographer:
Robyn Connacher.*

Community vision

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

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

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

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

Guiding principles

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



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

Corporate values

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

Do what is right

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

Show respect

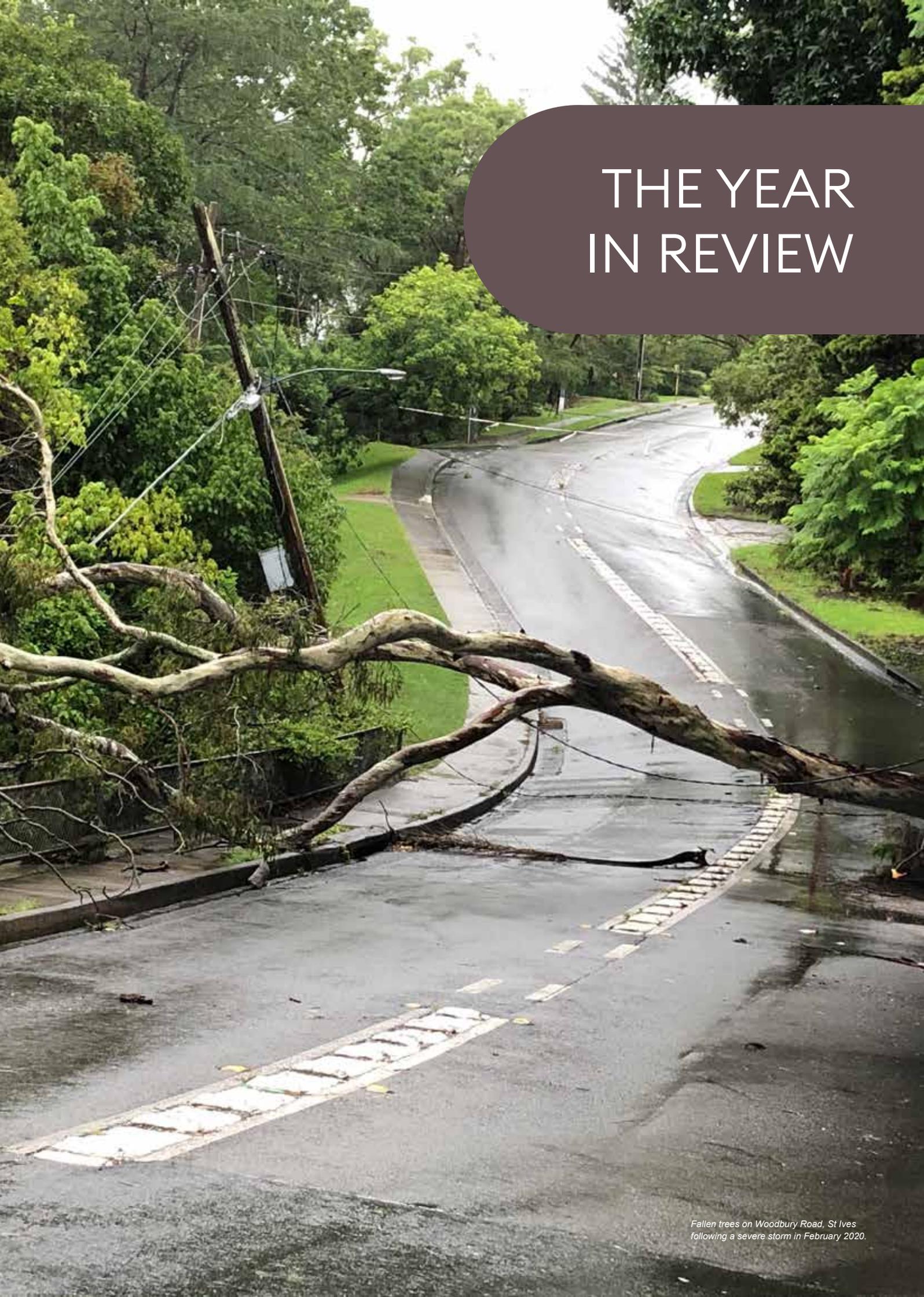
- We are considerate towards others ensuring fairness, dignity and equality
- We practice and encourage transparent communication

Own our actions

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

Strive for excellence

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

A photograph showing the aftermath of a severe storm. A large, thick tree branch has fallen across a wet asphalt road, partially blocking it. To the left, a wooden utility pole is leaning significantly to the right, with power lines sagging. The road is wet and reflects the overcast sky. In the background, there are lush green trees and a grassy area. The overall scene depicts significant damage to infrastructure and nature.

THE YEAR IN REVIEW

*Fallen trees on Woodbury Road, St Ives
following a severe storm in February 2020.*

COMMUNITY

our strength

A series of natural disasters in late 2019 and early 2020, followed by the COVID-19 pandemic restrictions significantly impacted the Ku-ring-gai community and 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.

The following pages provide a summary of the events and responses by the community and Council during this unparalleled period. Further information on the financial, service delivery and other impacts of the events can be found throughout this Annual Report.

2019/20 BUSH FIRES

The 2019/20 Australian bush fire season was a period of unusually intense bush fires in many parts of Australia, including Greater Sydney. High temperatures, a rainfall deficit and prolonged drought resulted in an increase in fuel availability and a very high fire danger.

During the season over 160 days of continuous major firefighting operations took place with over 11,000 bush and grass fires and an estimated 5.5 million hectares of bushland burnt, equivalent to approximately 7% of NSW¹.

Ku-ring-gai local government area (LGA) has one of the highest proportions of properties located within bush fire prone land with around 14,000 homes affected.

On 12 November 2019, under Sydney's first ever catastrophic fire conditions², a fire broke out in the Lane Cove National Park, south of Turrumurra. The fire spread rapidly, impacting the suburban interface across South Turrumurra, near to Canon Road, with one house damaged. Fire crews worked to protect properties with a C-130 Air Tanker making several fire retardant drops directly over houses and firefighters on the ground to protect the rest of the suburb. The fire was brought under control several hours later.

Ku-ring-gai local government area was subsequently declared a natural disaster area by the NSW government which enabled residents, business and Council to access government assistance.



Preparing our community

Bush fire protection is a shared responsibility between Council, emergency services and the community.

Ku-ring-gai Council has a longstanding active role in local emergency management and bush fire management planning for the northern Sydney region with plans developed and implemented in partnership with NSW emergency service agencies and key stakeholders.

This includes active participation on the Local Emergency Management Committee and the Hornsby/ Ku-ring-gai Bush Fire Management Committee with annual programs of hazard reduction, community information workshops, regular fire trail maintenance and restoration works and portable fire equipment located in bush fire prone residential streets.

In the lead up to the predicted extremely high fire danger in late 2019 the following additional preparations were made:

- major hazard reduction was conducted jointly by Council, the National Parks & Wildlife Service and Fire & Rescue NSW
- free community information workshops were hosted by Council and the Rural Fire Service as part of its **Get Ready Ku-ring-gai** bush fire awareness campaign
- Council's innovative 3D simulation Simtable showed residents how a bush fire could start and spread in their local area
- Council increased street cleaning to remove fallen leaves and vegetation from local streets
- fire trails in fire protection zones were made accessible by emergency services
- Council offered rebates up to \$1,000 to owners of properties in bush fire prone areas to retrofit their properties to better protect them against bush fires
- additional green waste bins were provided to residents to manage vegetation on their properties for a small fee
- free vegetation disposal was available for residents living in bush fire prone areas
- seven evacuation centres were established in the Ku-ring-gai LGA for homeowners in response to the "catastrophic fire danger" warning issued in November 2019
- Ku-ring-gai Wildflower Garden and all bushland areas including walking tracks and fire trails were closed
- warnings were issued to the community from the Rural Fire Service to encourage residents to remain vigilant and activate their bush fire emergency plan, and
- an Emergency Operations Centre was activated with emergency services for the first time on the catastrophic fire day on 12 November 2019.

Bird's eye view. "Springtime in Gordon is always so beautiful with the Jacarandas in full bloom, despite the smoky skies from nearby bush fires. Huge thanks to the fire fighters who got the fires in Ku-ring-gai under control with no loss of property and life."
Photographer: Jonathan Tam

1 Rural Fire Service, 2020.

2 Catastrophic is the highest level of bush fire danger. Homes are not designed to withstand a fire under these conditions and lives are at risk, NSW Rural Fire Service, 2020.







Council officers assist the clean up following the bush fire in South Turrumurra.

Supporting the community

Following the fire in South Turrumurra, Council staff assisted residents to clean their houses of fire retardant, which had been air dropped to halt the rapid spread of the fire. In addition to assistance available through its natural disaster declaration, the NSW government also waived waste levy fees for affected residents in Turrumurra to dispose of bush fire generated waste following the fire.

Council **supported** the recovery effort in the fire ravaged area of Bilpin by donating native plants from the Ku-ring-gai Wildflower Garden and feed for the Bilpin alpacas.

Supporting other fire affected areas

The community and Council also provided assistance to fire-affected regions in NSW and local emergency service volunteers during the 2019/20 bush fire season:

- deployment of Ku-ring-gai and Killara Rural Fire Service (RFS) brigades to regions hit by fires
- deployment of Ku-ring-gai St John Ambulance brigade volunteers to assist at the Moruya evacuation centre on the South Coast
- free access provided to Council's Ku-ring-gai Fitness and Aquatic Centre for NSW Rural Fire Service volunteers and immediate family
- fundraisers organised by residents, businesses and community groups for those affected by the fires
- Council's participation in the state-wide recovery effort through the Bushfire Recovery Support Group, which included metropolitan councils coming together with the Office of Local Government, Local Government NSW and the Office of Emergency Management to assist disaster recovery and support operations in local communities
- Council donations to WIRES, the Killara and Ku-ring-gai RFS Brigades and Bendigo Bank Bush Fire Appeal.

KU-RING-GAI *Charlie*

Ku-ring-gai Council is one of the few councils to own and crew a fire tanker. The new tanker, known as Ku-ring-gai Charlie, was purchased in early 2020, and replaced an old tanker which had served Council for over 25 years. Crewed by Council Officers, the Category 1 Fire Tanker is used to support the implementation of Council's bush fire management program including:

- burning vegetation piles created during the establishment and maintenance of Asset Protection Zones along the urban bushland interface
- conducting hazard reduction burns in cooperation with NSW Fire and Rescue, NSW Rural Fire Service and National Parks and Wildlife Service
- bush fire educational awareness programs provided through Council.

The tanker may also be commandeered by the NSW Rural Fire Service to support emergency bush fire suppression activities.

During the recent catastrophic fire season, the tanker was used to supplement firefighting capabilities in the Hornsby and Ku-ring-gai LGAs when most of the local firefighting trucks were deployed to fires throughout the state.



Photographer:
Travis Roberts



Council crews at work cleaning up the aftermath of the February 2020 storm.

SEVERE STORMS

At midday on 26 November, 2019 a severe storm passed through the Ku-ring-gai local government area.

The intensity of the storm cell caused widespread damage to property, uprooted trees, damaged power lines and closed roads leaving over 48,000 homes across Sydney without power for days.

The Ku-ring-gai local government area was particularly hard-hit with the suburbs of Pymble, Gordon, Killara, Lindfield and Roseville suffering significant damage, with power outages to some residents and businesses extending beyond a week.

The LGA was declared a natural disaster area by the NSW and Federal Governments, which enabled storm-hit residents and businesses to access a range of government assistance.

On Sunday 9 February 2020, the Ku-ring-gai community was faced with an additional clean up and disruption to power supplies as another extreme storm lashed the area. The Ku-ring-gai State Emergency Service received 313 requests regarding trees that had fallen and were blocking roads, flash flooding to both property and roads, damaged houses and leaking roofs.



Damage to property during the severe storms was significant in the Ku-ring-gai LGA.

Community recovery effort

Many volunteers and emergency services in Ku-ring-gai helped residents and businesses deal with the aftermath of the storms. The State Emergency Service, Rural Fire Service, local police, Ausgrid, Sydney Water and Council staff worked long hours to help restore power, water and remove fallen trees. The clean-up effort on public land involved around 200 staff and contractors working around the clock.

As the power outages extended from hours into days, amid the extensive damage, volunteers and services in the Ku-ring-gai community rallied to support those affected:

- volunteers checked on vulnerable people in areas with no power
- the Northern District Health services provided welfare checks for any people that were aged, ill, infirm, had special needs or medical conditions, used electricity dependent medical devices, needed refrigeration for medication or had a condition requiring air conditioning
- the state government offered assistance to low-income families and those without insurance through the Disaster Welfare Assistance Line
- Council assisted 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
- Council provided additional free green-waste collection for storm affected residents
- residents were able to deliver storm damaged vegetation free of charge to the Transfer Station at Belrose
- residents were able to drop excess spoiled food, due to power outages, at food waste bins outside Council's Depot in Pymble at no charge
- Council accessed 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. This also included:
 - help for eligible people whose homes or belongings had been damaged
 - concessional interest rate loans for small businesses, primary producers and non-profit organisations, and
 - grants to eligible non-profit organisations.



Over 1,100

requests for assistance with trees were received by Council following the November storm



Council officers start the mammoth task of clearing roads and making neighbourhoods safe following the November 2020 storm.

COVID-19 PANDEMIC

From March 2020 onwards, COVID-19 restrictions were implemented. NSW residents could only attend a place of work or education if they were unable to work or study from home; shop for essential supplies such as groceries and return home without delay; exercise in the neighbourhood on their own or with one other person and attend essential medical appointments or compassionate visits.

By 23 March 2020, many of Council's people facing services and facilities were closed. Essential services provided by Council continued on a fully operational basis while other services were reduced or modified. Staff and councillors worked from home where possible and meetings were held via zoom.

Council meetings were physically closed to the public but could be viewed on a webcast. Public Forums were no longer held in the Council Chambers, however the public could still address Council through audio and audio-visual recordings or written submissions to Councillors.

From 1 April, Council's over-the-counter customer service centre was temporarily closed to the public and the majority of Council's community, recreational and sporting facilities were closed. This included youth centres, community centres/halls/meeting rooms, public access to libraries, Ku-ring-gai Arts Centre, The Wildflower Garden Visitor Centre and indoor spaces at the St Ives Showground. In addition, sport and recreation facilities including playgrounds, outdoor fitness equipment and tennis courts, Ku-ring-gai Fitness & Aquatic Centre and ovals used for sport or fitness groups were closed or cancelled.

Services suspended or postponed included all face to face community events, Citizenship ceremonies, Anzac Day celebrations and Active Ku-ring-gai fitness programs.

By the end of May and early June 2020, the NSW Government commenced relaxing some restrictions for the pandemic. All Council services were required to operate in accordance with government requirements including restrictions around the number of people gathering, hand hygiene and ensuring adherence to social distancing practices.

The NSW Public Health Order on *Gathering and Movement* required employers to allow staff to work from home where it was reasonably practicable. As such, working arrangements for Council staff remained largely unchanged.



Companionship. Photographer:
Asher Klass

Council's **priority**
was ensuring the ongoing
delivery of essential services
and the safety and wellbeing of
both the community and staff

Council priorities

Council played a vital role in implementing Federal and NSW government public health orders and legislative changes to assist the community and businesses. Council's other priorities were ensuring the ongoing delivery of essential services and the safety and wellbeing of both the community and staff.

Council took swift and decisive action to address health and safety matters for staff and the community, and to transform its own work practices to enable essential Council services to continue on a fully-operational basis.

In early 2020, Council activated its Crisis Management and Business Continuity Plan and Pandemic Procedure. A Crisis Management Team, comprising the General Manager, directors and managers, guided Council's responses to the evolving pandemic.

Decisions were informed by advice from state and federal government and relevant agencies. Social distancing and other measures were immediately introduced to manage the possible health impacts on staff and the community for matters within Council's control.

Council made significant changes to many services and programs, and volunteers refocussed their support to the community through the pandemic.

Assisting our community organisations

Many community organisations went to great lengths to assist residents through the health crisis.

In June, Council distributed nearly \$80,000 in COVID-19 grants to assist locally based community organisations continue to deal with the COVID-19 crisis, and help those groups experiencing hardship.

This included providing flexible childcare for workers at short notice, a food bank grocery service and food hampers for needy residents, a meals service to frontline workers as well as disadvantaged and homeless people, at-home support for youth development service clients and online therapies for vulnerable Ku-ring-gai families to access at home.

Council staff surveyed over 350 community organisations to assist in identifying emerging issues, and to document gaps in service delivery associated with COVID-19. This survey will help ensure support services for vulnerable community members continue to be maintained, by identifying opportunities to link service providers and community during this difficult time.

Council staff were also in regular contact via Zoom or email with disability groups in the community to discuss specific needs and offer assistance, and communicate regularly with schools with students with disabilities to discuss their needs and offer support.

Meals on Wheels, Turramurra continued to support those most in need during COVID-19 restrictions. Source: Meals on Wheels, Turramurra.





Maisie social distancing at Bert Oldfield Oval, Killara.
Photographer:
H. Koch -Lowndes.

Supporting our older residents

From mid-March services from Council and allied organisations shifted to keeping older residents safe and cared for during the pandemic lockdown. This included:

- **Meals on Wheels** continued to deliver meals to elderly and housebound residents in the Ku-ring-gai area through its Turramurra centre.
- **Woolworths** donated toilet paper to make it available to housebound residents along with their meal service.
- **Hornsby Ku-ring-gai Community Transport** provided a door-to-door service for older residents to shopping centres and assistance with shopping.
- **Ku-ring-gai Neighbourhood Centre and Lifeline Community Aid** provided a phone contact service staffed by volunteers to arrange phone calls to isolated and vulnerable residents to check on their wellbeing.
- **Residents** were encouraged to assist older housebound neighbours by offering to take out their bins, mow lawns, bring in their mail or assist with shopping and errands.
- **Online group therapy** Senior psychologist Lyn Worsley from the Resilience Centre led a series of online group therapy workshops for older residents who were feeling confused and anxious about the COVID-19 situation.

Supporting the local economy

Recognising the impact of the pandemic on the local economy, the NSW government and local councils, including Ku-ring-gai, launched a range of measures in April aimed at cushioning financial stress on the community, particularly local business. These included immediately suspending fees for the following business services:

- outdoor dining permits
- administration fees for trade waste collections
- fire safety inspections, and
- public health inspections.

In addition, Council implemented the following measures:

- deferred rate payments, fee reductions or waivers were considered on a case-by-case basis for ratepayers or tenants of Council buildings who were experiencing financial hardship
- payments from hirers of community facilities and halls were refunded or suspended while these remain closed
- Council's Open for Business program offered a series of free webinars to business owners to help them refocus during COVID-19, and
- local businesses were supported through the impacts of the pandemic restrictions and also preparing for the recovery phase through Council's Better Business Partnership program.

Council **awarded** funding to 20 local community organisations valued at \$79,390 to provide assistance in dealing with impacts from the COVID-19 pandemic or to help those groups experiencing hardship

Maintaining service delivery – in new ways

With the increased public health restrictions, Council staff across departments worked cooperatively to find innovative solutions to barriers and to keep delivering services to our community. Examples included:

- library staff and rangers worked together to organise book deliveries to residents
- trade services staff designed and built hand sanitiser units and stands for our public buildings
- procurement and contracts staff updated first aid kits with additional PPE equipment
- the Wildflower Garden staff organised the Junior Rangers Club to meet via Zoom and discover member's pets
- events staff developed online programs including the Wild@Home program to encourage nature play at home using materials from the natural environment and recycled items. Staff also developed an Anzac Day virtual educational program with participation from local schools
- our family day care educators Zoomed with storytime being a favourite
- the youth services team organised a backyard photography competition and hosted art and chat sessions
- the aged services team kept seniors entertained with virtual tours of famous buildings, and provided information on assistance and support services
- weekly music therapy classes via Zoom were provided for people with disabilities. Staff also worked with the Resilience Centre in developing COVID-19 resilience workshops via Zoom for carers and seniors, and Zoom Exploring Art Therapy programs with Studio Artes
- the sustainability team transferred many programs to online activities to entertain and educate, and
- the open space services team opened 101 playgrounds and 67 tennis courts within 24 hours of government restrictions being lifted.

Successful launch of Life Online

Within two weeks of the COVID-19 lockdown in mid-March, Council created a web portal called **Life Online** to help residents manage life at home and do business with Council during COVID-19. The website helped to keep people supported and connected with both Council and others in the community.

Following the temporary closure of Council's over-the-counter customer service centre at 818 Pacific Highway all customer service operations moved online via Life Online. The customer call centre continued operating throughout the lockdown.

Life Online allowed residents to continue lodging permit applications, waste requests, request planning certificates, register pets and request repairs to roads and other Council assets.

Other features of Life Online included group therapy sessions with a psychologist; storytime readings for children by Mayor Jennifer Anderson, online exercise classes, free webinars for small businesses and free access to the Council's e-library of music, magazines, books and movies.

A chat facility was also included on Council's website allowing residents to talk online to a customer service officer on weekdays between 8.30am and 5.00pm.

The new Life Online service has received very positive community feedback.



the open space services team
re-opened
101 playgrounds and 67 tennis
courts within 24 hours

Continuation of library services

Despite the closure of Council's four library buildings during the COVID-19 lockdown, library staff found virtual ways to stay in touch with members with many library services successfully continuing online or in alternative ways. The service innovations were well received by the community. Examples included:

Knock and Drop home delivery service was created through the collaboration of Council's rangers and library staff to deliver library resources to our community during lockdown and was highly praised. The Knock and Drop service was available to all Ku-ring-gai residents in April and continued until libraries re-opened to the public in June.

Council's eLibrary, promoted through Life Online, was a major success with significantly increased borrowings of e-books, e-magazines and e-comics. Multi-use titles were also purchased on these platforms to assist book club members.

New digital programming emerged such as streaming storytime sessions, uploading rhyme and storytimes on YouTube, virtual book club, online Lego challenge, and librarian choice film reviews and recommendations uploaded on YouTube.

On-line jigsaw puzzles, using the Council's local studies collection, were created by librarians who put together a collection of online jigsaw puzzles, suitable for a range of ages, based on eye catching images of Ku-ring-gai's local history.

Library staff engaged with borrowers via the telephone to update all membership details. This was also a fantastic opportunity for library staff to touch base and offer help with online resources via the Council and library website.



Staff prepare the next Knock and Drop delivery to residents.

8,000 books delivered to 1,591 homes with Knock and Drop

12,500 e-books and e-audio books borrowed during April/May 2020

29,275 e-loans from members online

39,792 new unique visits to the Library website

281 new Library members signed up online

2,406 views to the Library's online storytime programs



**This facility
until further**
此地已关闭。开业

Ph: 9424 0000 web
电话: 9424 0000 网站



In accordance with Sec. 632(1) of the Local Government Act 1993

is closed
er notice
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: kmc.nsw.gov.au
石:kmc.nsw.gov.au



KEY ACHIEVEMENTS, CHALLENGES AND THE YEAR AHEAD



THEME 1:
Community, people and culture

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

Refer to pages 170-183.



THEME 2:
Natural environment

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

Refer to pages 184-201.



THEME 3:
People, places and infrastructure

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

Refer to pages 202-219.

Key achievements

- \$93,570 funding to 35 community groups for community based group projects - page 275.
- Prepared and exhibited a draft Housing Strategy - page 177.
- Development application lodged for Marian Street Theatre refurbishment - page 72.
- Dementia Cafe established in partnership with Rotary and the YMCA - page 175.
- 75th birthday celebrations for Ku-ring-gai Library service - page 174.
- Launched Lunar New Year event series - page 173.
- Successful delivery of a modified community events program - page 173.
- Highly effective responses to fire, storms, flash flooding and COVID-19 pandemic emergencies - page 172.
- Assisted major uptake in community volunteering during emergency events - page 112.
- \$80,000 funding provided to 20 community organisations for COVID-19 assistance - page 281.
- Fast and innovative transition of events and services to online platforms - page 173.
- Successful Life Online web-based portal launched to support the community during COVID-19 - page 172.

Challenges

- Supporting residents and business during the natural disasters and COVID-19 - page 172.
- Implementing State and Federal government health directives during COVID-19 - page 21.
- Closure of community facilities, youth centres, libraries and art centre during lockdown - page 20.
- Maintaining Council's childcare services impacted by COVID-19 - page 21.
- Postponement and cancellation of events and programs due to COVID-19 - page 80.
- Modifying activities and programs to be accessible online - page 25.

The year ahead

- Respond to COVID-19 government health directives
- Continue community support in response to COVID-19
- Continue online activities and programs
- Complete Middle Harbour Catchments flood studies
- Endorse a planning approach for future housing in Ku-ring-gai
- Complete a Creative Arts Facility Strategy
- Progress community facilities review.

Key achievements

- Exceeded 20% target for reducing Council's greenhouse gas emissions - page 186.
- Completed new Climate Change Policy and Action Plan - page 187.
- New simulated 3D bush fire disaster model recognised as communication benchmark - page 187.
- Major increase in bush fire planning by residents - page 187.
- \$3 million permanent Environmental Levy program implemented - page 186.
- Adopted Urban Forest Policy - page 190.
- \$57,000 grant funding received for tree planting - page 190.
- Adopted new Waste Strategy - page 195.
- Commenced Council fleet transition to electric vehicles - page 190.
- \$60,000 funding provided to community environmental projects - page 277.
- \$35,465 energy smart rebates awarded to install energy efficient systems - page 187.
- \$24,158 water smart rebates awarded to install water efficient systems - page 187.
- Partnered with Solar My School Program - page 187.
- Over 10,000 participated in the Loving Living Ku-ring-gai program - page 65.
- Living Lab planted to research plant health in urban areas - page 192.
- Fast and innovative transition of events to online platforms - page 80.

Challenges

- Extreme weather and smoke impacted wildlife populations and their habitats - page 10.
- Modifying activities and programs to be accessible online to residents and business - page 186.
- Ensuring environmental programs and resources met COVID-19 restrictions - page 186.
- Delays and deferrals of some Council programs and projects - page 195.

The year ahead

- Preparing the community for the 2020/21 bush fire season
- Implement priority actions from environmental management policies
- Continue online activities and programs
- Implement new Waste Strategy
- Progress designs for new Cultural and Environmental Education Centre
- Hosting the Better Business Program partnership.

Key achievements

- Adopted Local Strategic Planning Statement for Ku-ring-gai - page 204.
- Commenced construction of Lindfield Village Green - page 31.
- Approved planning proposal for Lindfield Village Hub - page 70.
- Adopted new consolidating Local Environment Plan for Ku-ring-gai - page 204.
- \$34,815 funding provided to heritage projects - page 278.
- \$9 million spent on design/construction of new/upgraded parks, playgrounds, sports courts - page 49.
- \$100,000 grant funding received for playground upgrades - page 208.
- \$250,000 grant funding received towards construction of St Ives Regional Playground - page 208.
- \$8.355 million funding achieved for sport facilities through community and government partnerships - page 211.
- Adopted pedestrian improvement design for St Johns Avenue precinct, Gordon - page 71.
- Adopted Recreation in Natural Areas Strategy - page 211.
- Completed and opened Warrimoo Downhill Mountain Bike Track - page 209.
- Opened new park and playgrounds at Turramurra, Gordon and East Lindfield - page 206.
- Commenced work on St Ives Village Green Recreation Precinct - page 208.

Challenges

- Planning for the Turramurra Community Hub placed on hold - page 205.
- Closure of recreation and sporting facilities during COVID-19 lockdown - page 208.
- Reduced infrastructure capital works program budget to cover budget short falls due to COVID-19 - page 222.
- Significant increases in graffiti and illegal dumping during the COVID-19 pandemic - page 205.
- Clean up and emergency work following fire and storms - pages 15 and 18.

The year ahead

- Progress construction of Lindfield Village Green
- Progress tender process for Lindfield Village Hub
- Complete delayed capital works projects
- Complete Structure Plans for local centres
- Continue development of the Heritage Strategy
- Complete the St Ives Regional Playground
- Finalise the Sports Facilities Plan of Management
- Progress Visual and Local Character Study of Ku-ring-gai
- Continue negotiations for a joint use indoor sports facility at St Ives High School.



THEME 4:
**Access, traffic
and transport**

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

Refer to pages 220-233.

Key achievements

- \$248,000 grant funding received (for 50/50 funding) for pedestrian facilities around schools - page 224.
- \$548,000 grant funding received to upgrade road surface - Burns Road/Ellalong Road intersection, North Turramurra - page 223.
- \$461,000 grant funding received for traffic calming measures - St Ives Shopping Centre - page 224.
- \$2.6 million spent on the upgrade/reconstruction of existing roads - page 222.
- \$2.0 million spent on new/upgraded footpaths with 3.05 kilometres of new footpaths constructed - page 222.
- Completed new Dumaresq to Moree Street road link, Gordon - page 222.
- Adopted new Traffic and Transport Policy - page 222.
- Improvement plans prepared for bikeways, pedestrians and footpaths - Lindfield and Turramurra Local Centres - page 223.
- Upgrades to six bus stops consistent with Disability Discrimination Act - page 224.
- Successful National Ride2Work annual cycling event hosted by Council - page 227.

Challenges

- Continued advocacy for improvements to access, traffic and transport for Ku-ring-gai and the Northern Sydney Region - page 227.
- Delays to paid parking planning investigations due to COVID-19 restrictions - page 223.

The year ahead

- Continue consulting with Transport for NSW on projects to improve public transport access and connections
- Work with Transport for NSW to progress accessibility upgrades at Warrawee, Wahroonga and Roseville railway stations
- Work with Transport for NSW to improve pinch point locations on the arterial road network
- Continue advocating for on demand bus trial.



THEME 5:
**Local economy
and employment**

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

Refer to pages 234-245.

Key achievements

- Council's first annual business survey completed - page 236.
- Council's business events program successfully transitioned to online forums - page 236.
- \$88,000 grant funding received for power upgrade at the St Ives Showground - page 208.
- Wild@Home virtual nature play program and Junior Rangers zoom program launched - page 244.
- \$84,500 provided in sponsorship support for popular local events and cultural organisations - page 239.
- Over 49,800 people visited the Ku-ring-gai Wildflower Garden including the Visitor's Centre, events and programs - page 239.
- Highly successful sixth St Ives Medieval Faire held in September 2019 - page 239.

Challenges

- Council fees suspended for a range of Council business services in response to COVID-19 impacts - page 23.
- Ongoing liaison and communication with businesses during natural disasters and COVID-19 - page 236.
- Transitioning to online business forums - page 236.
- Adjustments to programs and events to meet COVID-19 restrictions - page 239.
- Cancellation and deferral of events, including the 2020 St Ives Medieval Faire - page 239.

The year ahead

- Complete Retail and Commercial Centres Strategy
- Complete Employment Lands Strategy
- Implement the Destination Management Plan
- Continue supporting local business
- Continue developing visitor and tourism opportunities.



THEME 6:
**Leadership and
governance**

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

Refer to pages 246-261.

Key achievements

- Achieved a satisfactory operating result within allocated budgets - page 250.
- Maintained a satisfactory financial position - page 250.
- Activation of organisational Crisis Management Team to oversee effective emergency responses - page 248.
- Effective communication of emergency health, safety and service information to the community - page 250.
- Successfully implemented changes to Council meetings to meet COVID-19 restrictions - page 249.
- Maintained customer service standards for residents and customers during emergencies - page 250.
- Facilitated major changes to delivery of Council services in response to COVID-19 - page 250.
- Successfully transitioned staff to work from home in a short timeframe, due to COVID-19 restrictions - page 153.
- Adopted revised Resourcing Strategy and Delivery Program and Operational Plan 2020-2021 - page 248.
- Significant increase in average training hours per staff member (from 9.4 in 2015/16 to 15.6 hours in 2019/20) - page 139.
- Reviewed community consultation practices - page 250.
- Received gold award for Council's Annual Report 2018/19 from the Australasian Reporting Awards for excellence in report content and presentation - page 79.

Challenges

- Significant increase in customer service enquiries during emergencies - page 250.
- Review and monitoring of potential financial impacts of natural disasters and COVID-19 restrictions - page 52.
- Postponement of NSW local government elections until September 2021 due to COVID-19 - page 248.
- Responding to health directives and legislative changes in response to COVID-19 - page 248.
- Responding to COVID-19 impacts on the delivery of services and facilities - page 250.
- Keeping residents and businesses well informed of the quickly changing government health directives for COVID-19 and their implications for local services and facilities - page 250.
- Deferred rate payments, fee reductions or waivers provided to ratepayers or tenants of Council buildings experiencing financial hardship - page 23.

The year ahead

- Maintaining a satisfactory financial position
- Continue review and monitoring of impacts of COVID-19 on Council operations
- Continue communication on COVID-19 to the community
- Continue online customer services
- Support preparations for the 2021 local government elections
- Complete review of community consultation practices
- Complete new Council website.

FROM THE MAYOR



I am very pleased to present Ku-ring-gai Council's Annual Report for 2019/20. The annual report provides a summary of Council's performance during the year, its challenges, achievements and progress on longer term initiatives and projects.

The 2019/20 year has been defined by natural disasters and the COVID-19 pandemic, which have affected the Ku-ring-gai community and the whole country.

The strength, resilience and generosity shown by our community during this time have been inspiring. It's shown by the increasing numbers of younger people volunteering, the forging of new neighbourhood friendships during lockdown, strengthened community networks and a greater awareness of more vulnerable members of our community. It has also paved the way for improved preparedness for future disasters.

This community legacy is the basis for the 2019/20 annual report theme 'Community – Our Strength'.

The combined efforts of Council, emergency services and government agencies, community organisations, volunteers and many individuals have enabled fast and effective responses to the challenges presented by the disasters and pandemic. Their combined efforts have been outstanding.

Council's first priority throughout this difficult time remained the health and safety of our community and staff. During the lockdown period we continued essential services such as waste collection, road maintenance and street cleaning without interruption. Where possible, we also moved other services online to ensure we continued to respond to community needs.

Council offered additional support to residents and businesses by suspending a range of fees for businesses, reviewing regulatory requirements and distributing \$80,000 in COVID-19 assistance grants to community organisations.

Due to the ongoing pandemic, the NSW Government made the decision to postpone the September 2020 local government elections until September 2021. As a result, current Ku-ring-gai councillors will hold their civic offices until the rescheduled local government elections are held.

More details of how Ku-ring-gai Council responded to the challenges posed by natural disasters and the pandemic can be found throughout this annual report.

Revitalising Ku-ring-gai

Despite this year's disruptions Council delivered a \$40 million capital works program for infrastructure, parks, playgrounds and sporting facilities and around \$127 million for a range of services to the community. This included progress on the following revitalisation projects:

- Lindfield Village Green - construction commenced on this project, which will transform the current public carpark into a large community open space for social and recreation activities with three underground levels of short and long stay parking. The project is expected to open by the end of 2021.
- Gordon Local Centre – concept designs were exhibited for 'eat street' outdoor dining opportunities in St Johns Avenue and a new road link between Dumaresq and Moree Streets has improved pedestrian and vehicle access around the centre.
- Lindfield Village Hub - the planning proposal for this mixed community, retail and open space project was endorsed by Council and submitted to the NSW Government for determination.
- St Ives Showground – upgrades to this important regional facility continued with the new inclusive regional playground nearing completion, internal road access and drainage works advanced and further improvements in 2020/21 to be funded by government grants.

Other achievements

- New Boyds Orchard Park, Turramurra opened
- New playground completed at Irish Town Grove, Turramurra
- Playground upgrades completed - Lindfield Soldiers Memorial Park, Gordon Recreation Ground, Morona Avenue Reserve, Wahroonga
- Warrimoo Downhill Mountain Bike Track rebuilt
- \$9.6 million spent on road upgrades and construction
- \$2.0 million spent on footpath improvements
- \$1.5 million spent on drainage works
- \$1.4 million spent on traffic and pedestrian facilities.

Environmental sustainability

Ku-ring-gai Council is a leader in environmental sustainability, assisted by the Environmental Levy which funds around \$3 million worth of environmental works and programs every year. Highlights for the 2019/20 year included:

- Exceeding our original 20% target for reducing Council's own greenhouse gas emissions
- Commencing the transition of Council's vehicles to electric models
- National recognition for our 3D bushfire simulation tool that has improved community preparedness.

Planning for the future

Ku-ring-gai's first Local Strategic Planning Statement came into effect in March 2020 after extensive research and community engagement. The statement sets out a land use vision for Ku-ring-gai over the next 20 years, including desired economic, social and environmental outcomes. It will also help guide future changes to Ku-ring-gai's planning controls – the local environmental plan and development control plan.

While the COVID-19 restrictions progressively ease, it is vital that we continue to plan and deliver services and projects that have a positive impact in the future.

I wish to thank my Councillor colleagues for their continued contribution to Council's achievements during what has been an extraordinary 2019/20.

I also thank the General Manager, Directors and Council staff for their tireless efforts in responding to various crises during 2019/20 while maintaining a focus on long term plans for Ku-ring-gai.

I am extremely proud of Ku-ring-gai Council's achievements for 2019/20 and I commend this annual report to you.



Councillor Jennifer Anderson

Mayor

GENERAL MANAGER'S REPORT



Our key focus during the 2019/20 financial year was responding to challenges presented by the natural disasters and COVID-19 pandemic.

Initially, additional resources were directed to the extended summer bush fire emergency as well as community clean-ups and repairs following the storm events in late 2019 and early 2020. However, from March 2020 Council's services and operations were significantly impacted by federal and state government health directives in response to the COVID-19 pandemic.

Challenges

Priorities during the emergency events and evolving COVID-19 crisis were the continued delivery of essential services to maintain community health, safety and wellbeing, and assisting older and less mobile residents. Other services were required to temporarily cease, or were reduced, modified or delivered by alternative means. Our challenges included:

- deploying staff to assist with the bush fire and storm clean-ups and to provide service delivery assistance to residents
- implementing government health and social distancing directives across Ku-ring-gai's public facilities and spaces in addition to Council's own multiple workplaces
- keeping the community, councillors and staff informed about quickly changing government advice and requirements
- significant additional costs for clean-up and restoration works from the storm events, totalling \$3.2 million at the end of the financial year. An application under the NSW Government's Disaster Recovery Funding Arrangements model was lodged for partial reimbursement of costs incurred, and
- responding to the financial impact of the COVID-19 pandemic on Council operations, with a loss of approximately \$1.8 million, mainly from reduced revenue from community and sport facility closures, cancellation of events, impacts on commercial and leasing arrangements and income from fines.

Our performance

Despite these impacts on our services and operations we performed satisfactorily against our Operational Plan for the year, with 76% of tasks completed or on track, compared to an estimated 90% that would have been achieved without COVID-19 impacts. Other achievements included:

- maintaining a sustainable financial position. The net operating result for 2019/20 was a surplus of \$27.09 million, after allowing for depreciation of Council assets. These funds will continue to be re-invested in new and existing assets
- spending \$40 million on capital works including roads, footpaths and drainage, improvements to sports fields and parks, acquisition of land for new local parks, improvements to community buildings and the progression of key transformational projects
- continuing to deliver essential capital works infrastructure, while reducing the renewal backlog for existing assets
- successfully implementing our business continuity plans and crisis procedures to facilitate emergency responses, and
- successfully upgrading our information technology capability to support virtual council and committee meetings, enhanced use of digital devices, expansion of online and social media communications and technology system requirements for staff working from home.

Looking ahead

Impacts of COVID-19 on our operations and finances are expected to continue during 2020/21. Council will also need to continue addressing COVID-19 directions for the health and wellbeing of the community.

Those programs and projects impacted in 2019/20 have been carried over to the 2020/21 Operational Plan for completion.

We will also be assessing the benefits and opportunities arising from workplace and service delivery changes during the year. In particular:

- taking advantage of online service delivery options to achieve greater participation from time poor businesses and less mobile or harder to reach residents

- expanding online community engagement
- reviewing our business continuity planning and crisis procedures to identify any improvements for potential future events
- continuing to review our enterprise risk management framework and the development of a risk appetite statement, enterprise risk management policy and enterprise risk management strategy, and
- reviewing opportunities for longer term flexible working arrangements for staff.

The deferral of local government elections to September 2021 has meant that Council's current three year Delivery Program will be extended for a further twelve months and preparation of Ku-ring-gai's next community strategic plan will now commence in late 2021.

The 2019/20 year has clearly demonstrated our organisation's capacity to respond to a challenging series of emergency events, while continuing to deliver quality services and ensuring the community's health, safety and wellbeing.

This has only been achieved through the skills and conscientious efforts of our staff, who responded to issues as they arose in innovative ways and implemented changes as quickly and seamlessly as possible.

Along with our committed elected representatives, I thank all Council staff for their hard work and dedication to maintaining services and delivering projects in very difficult circumstances over the past year for the longer term benefit of our community.



John McKee

General Manager

SNAPSHOT OF KU-RING-GAI



OUR PLACE, OUR PEOPLE

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

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

The landscape

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

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

Unique biodiversity

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

- 119 bushland reserves covering 1,150 hectares
- nationally significant ecological communities including remnant Blue Gum High Forest and Sydney Turpentine Ironbark Forest. 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.



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

Connected urban villages

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

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

Cultural history and diversity

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

- **Aboriginal heritage**

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

- **Bushland legacy**

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

- **European heritage**

Ku-ring-gai is the birthplace of the National Trust of Australia (NSW) and has traditionally valued its significant built heritage with over 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.

- **Community diversity**

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

Strong resident participation and advocacy

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

Diverse local economy

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

- seven local centres providing mixed food, retail and professional services
- a business park accommodating commercial and service activities
- a large education sector focussed 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.

Indigenous smoking ceremony at the Australia Day 2020 celebrations, Bicentennial Park, West Pymble. Photographer: Peter Kelly



SNAPSHOT OF KU-RING-GAI



Maple Calamity, Collins Road, St Ives.
Photographer: Adam Fiertl.

Annie Forsyth Wyatt (1885 –1961) OBE

Annie was an Australian community worker, conservationist and Red Cross worker. She is celebrated as the driving force behind the establishment of the National Trust movement in Australia, establishing the organisation in 1945 to protect Sydney's historic natural and built sites¹.

She lived in Gordon, and later St Ives, and worked tirelessly for the community until she passed away in 1961.

As a conservationist, lover of colonial history, and a humanitarian, Wyatt observed women working effectively in the community during World War I, and came to believe that women could make a difference in community issues. Over her lifetime she worked for many causes apart from the National Trust of Australia (NSW), including the Red Cross and the NSW Prisoners' Aid Association (for 20 years). She donated the proceeds of her book *Doors that Slam: A Romance of Early Sydney*, to the Prisoners' Aid Association².

Annie first became an active advocate of conservation in 1927 when, as a mother of two small children, she set up the Ku-ring-gai Tree Lovers' Civic League. This small group, consisting mainly of women, protested against activities destroying natural areas. Campaigns against rubbish dumping in bushland, clearing newly subdivided blocks of all trees, and sale of public bushland were on the agenda. The group conducted school education programs and was asked to intervene in problems outside the local area².



*Annie Forsyth Wyatt [c. 1925]
A portrait of Annie Forsyth Wyatt
as a young woman.
Source: Ku-ring-gai Library Local
Studies Collection.*

Wyatt's work for the Prisoners' Aid Association of New South Wales, included a term as president of the women's section in Gordon during 1938–1941. She regularly visited prisons and advocated for the prisoners and successfully pushed for more attractive clothing, and permission to use lipstick and face powder³.

Sydney's remaining heritage buildings and places today owe much to Annie Wyatt. She was awarded an OBE in 1960. Annie Wyatt Park, a reserve at Palm Beach (NSW); an azalea and a stone seat in the Swain Gardens in Killara have been named in her memory³. There is also an Annie Wyatt Room in the National Trust offices at The Rocks in Sydney, and the Annie Forsyth Wyatt Garden in Gordon.

1. Julie Blyth (2008). "Wyatt, Annie". Dictionary of Sydney. Dictionary of Sydney Trust. Retrieved 1 August 2012
2. https://en.wikipedia.org/wiki/Annie_Forsyth_Wyatt
3. Simpson, Caroline. "Wyatt, Annie Forsyth (1885–1961)". Australian Dictionary of Biography. Melbourne University Press. ISSN 1833-7538. Retrieved 18 February 2012 – via National Centre of Biography, Australian National University.





OUR PLACE, OUR PEOPLE

Population¹ 127,153 (▲ 0.94% from 2018)



AGED LESS THAN 24 YEARS²
33.6%



AGED MORE THAN 65+ YEARS²
18.1%

41
YEARS
MEDIAN AGE²

HOUSEHOLD TYPE²



54.9%
Families



24.2%
Couples without children



15.5%
Lone person

CULTURAL DIVERSITY²



38.9%
residents born overseas

27.7%
residents speak a language other than English at home



ASSISTANCE²

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



▲ **85+** and **20-59** age groups had the largest increases between 2011 and 2016.

Housing

HIGH RISE DWELLINGS²
19%



MEDIUM DENSITY DWELLINGS²
8.4%



DETACHED DWELLINGS²
72.4%



HOUSEHOLDS RENTING²
17%



HOUSEHOLDS WITH A MORTGAGE²
37%

HOUSING NEEDS³

81%
of housing in the area meets resident's needs

Transport

PUBLIC TRANSPORT²



28%
residents use public transport to get to work

TRANSPORT AND ACCESS³



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

A resilient economy



LOCAL
JOBS⁴

36,299
(▲ 2.71% from 2018)



LOCAL
BUSINESSES⁵

14,931
(▲ 2.09% from 2018)

GRP⁴
\$6.73 BILLION

(▲ 4.25% from 2018)

EMPLOYED RESIDENTS⁴

67,379
(▲ 4.66% from 2018)

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

3.4%
(▲ 460% from 2019)
compared to 7.8% Greater Sydney

An area of relative advantage



TOTAL HOUSEHOLDS
WITH A HIGH INCOME²

46%



UNIVERSITY
EDUCATED
(WORKING
POPULATION)²

48%

SEIFA INDEX OF RELATIVE
SOCIO-ECONOMIC
ADVANTAGE AND
DISADVANTAGE²

1,166

Community – our strength



SENSE OF
COMMUNITY³

In the **TOP 3**
strengths of
Ku-ring-gai listed
by residents

HELP AND SUPPORT³

85% of residents can call on
a neighbour, or local
family or friends
for assistance



SENSE OF BELONGING³

76% of residents agree with
the statement
'I belong to the
community I
live in'



EMERGENCY PREPAREDNESS³

69% of residents feel
informed and prepared to deal
with significant emergencies

GROUPS AND NETWORKS³



54% of residents
have access to
community groups
and support
networks

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

Sources:

1 Australian Bureau of Statistics, Estimated Resident Population, 2019

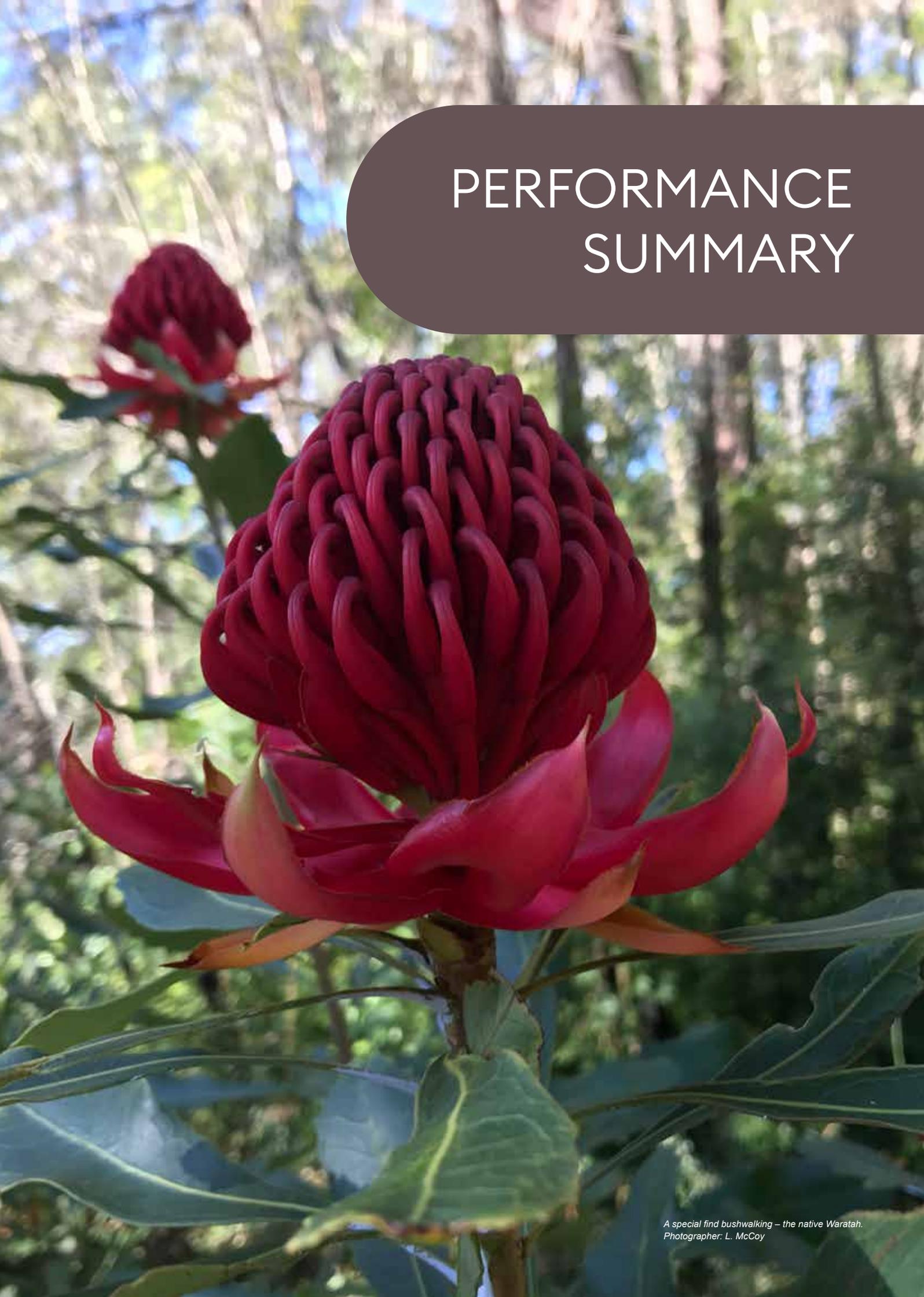
2 Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id

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

4 National Institute of Economic and Industry Research, 2019

5 Australian Bureau of Statistics, 2019

6 Department of Social Services - JobSeeker and Youth Allowance recipients
- monthly profile via data.gov.au. Compiled and presented by .id, June 2020



PERFORMANCE SUMMARY

HOW WE SPENT YOUR RATES

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

Services

The diagram below shows the amount of Council expenditure on key service areas in every \$100 of rates and charges during 2019/20.

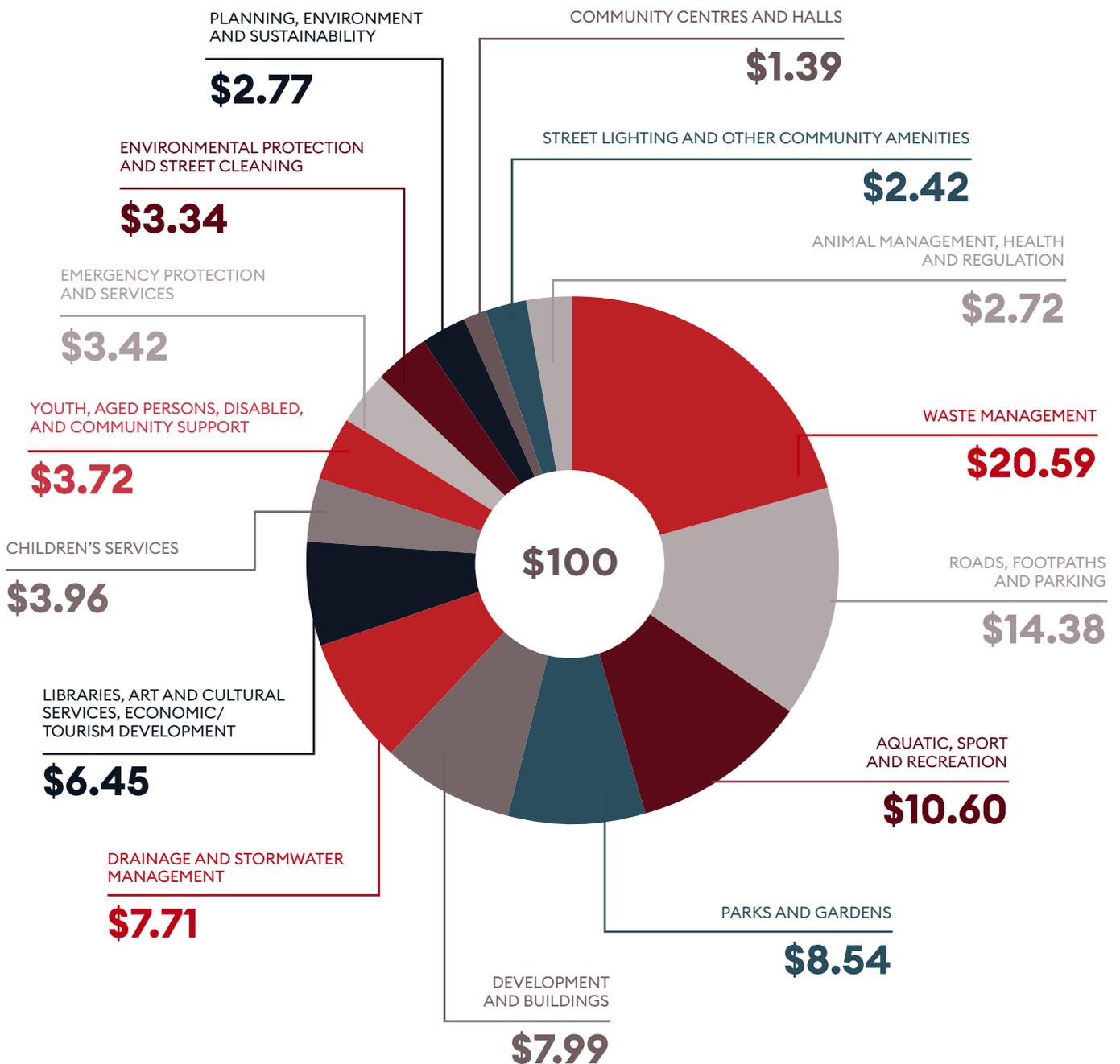


Diagram 1: Expenditure of key service areas

Capital works snapshot

During 2019/20, Council completed or progressed a range of capital projects and programs to benefit the Ku-ring-gai community. They include upgrades to roads, footpaths and pedestrian facilities, improvements to parks and playgrounds, improvements to buildings and upgraded amenities.

The table below represents a selection of key capital projects and programs with expenditure, as part of Council's \$40 million Capital Works Program for 2019/20:

<p>Roads (renewal program, new and upgraded) \$9,573,746</p>	<p>Upgrade and construction of roads at various locations across the LGA including the following projects which had alternative funding methods:</p> <ul style="list-style-type: none"> • \$1,595,019 Dumaresq Street to Moree Street, Gordon - new street funded by Section 7.11 Contributions • \$71,169.49 Pymble Station Carpark Upgrade - works undertaken in conjunction with Transport for NSW to improve carpark.
<p>Footpath improvements \$2,003,141</p>	<ul style="list-style-type: none"> • \$1,131,584 - construction of new footpaths across the LGA • \$598,893 - reconstruction and renewal of footpaths across the LGA • \$272,663 - upgrade of footpaths and bus stops in various locations across the LGA to meet disability requirements under the Disability Discrimination Act 1992 legislation.
<p>Drainage structures \$1,560,860</p>	<ul style="list-style-type: none"> • New and upgraded drainage works at various locations across the LGA including Council's CCTV condition assessment program for Council's stormwater network (various types of pipes and pits).
<p>Lindfield Village Green \$3,367,354</p>	<ul style="list-style-type: none"> • Project management, design consultation and construction works including the widening of Havilah Lane, Lindfield, site setup and services relocation (power and sewer).
<p>Traffic/pedestrian facilities \$1,458,380 <i>(\$709,440 grant funding provided by Transport for NSW)</i></p>	<ul style="list-style-type: none"> • Upgrade and construction of traffic and pedestrian facilities, new bus stops and replacement of street signs at various locations across the LGA.
<p>Parks \$2,525,062</p>	<p>Construction works (\$2,417,360):</p> <ul style="list-style-type: none"> • Roseville Park - tennis pavilion construction and cricket net replacement • Lindfield Soldiers Memorial Park, East Lindfield - upgrade of existing park and playground works • Duff Street and Allan Avenue, Turramurra - new park • Claude Cameron Grove, Wahroonga - footpath construction, park improvements and landscape works • Putarri Reserve, St Ives - upgrade with construction expected 2020/21 • Koola Park, East Killara - carpark works <p>Design phase (\$41,100):</p> <ul style="list-style-type: none"> • Hassall Park, St Ives - masterplan preparation • Robert Pymble Park - masterplan preparation <p>Construction and design (\$66,602):</p> <ul style="list-style-type: none"> • St Ives Village Green recreation precinct - masterplan design preparation and electrical upgrade works • Gordon Recreation Ground - phase 1 completion of playground upgrade with tennis pavilion in detailed design phase

PERFORMANCE SUMMARY

<p>Playground improvements (new and upgrades) \$2,911,448</p>	<p>Construction works (\$2,826,602):</p> <ul style="list-style-type: none"> • St Ives Showground regional playground and accessible toilet, St Ives • Gordon Recreation Ground, Gordon • Lindfield Soldiers Memorial Park, East Lindfield • Morona Avenue, Wahroonga • Irish Town Grove, Turramurra <p>Design phase (\$84,846):</p> <ul style="list-style-type: none"> • Abingdon Road Reserve, Roseville • Warrimoo Oval, St Ives • Kissing Point Village Green, South Turramurra
<p>Community centres and halls \$642,925</p>	<ul style="list-style-type: none"> • Improvement work at Tulkiyan House, Gordon; upgrade and repairs of youth centre at St Ives Village Green; structural roof repairs and replacement of annex buildings at East Lindfield Community Centre.
<p>Public amenities \$857,667</p>	<ul style="list-style-type: none"> • Upgrade to amenities as part of Council’s refurbishment program at Karuah Park, Turramurra; Acron Oval, St Ives, netball courts at Canoon Road, South Turramurra; Queen Elizabeth Reserve, West Killara • Progressed or completed amenities upgrades at St Ives Village Green and Roseville Chase Oval in line with <i>Disability Discrimination Act 1992</i> requirements • Design works for amenities upgrade at Samuel King Oval, North Turramurra; Killara Park, improved pedestrian and accessible amenities at The Swain Gardens, Killara.
<p>Sports courts \$600,635</p>	<ul style="list-style-type: none"> • Demolish and rebuild cricket nets with additional two nets added at Lindfield Soldiers Memorial Park, East Lindfield • Upgrade to cricket nets at Roseville Park • Lighting upgrade and shelter construction at Canoon Road Recreation Area, South Turramurra • Tennis court resurfacing at Lindfield Soldiers Memorial Park, East Lindfield; Hamilton Park, Turramurra; Robert Pymble Park, Pymble and St Ives Village Green, St Ives.
<p>Council Chambers improvements \$949,056</p>	<ul style="list-style-type: none"> • Upgrade and remediation works at Council Chambers, Gordon including engineers reports for structural repairs and air-conditioning upgrade, roof replacement, power upgrades and Civic Department fit out.
<p>Library resources \$684,523</p>	<ul style="list-style-type: none"> • New and replacement resources and collections, including e-books, e-magazines, e-newspapers and databases for Ku-ring-gai’s four libraries at Gordon, Lindfield, St Ives and Turramurra.
<p>Catchment management \$244,353</p>	<ul style="list-style-type: none"> • Construction of trash rack at Woodbury Creek, St Ives • Water sensitive urban design rain garden and planting at Kylie and Wattle Street Killara • TechnologyOne eContractor module to improve the management of gross pollutant trap maintenance • North Turramurra Recreation Area recycled car park surface to minimise erosion.
<p>Sustainable energy initiatives for Council buildings and facilities \$202,428</p>	<ul style="list-style-type: none"> • Installation of electric vehicle chargers at Council’s Pymble depot, completion of filtration and energy efficient upgrades at Ku-ring-gai Fitness and Aquatic Centre; installation of solar photovoltaics at Gordon Golf Course sewer treatment plant and contribution towards procurement of electric vehicles.
<p>Corporate systems and technology \$487,157</p>	<ul style="list-style-type: none"> • Software and hardware replacements as well as system upgrades including Council’s website.

Notes:

- The above rounded figures are inclusive of all grants received by Ku-ring-gai Council and all project related costs including project management/consultant costs, reports commissioned and design works.
- The above selected programs and projects represent a portion of Council’s Capital Works Program for 2019/20 with expenditure reported against programs consistent with Council’s adopted Financial Statements 2019/20.

FINANCIAL RESULTS

Overview

Council's continued objective for 2019/20 was to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control.

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

At the end of the 2019/20 financial year, Council remained in a satisfactory position with an operating surplus of \$27.09 million, including capital grants and contributions, and \$12.2 million excluding capital grants and contributions. The available working capital stood at \$5.1 million, which is in line with the target identified in Council's Long Term Financial Plan (LTFP).

During 2019/20, we spent \$126.7 million (\$120m in 2018/19) on services and operations and \$40 million (\$28m in 2018/19) on capital projects to provide a diverse range of services to the community and to ensure the long term sustainability of our assets.

We currently manage \$1.55 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

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

Key achievements

Operating surplus

Council achieved an operating surplus for the 2019/20 financial year.

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

Council had a strong return of 2.36% on Council's total investment portfolio, which outperformed the industry benchmark by 1.51%.

Challenges

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 is eligible for natural disaster funding from the NSW Government as part of the Disaster Recovery Funding Arrangements (DRFA) model. An application of \$1.7 million has been lodged under the DRFA for reimbursement of costs incurred; however, at this stage the result of the application and the final amount approved is unknown. As such, a receivable was not recognised in the 2019/20 Financial Statements.

COVID-19

The COVID-19 pandemic had a significant financial impact on Council operations during 2019/20 and is expected to 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.

Interest rates

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

Compliance with new accounting standards

In 2019/20, a number of new accounting standards apply to the Financial Statements of Ku-ring-gai Council. During this period, Council reviewed its compliance with the accounting standards to determine the impacts that these standards will have on future financial statements and any business systems and practices that will need to change. Further information on the newly adopted standards which had a material impact on Council's reported financial position and performance can be found in the Financial Statements (Note 18).



FURTHER READING
on achievements and challenges
can be found on pages 28-29.

HOW DID WE PERFORM?

Achieved a strong operating result

For the financial year ended 30 June 2020, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$12.2 million, which was \$3.3 million lower than the 2018/19 result. This result includes an increase in materials and contracts (\$4.9 million).

The operating result after capital grants and contributions was \$27.09 million, a decrease of \$2.3 million in comparison to the previous financial year (\$29.39 million). This result mainly includes a decrease in user charges and fees (\$1.7 million), an increase in rates and annual charges (\$2.8 million), an increase in grants and contribution revenue (\$2.1 million), a decrease in other revenues (\$2.3 million), net gain from disposal of assets (\$1.1 million), and a gain on the fair value of investment properties (\$3.0 million).

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

A comparison of our operating result for 2019/20 to original budget and the four previous years is provided in the adjacent graphs.

Major variations in expenditure and income compared to Council's original budget for 2019/20 are disclosed in Note 23 of the Audited Financial Statements on page 367. The operating result includes depreciation of assets and excludes capital expenditure (expenditure on assets).

Achieved performance measures and benchmarks

We achieved or outperformed all of Council's performance measures and benchmarks in 2019/20, with the exception of two infrastructure assets ratios – the Asset Renewals Ratio and Backlog Ratio. See pages 302-306 for details of these ratios and Council's achievement of other financial indicators and benchmarks.

Net operating result (excl. capital income)

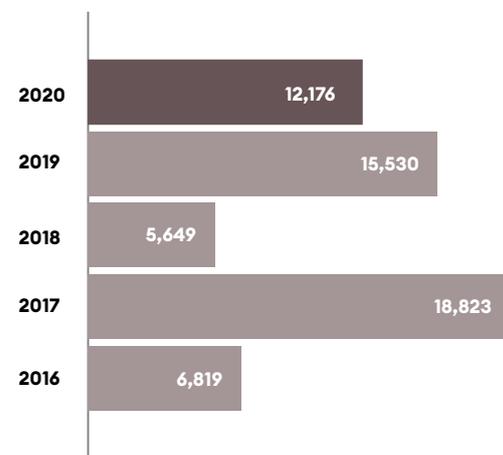


Figure 1: Net operating result \$'000 (excluding capital income) – 5 year trend

Net operating result (incl. capital income)

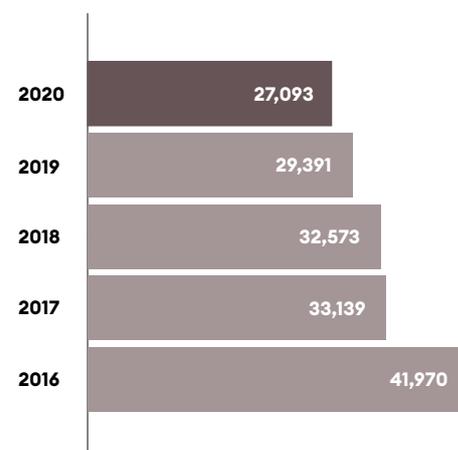


Figure 2: Net operating result \$'000 (including capital income) – 5 year trend

Achieved sound working capital

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

Available working capital of \$5.1 million at the end of the financial year highlights an adequate liquidity position with Council being able to meet its short-term liabilities when they fall due.

The graph adjacent provides a comparison of Council’s working capital for the last five financial years under the Delivery Program.

Working capital

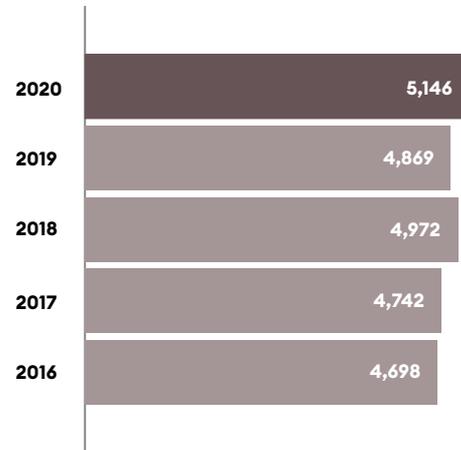


Figure 3: Working capital \$'000 – 5 year trend

Sustaining our assets

Funding for both infrastructure asset renewal and maintenance of assets to an acceptable condition remain key challenges for Council. As a result of ongoing reviews of asset conditions and investment of additional funding into asset renewal Council has been able to allocate additional funding to asset maintenance and continue to reduce its infrastructure backlog. Further information on asset management can be found on page 253.

Where did our funds come from?

Total income (2019/20): \$153.84 million

Our main sources of income in 2019/20, other than rates and annual charges were from:

Total income by category 2019/20		
Income	2019/20	2018/19
Rates and annual charges	\$88.27 million or 57%	\$85.48 million
User charges and fees	\$19.75 million or 13%	\$21.48 million
Capital grants and contributions	\$14.92 million or 10%	\$13.86 million
Other revenues	\$10.79 million or 7%	\$13.11 million
Operating grants and contributions	\$8.97 million or 6%	\$8.02 million
Interest and investment revenue	\$5.05 million or 3%	\$5.89 million
Fair value increment of investment property	\$5.03 million or 3%	\$1.99 million
Net gains from the disposal of assets	\$1.06 million or 1%	-

Where were our funds spent?

Total operating expenses (2019/20): \$126.75 million

The main expenditure items for the year were:

Total expenditure by category 2019/20		
Expenditure	2019/20	2018/19
Materials and contracts	\$50.68 million or 40%	\$45.80 million
Employee costs	\$41.71 million or 33%	\$39.41 million
Depreciation	\$17.44 million or 14%	\$16.89 million
Other expenses	\$16.48 million or 13%	\$17.48 million
Borrowing costs	\$0.44 million or 0%	\$0.70 million
Net losses from disposal of assets	-	\$0.16 million



FURTHER READING

Details of Council's financial position can be found in **Financial Reporting - Introduction** on page 302. Full details of Council's **Financial Statements** are available on pages 301-428.

DELIVERY PROGRAM RESULTS

How we performed

Activities undertaken in 2019/20 contributed to the achievement of Council's four-year Revised Delivery Program 2018-2021 and long-term objectives contained in Ku-ring-gai's Community Strategic Plan - Our Ku-ring-gai 2038.

During 2019/20, Council successfully delivered a range of services and a substantial program of capital works and operational projects. These addressed a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

This reporting period has seen Council modify the delivery of services and programs to comply with COVID-19 restrictions and respond to extreme weather events, including storms and bush fires. Innovative solutions enabled Council to continue to deliver across operational areas in response to changing community needs and priorities, confirming Council's ongoing ability and capacity to deliver services and facilities.

Overall performance during 2019/20 was measured against 56 term achievements, 205 annual tasks and 71 annual performance indicators as outlined in the Revised Delivery Program and Operational Plan.

Measuring COVID-19 impacts

Restrictions put in place due to the COVID-19 pandemic impacted Council's delivery of a number of services and programs during March to June 2020. This resulted in a reduction in expected progress for the June bi-annual reporting period and subsequently overall annual results. This included achievement/progress of tasks and term achievements, and achievement of performance indicators, with particular impacts on the delivery of library services, face to face customer service, community and environmental programs, events, recreation and sporting facilities under Themes 1, 2, 3 and 5 of the Delivery Program and Operational Plan.

To measure the extent of impacts of the pandemic restrictions, performance results for 2019/20 (with COVID-19 impacts) were compared to results likely to have been achieved without COVID-19 impacts, based on the previous half-yearly progress and staff commentary.

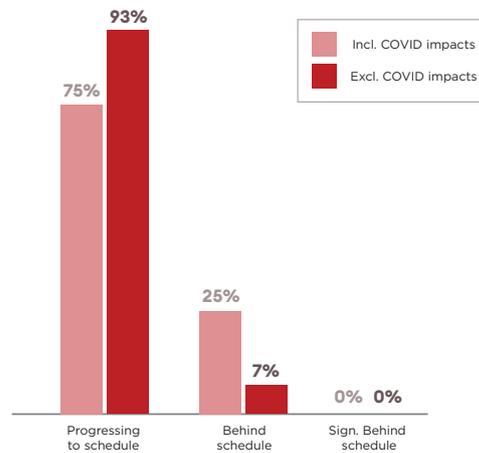
The comparison of results indicated Council's performance would have been significantly higher and in line with performance in previous years. To demonstrate the impacts, Council's performance for 2019/20 is presented on the basis of both including and excluding COVID-19 impacts on Council's planned delivery of services and programs. Further information on COVID-19 impacts on tasks, term achievements and performance indicators is provided in individual themes under **Performance – Delivering the vision** on page 165.

Revised Delivery Program 2018 – 2021

TERM ACHIEVEMENTS PROGRESSING AS SCHEDULED

75%
INCLUDING COVID-19 IMPACTS

93%
EXCLUDING COVID-19 IMPACTS

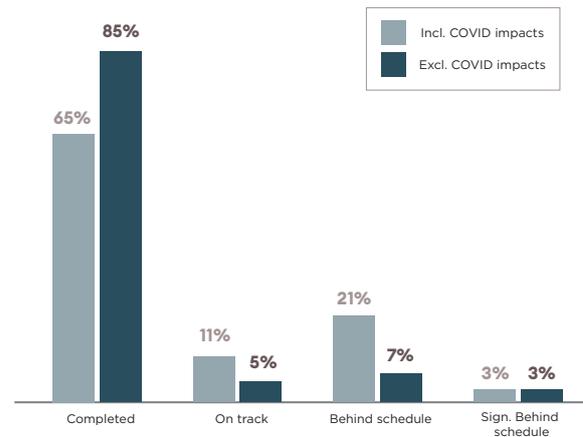


Operational Plan 2019 – 2020

TASKS COMPLETED OR ON TRACK

76%
INCLUDING COVID-19 IMPACTS

90%
EXCLUDING COVID-19 IMPACTS



Performance Indicators 2019 – 2020

INDICATORS ACHIEVED

66%
INCLUDING COVID-19 IMPACTS

82%
EXCLUDING COVID-19 IMPACTS

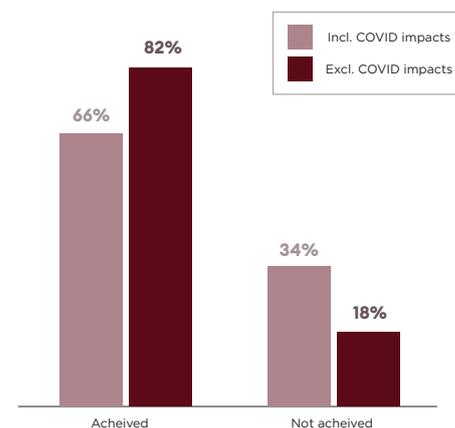


Figure 4: Revised Delivery Program and Operational Plan performance from 1 July 2019 to 30 June 2020.

Theme 1: Community, People and Culture



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

 PROGRESS WITH COVID-19 IMPACTS		 PROGRESS WITHOUT COVID-19 IMPACTS	
Term achievements	50% progressing as scheduled	Term achievements	100% progressing as scheduled
Operational plan tasks	60% completed or on track	Operational plan tasks	100% completed
Performance indicators	43% achieved	Performance indicators	93% achieved

Theme 2: Natural Environment



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

 PROGRESS WITH COVID-19 IMPACTS		 PROGRESS WITHOUT COVID-19 IMPACTS	
Term achievements	70% progressing as scheduled	Term achievements	100% progressing as scheduled
Operational plan tasks	63% completed or on track	Operational plan tasks	85% completed or on track
Performance indicators	No impact	Performance indicators	73% achieved

Theme 3: Places, Spaces and Infrastructure



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

 PROGRESS WITH COVID-19 IMPACTS		 PROGRESS WITHOUT COVID-19 IMPACTS	
Term achievements	75% progressing as scheduled	Term achievements	88% progressing as scheduled
Operational plan tasks	71% completed or on track	Operational plan tasks	81% completed or on track
Performance indicators	73% achieved	Performance indicators	82% achieved

Theme 4: Access, Traffic and Transport



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

NO COVID-19 IMPACTS

Term achievements	71% progressing as scheduled
Operational plan tasks	86% completed or on track
Performance indicators	60% achieved

Theme 5: Local Economy and Employment



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



PROGRESS WITH COVID-19 IMPACTS

Term achievements	No impact
Operational plan tasks	67% completed or on track
Performance indicators	67% achieved



PROGRESS WITHOUT COVID-19 IMPACTS

Term achievements	67% progressing as scheduled
Operational plan tasks	78% completed
Performance indicators	83% achieved

Theme 6: Leadership and Governance



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



PROGRESS WITH COVID-19 IMPACTS

Term achievements	92% progressing as scheduled
Operational plan tasks	90% completed or on track
Performance indicators	75% achieved



PROGRESS WITHOUT COVID-19 IMPACTS

Term achievements	100% progressing as scheduled
Operational plan tasks	97% completed or on track
Performance indicators	83% achieved

Figure 5: Revised Delivery Program and Operational Plan performance by theme from 1 July 2019 to 30 June 2020.

Corporate performance indicators – QBL trend snapshot

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

How we performed

The following table indicates our performance for key corporate performance indicators for the 2019/20 year compared to the previous four years. Variations above or below the overall performance trend are explained in the footnotes to the table. Additional indicators are in themes on pages 180, 198, 216, 230, 242, 256. Impacts of COVID-19 on the achievement of these indicators are explained in the footnotes below and in individual themes under **Performance – Delivering the vision**.

Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
GOVERNANCE							
Working Capital (Council's available funds balance)	\$M	4.7	6.5	4.8	4.8	5.1	◀▶
Debt Service Ratio (Council's ability to service debt)	%	2.7	1.19	1.49	1.34	0.85	▼
Consultation surveys conducted	No.	49	54	64	51	50	◀▶
Fulltime employee turnover rate	%	9.53	11.34	16	13.69	12	◀▶
SOCIAL							
Major events attendance	No.	35,000	45,000	35,904	45,000	35,000 ¹	▲
Library visitors	No.	492,475	521,650	492,536	526,332	398,180 ²	●
Participation in aged and disability service programs	No.	3,278	3,097	2,595	3,308	3,041	◀▶
Participation in active recreation programs supported by Council	No.	1,717	738	912	854	647 ³	▼
ENVIRONMENTAL							
Number of residents involved in community environmental programs	No.	4,531	5,348	6,264	8,134	10,374 ⁴	▲
Residents involved in climate change adaptation activities per year	No.	278	294	313	2,457	671	▲
Household waste diverted from landfill	%	57.00	55.32	59.24	58.00	55.80 ⁵	●
Greenhouse emissions	tCO2-e	11,258	10,589	10,203	9,658	6,818 ⁶	▼
ECONOMIC							
Capital works expenditure (actuals)	\$M	33,116,475	26,311,999	23,956,122	28,160,158	40,189,840 ⁷	●
Roads upgraded	\$M	9,671,674	9,808,948	10,247,415	8,915,836	7,907,558 ⁸	●
DA median processing time	Days	74	78	78	76	88	▲ ⁹

◀▶ stable ▲ increasing trend ▼ decreasing trend ● monitor

Footnotes:

1. The cancellation of Festival on the Green (scheduled for 3 May 2020) due to COVID-19 restrictions resulted in a reduction in total event attendance of approximately 10,000 participants.
2. The closure of libraries in the last quarter of the year due to COVID-19 restrictions greatly impacted the loan figures as well as library visitations. It also impacted the events planned which were cancelled.
3. The Active Ku-ring-gai Program was cancelled for one term and one school holiday period due to COVID-19 restrictions. Due to a loss of 177 attendees during the term the performance target was not achieved.
4. Due to COVID-19 restrictions, many face to face activities were changed or replaced by online events and materials resulting in greater numbers of residents becoming involved in activities and initiatives.
5. The Environmental Protection Authority, in late 2018, ceased the removal of organics from waste contents across all NSW councils due to quality standards. This reduction in further waste processing impacted Ku-ring-gai's waste recovery and diversion figures by approximately 3,000 tonne.
6. This is a 29% reduction relative to last year's emissions and a 24% reduction relative to Council's baseline emissions from 2000. This represents a significant milestone for Council, achieving its 2020 target of lowering emissions by 20% relative to 2000 levels. The contributing factors include the procurement of the recent Power Purchase Agreement (PPA) to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and efforts to reduce emissions from Council's fleet.
7. Capital works expenditure increased in this financial year mainly due to commencement of major projects and additional expenditure spent on infrastructure and buildings.
8. The road rehabilitation program was completed to the maximum extent following a reduction in budget due to COVID-19 shortfalls.
9. The median processing time for DA's meets Council's target, although there is an increasing trend over the 5 year period due to increased complexities and processes in the assessment of applications.

Community satisfaction – services and facilities

Despite 2019/20 being a challenging year, Council demonstrated its commitment to providing services and facilities that are responsive, equitable and provide best value to the community. Council responded to extreme weather events and mandatory COVID-19 restrictions to continue to deliver modified services, projects and programs to the community.

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

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

In 2019, Council commissioned an independent review of the community's satisfaction with, and importance placed on, 46 Council services and facilities. Results from this research showed that there was a steady increase in satisfaction when compared to results from the 2014 and 2017 research.

Results and previous reports are available at krg.nsw.gov.au. It is anticipated Council will conduct another community satisfaction survey during 2020/21.

**FURTHER READING**

For a detailed summary of performance see themes on pages 170, 184, 202, 220, 234, 246.

SUSTAINABILITY COMMITMENT

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

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



SOCIAL SUSTAINABILITY

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



ENVIRONMENTAL SUSTAINABILITY

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



ECONOMIC SUSTAINABILITY

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

Achieving sustainability outcomes

Council seeks to achieve a range of sustainability outcomes through long-term objectives contained in Ku-ring-gai's long-term Community Strategic Plan. These objectives address social, environmental, access, economic and civic leadership considerations to ensure that Council's activities have a holistic balanced view, rather than favouring one particular area. Civic leadership includes the roles and responsibilities of Council and the community in delivering the plan's objectives.

Delivery of the long-term objectives is achieved through Council's 4 year term achievements and annual tasks contained in the Delivery Program and Operational Plan.

From March to June 2020 a number of sustainability tasks were affected by the COVID-19 health restrictions.

See **Performance – Delivering the vision** on page 165 for information on sustainability outcomes achieved under the themes of the Revised Delivery Program 2018–2021 and Operational Plan 2019–2020.

Environmental sustainability initiatives

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

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

In early 2019, Council successfully applied to the NSW Independent Pricing and Regulatory Tribunal (IPART) to permanently extend the Environmental Levy at the existing rate of 5%, commencing on 1 July 2019.

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

Greenhouse gas emission reduction targets

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

As of June 2020, Council had reduced greenhouse gas emissions from its own operations and assets by 25% relative to the 2000 baseline. This exceeded Council's target, which was to reduce emissions by 20%. For further information see page 186.

Climate change policy

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

Biodiversity and bushland management

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

Council implements priority management actions from a range of established policies to facilitate improvements in the condition of bushland and the conservation of native flora and fauna. These include the Biodiversity Policy, Water Sensitive City Policy, Dumping and Encroachment in Bushland Policy, Fauna Management Policy and Bushland Reserves Plan of Management.

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

Other initiatives to promote and research biodiversity include:

- participating in the NSW government's 5 Million Trees for Greater Sydney program to help boost the city's diminishing tree canopy. For further information see page 190.
- participating in the national Which Plant Where program, a collaboration between universities and government, to track the health of trees and plants in local urban areas through the planting of a 'Living Lab'. For further information see page 192.

Bush fire management

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

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

Climate wise communities program

Council has an established Climate Wise Communities (CWC) website and undertakes face to face education programs to help Ku-ring-gai residents and businesses to strengthen their personal, property and neighbourhood resilience and responses to more extreme and frequent weather events as a result of a changing climate.

In late 2018, Council was awarded a grant from Local Government NSW to purchase a Simtable from the USA for use in our CWC program. The Simtable is an important practical model using computing technology to demonstrate in 3D how extreme weather events, such as bush fires and floods, behave under different weather conditions, terrain and vegetation types. The 2019 NSW bush fire season significantly raised the profile of this program and Council was acknowledged as a leader in this area of community engagement by national media and Local Government NSW. For more information see page 187.

Water and catchment management

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

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

In addition, this year Ku-ring-gai partnered with the Department of Planning, Industry and Environment (DPIE) and other Hawkesbury River councils including Hornsby, Northern Beaches, The Hills Shire, Central Coast and Hawkesbury to deliver Stage 1 of the Hawkesbury-Nepean Coastal Management Program. This report will help guide further actions and research that will help improve the management of the Hawkesbury River system.

Energy management

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

In May three electric vehicles replaced petrol-driven vehicles as part of an overall low emission plan that could ultimately see the majority of Council's fleet powered by electricity. The vehicles are recharged at charging stations at Council's depot in Pymble. For further information see page 190.

Sustainable lifestyles program

Over 10,000 residents, businesses and schools now participate in Council's Loving Living Ku-ring-gai program which continued to provide valuable education and experiences for Ku-ring-gai residents to create positive behavioural change and increase numbers of residents taking action to improve the local environment. This program includes the following initiatives:

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

Better business partnership

Council's Better Business Partnership (BBP) program provides sustainability advice to small and medium businesses in Ku-ring-gai. This advice has included waste, energy and water audits and has led to the diversion of waste from landfill, annual electricity savings and water savings. Sustainability advice is provided to over 200 active Better Business Partnership members with 31 BBP accredited businesses. The program has been delivered in partnership with Willoughby and North Sydney Councils since 2009 with Ku-ring-gai Council to fill the role of BBP program coordinator and manager from July 2020 to June 2023.

Environmental volunteering program

Council coordinates and supports over 800 volunteers dedicating their time to bush regeneration activities at 89 Bushcare, Streetcare, Parkcare and Trailcare sites, as well as native beehive splitting, fauna monitoring, native plant propagation and community gardens.

Sustainable event management

Council events promote and encourage sustainable practices, such as reusable or biodegradable cups and crockery, promotional material made from recycled products, responsible waste disposal and recycling and public transport options to and from events. Staff responsible for event planning and delivery will also soon be provided with Sustainable Events Kits, to assist with hosting events, meetings and catering without using single-use plastics.

Corporate sustainability initiatives

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

Annual community small grants program

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

Waste reduction, re-use and recycling

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

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

A new waste strategy for Ku-ring-gai was adopted in March 2020, following consultation with residents and a survey to assess satisfaction levels with current waste services. For further information see page 195.

While the new waste strategy maintains current domestic waste and recycling services, additional services and initiatives include:

- a bulky green waste service to remove larger items of vegetation
- kerbside waste recovery collection for e-waste, mattresses and metals
- consideration of a weekly green waste collection service to assist with bush fire protection
- expanded community education for waste reduction and recovery such as composting, and
- research and development into the use of recycled waste such as soft plastics, glass and toner cartridges for road resurfacing.

Land use planning, assessment and regulation

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

Local strategic planning statement

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

The LSPS provides guidance on:

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

Ultimately, the LSPS will help guide future changes to Ku-ring-gai's planning controls - the Local Environmental Plan (LEP) and Development Control Plan (DCP). The LSPS also identifies additional strategic planning requirements including a Housing Strategy, Retail/Commercial Centres Strategy and Employment Lands Strategy, which commenced or progressed during 2019/20. For further information see page 202.

Principal LEP and DCP

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

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

Policies

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

An Urban Forest Policy, adopted by Council in February 2020, will further integrate ecological protection into land use planning. Development of an Urban Forest Strategy and monitoring program has commenced with the collection of aerial imagery in March 2020.

View these policies at krg.nsw.gov.au

Guidelines for developments

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

Heritage conservation

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

In addition, there are nearly 1,000 heritage items and 45 heritage conservation areas within Ku-ring-gai's urban areas while natural bushland has been retained in Ku-ring-gai's many bushland reserves, parklands and recreation areas.

Revitalising local centres

Council has a long-term program for the revitalisation of local centres through a series of urban renewal projects, which include new mixed community services and spaces, retail floor space and residential units. The projects are designed to incorporate environmental sustainability features, easy access and strong connections to public transport. For further information see page 205.

Alternative and sustainable modes of transport

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

Planning for sustainable tourism opportunities

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

PERFORMANCE SUMMARY



MAJOR PROJECTS

Introduction

Ku-ring-gai's Community Strategic Plan – Our Ku-ring-gai 2038 includes long-term objectives that respond to current and future needs of the population. The achievement of some objectives requires the delivery of major strategic projects that will also assist in the revitalisation of the Ku-ring-gai area. To turn these objectives into reality, Council is taking a lead role in the planning and delivery of key projects in the area, known as Activate Ku-ring-gai Projects that utilise Council owned lands.

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

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

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

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

Revitalising our local centres

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

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

The following provides information on current projects and their progress:

Lindfield village green

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

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

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

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

Lindfield village hub

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

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

A formal Planning Proposal was prepared for the site to respond to the NSW government's regional North District Plan and to the identified need to provide greater housing choice in Ku-ring-gai. The proposal seeks to increase the intensity of land use at the site above the current level, for the purpose of additional commercial and residential accommodation. It also seeks to improve the public infrastructure that will be delivered by Council by reconfiguring the public open space land as a more beneficial local park, as well as providing for a pocket park incorporating deep soil planting and visual buffering to adjacent areas.

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

In 2019, Council conducted an open Expressions of Interest for a Development Partner, which resulted in a shortlist of tenderers. Following the finalisation of tender documentation, a formal tender invitation was issued.

The tender closed on 3 April 2020 with two submissions received. The Tender Evaluation Committee determined that all submitted tenders were non-conforming tenders. On 30 June 2020, Council resolved to decline to accept any tenders and to enter into negotiations with any possible providers and report back to Council by October 2020.

Concurrent with the tender process, the planning proposal has undergone assessment from an external planner and independent urban designer as well as specialist internal staff and reported to the independent Ku-ring-gai Local Planning Panel (KLPP) for advice in April 2020. The proposal was subsequently adopted by Council for submission to the NSW Department of Planning, Industry and Environment for a determination.

Lindfield village living

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

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

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

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

During 2018/19, Council lodged a development application for a residential apartment building on the site. Additional comments and requirements received from Council's development assessment team were addressed and the development application was submitted to the Sydney North Planning Panel (SNPP) for determination in 2020. Until Council is in a position to relocate the library, it will continue to operate at the current location.

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

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

Work on the project can recommence once the Local Environmental Plan review is complete, currently anticipated to be in 2021.

Gordon cultural and civic hub

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

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

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

- finalising pedestrian improvements to St Johns Avenue, Werona Avenue and Wade Lane, Gordon with Transport for NSW (TfNSW). Council has been given additional funding from TfNSW under the 'High Pedestrian Activity Areas' Program for these works
- preparation of a Built Form Study and feasibility analysis for Gordon by urban design consultants. Housing Capacity studies and housing scenarios have also been produced for Gordon to inform future housing development around the centre, and
- preparation of a draft Gordon Local Centre Structure Plan. It is anticipated that the final Structure Plan will be reported to Council in early 2020/21.

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 Revised 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.

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.

Marian Street Theatre redevelopment community display at the Theatre in the Park.



SERVICE IMPROVEMENTS AND INNOVATION

Council delivers over 100 services to the Ku-ring-gai community in response to identified needs across social, environmental, economic and governance outcome areas. The services contribute to the achievement of Council's Delivery Program and annual Operational Plan. Services delivered by the organisation are listed under each theme in the section **Performance – Delivering the vision** on pages pages 165-261.

Council undertakes regular research into community needs and satisfaction with current services, which then inform improvements and changes to their delivery going forward. Survey research undertaken during 2019/20 to inform the delivery of specific Council services included:

- survey of the business community to assess Council's services and facilities and identify ideas to optimise business engagement
- review of Council's consultation practices to ensure current policies and procedures match consultation and engagement trends and meet community expectations
- participant feedback surveys - for Council's diverse range of activities and education programs, including free exercise activities under the Activate Ku-ring-gai Program; sustainability education programs and seniors programs.

In 2019/20, Council commenced a review to assess services provided to the community consistent with current local government best practice and processes.

The following provides a snapshot of some of the service improvements, efficiencies and innovations achieved during 2019/20. This includes a number of service innovations implemented in direct response to COVID-19 social distancing restrictions and other health directives. As a result of very positive feedback regarding these innovations, their continuation over the longer-term will be reviewed during the coming year.

Service improvements, efficiencies and innovations in 2019/20



COMMUNITY PARTICIPATION

- live web streaming of Council meetings
- online video conferencing for councillors and staff for Council and other meetings, forums and workshops
- new web-based portal Life Online to provide customer services online, free access to group therapy sessions, online exercise classes, storytime readings and access to library resources
- expanded range of digital content across social media channels and website
- significantly expanded library e-resources with increased accessibility to the community
- new online library programs - streaming weekly storytime sessions, virtual book clubs, online Lego and jigsaw puzzles



GOVERNANCE AND RISK

- new code of conduct for staff and councillors
- new code of meeting practice
- revised charter for the Audit, Risk and Improvement Committee
- streamlined administrative processes for Councillors to attend local government events
- organisation-wide review of council policies
- improvements to procurement policies and procedures and the Contract Management Framework
- improvements to the risk policy, strategy and registers



TECHNOLOGY AND SYSTEMS

- improvements to booking system/process for services and facilities
- major hardware and software upgrades to facilitate online service delivery and staff working from home
- significantly increased customer support for remote working and the move to online delivery of services and programs



EVENTS AND ACTIVITIES

- increased inclusion of Aboriginal cultural activities in Council's event program
- new Creative and Active Kid's Voucher Programs
- creation of online education programs for children at the Ku-ring-gai Wildflower Garden
- creation of online sustainability education programs and workshops for all ages
- online support programs and activities focussed on seniors, people with disabilities and vulnerable people
- dog talks launched at off-leash dog parks to provide companion animal information



BUSINESS ENGAGEMENT

- new annual business survey
- increased collaboration with stakeholders and other neighbouring councils to deliver business events
- new online business engagement sessions and seminars



BUILDING IMPROVEMENTS

- prioritised program of improvements to community meeting rooms, halls, buildings and facilities implemented
- completed Art Centre building improvements



EMERGENCY RESPONSE AND MITIGATION

- new Crisis Management Team to oversee effective emergency responses
- Local Emergency Management Plans reviewed
- opening and operation of the Emergency Operations Centre
- increased cross organisational collaboration and partnerships with external organisations to deliver services tailored to those most vulnerable or in need
- new green waste vouchers for bush fire prone land
- new simulation table for community education on bush fires



PROTECTION AND SUSTAINABILITY

- new Single Use Plastic Policy and resources for sustainable event management for large events on Council owned or managed land
- expanded bushcare program to include new Trailcare group
- commenced fleet transition to electric vehicles to improve sustainability outcomes



FURTHER READING

Further information about services can be found under each theme in the section **Performance – Delivering the vision** on pages 165-261.

MEDIA COVERAGE

Digital and social media, as well as traditional print, radio and TV media, are important ways of informing and engaging with our increasingly diverse and technology driven population and harder to reach community members.

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

- providing informative materials and explanations of projects and issues to support best practice community engagement
- the use of different forms of social media, including digital animations and videos, to inform and seek community input to decision-making on a diverse range of matters, and
- monitoring Council services, programs, policies and achievements via all forms of media and providing timely responses to issues and concerns raised through those mediums.

Natural disasters and the COVID-19 emergency

Significant media coverage during 2019/20 focussed on the natural disasters and COVID-19 crisis that impacted the Ku-ring-gai local government area and its community, rather than the organisation. However, Council played a vital role and very successfully communicated important health, safety and service information to the community during the period, initially in response to the bush fire crisis and storm damage, followed by the COVID-19 pandemic.

This included information alerting the community to public health and safety advice, changes to Council services, other organisations' contact details and advice following the NSW government's declaration of the Ku-ring-gai LGA as a natural disaster area for both the bush fire and storm events, which enabled residents and business to access government assistance.

An average of three media releases were issued weekly during this extended period with several radio, TV and print media interviews provided on the emergencies. In March 2020, all local newspapers closed down their print operations and media releases were then issued on Council's website.

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

For more information on the emergencies see **Community – our strength** on page 10.

3D modelling for bush fire preparation

Council received positive state and national media coverage for its successful introduction of a 3D simulation model 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 model is being 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 has proved a highly successful tool for use in local government, particularly in terms of community engagement and has increased the number of workshop participants writing bush fire survival plans.

Other media coverage

A number of large community events organised and promoted by Council at St Ives Showground received positive state media coverage during the year. These events, which successfully attracted patronage from NSW regions and other states, included:

- Medieval Faire, held on 21/22 September 2019
- Small Homes exhibition held on 7/8 March 2020, and
- Big Bounce inflatable obstacle course held from 25 Jan to 9 February 2020.



St Ives Medieval Faire, 2019.
Photographer: Wolter Peeters.

AWARDS AND RECOGNITION

Community

2019 Hornsby Ku-ring-gai Local Business Awards

The business awards, of which Council was a major sponsor, recognise businesses for their products, services and innovation. Finalists in each category were selected based on the number of public nominations received. Eight Ku-ring-gai businesses received awards when winners were announced in October 2019. These were:

1. Beauty services - Gillian Adams Salon, Spa and Dining, Turramurra
2. Café - Twenty74, North Turramurra
3. Delicatessen/gourmet food - Deli Hub, St Ives Shopping Village, St Ives
4. Hairdresser - Hair Traits, Pymble
5. Hotel/bottleshop/bar - Kipling's Garage Bar, Turramurra
6. Restaurant - Brasserie l'Entrecote, Pymble
7. Sole trader - Ocean Sands Collective, St Ives Chase
8. Specialised retail business - The Source Bulk Foods St Ives, St Ives

The Thornleigh Veterinary Clinic, which manages the Council's pound operations, also received an award in the Outstanding Pet Care category.

2019 NSW Volunteer of the Year Awards (North Shore region)

The awards recognise the contribution, commitment and dedication made by volunteers towards serving the community for the North Shore region. The Ku-ring-gai recipients were:

Young Volunteer of the Year:

Jessica Harrison for her work with the Asylum Seekers Centre



NSW Volunteer of the Year Awards (North Shore region) 2019
Ku-ring-gai Council Mayor Jennifer Anderson with the Young Volunteer of the Year award recipient Jessica Harrison.

Adult Volunteer of the Year:

Barbara Ward for her work with Lupus Association of NSW

Volunteer Team of the Year:

The Listening Ear Helpline

Senior Volunteer of the Year and North Shore 2019 NSW Volunteer of the Year Award:

Susan Kadar for her work with The Sydney Jewish Museum



NSW Volunteer of the Year Awards (North Shore region) 2019
Representative from the Listening Ear Helpline Volunteer Team and Senior and Overall Winner for the North Shore Susan Kadar

2020 Local Citizen of the Year Awards



Local Citizen of the Year Awards 2020
Award winners pictured with the Australia Day Ambassador, federal and local members of parliament and Ku-ring-gai Council Mayor and Councillors.

Council's annual Local Citizen of the Year Awards honour those that generously give their time and effort to help others and improve the Ku-ring-gai community. The awards, held on Australia Day, aim to recognise organisations and Ku-ring-gai residents who have demonstrated excellent citizenship and contribution to the people of Ku-ring-gai or the wider community.

The following members of the community were recognised for their outstanding contributions during 2019/20:

Ku-ring-gai Citizen of the Year

Lucy Dahill

Ku-ring-gai Senior Citizen of the Year

Noella and Malcolm Allering

Ku-ring-gai Young Citizen of the Year

Katherine Bowditch

Outstanding Service to the Community

Life Line Harbour to Hawkesbury -
Financial Counselling Team

Organisation

2019 Inside Golf Australia



2019 Inside Golf Australia
North Turramurra Golf Course

Council's North Turramurra 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.

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.

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 RH Dougherty Awards

Winner – Excellence in Communication

Council's Get Ready Ku-ring-gai bushfire awareness campaign was successful in Division C for Councils with a population over 70,000. The campaign features a Simtable to demonstrate to residents the need to plan for bush fire events, which is used as part of Council's community participation program.

EVENTS PROGRAM

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

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

Ku-ring-gai Council presented over **2,200 events** and activities during 2019/20, with at least 30 events and 20 weekly programs cancelled due to COVID-19 restrictions.

Community

7
EVENTS

25,500
PEOPLE

Highlights

- ▶ St Ives Medieval Faire
- ▶ Australia Day celebrations
- ▶ Wildflower Art and Garden Festival
- ▶ Spring Twilight Concert
- ▶ Remembrance Day and Blair Wark VC Community Centre Opening
- ▶ Lunar New Year
- ▶ Theatre in the Park – Macbeth and the Wizard of Oz

Arts, cultural and library

912
EVENTS

16,000
ATTENDANCES

Highlights

- ▶ Author encounters for adults and children
- ▶ Library exhibitions and displays
- ▶ Art classes, exhibitions and openings
- ▶ Clubs and groups – children's story time and craft, creator club, book club for adults and teens, knitting, mahjong, crossword and recipe
- ▶ Talks – health, safety, lifestyle, leisure and science
- ▶ Senior's programs – technology, health and social inclusion, superannuation and tax
- ▶ Youth and children's workshops and talks - HSC lock in, craft, magic and holiday programs
- ▶ Virtual programs – exhibitions and story time streaming

Ku-ring-gai wildflower garden

258
EVENTS AND PROGRAMS

3,900
ATTENDANCES

Highlights

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

Youth and disability groups

36

EVENTS AND
ACTIVITIES

1

WEEKLY
PROGRAM

2,250

ATTENDANCES

Highlights

- ▶ Community art project
- ▶ Holiday programs – BBQs, movie nights, first aid
- ▶ HSC lock in and extended hours program
- ▶ Parent forums – surviving the HSC and life after
- ▶ International Women's Day celebrations
- ▶ Discobility
- ▶ Online – gaming, art and percussion workshops, music therapy
- ▶ Teaching tech skills to seniors
- ▶ Exploration Art Exhibition
- ▶ Carer's Pamper Day
- ▶ COVID-19 resilience workshops
- ▶ Dementia Cafe

Environment, sustainability and waste

41

EVENTS

1,800

PARTICIPANTS

Highlights

- ▶ National Tree Planting Day
- ▶ Weed awareness and native plant identification, propagation and advice
- ▶ Workshops and seminars – Bush fire planning, electric vehicles, food waste, crop and swap, Climate Wise Communities, spiders, bugs and bees, birds and chickens, water sensitive gardens, edible gardening, solar and batteries, energy efficiency, clothing swap, lino printing, baking and nature photography
- ▶ Film and book launches

Active ku-ring-gai

27

WEEKLY
PROGRAMS

3

HOLIDAY
PROGRAMS

1,500

ATTENDANCES

Highlights

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

Business community

18

EVENTS

830

REGISTRATIONS

Highlights

- ▶ Pitching your business
- ▶ Social media
- ▶ Small business lockdown plans
- ▶ Maximising online presence
- ▶ Maximising referrals
- ▶ Business planning
- ▶ Maximising access to grants and government financial support
- ▶ Marketing
- ▶ Financial planning

Civic and mayoral

8

EVENTS

1,100

PEOPLE

Highlights

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

Seniors

40

EVENTS AND
ACTIVITIES

4

WEEKLY EXERCISE
AND FALLS PREVENTION
CLASSES

3,200

ATTENDANCES

Highlights

- ▶ Exercise and falls prevention programs and classes
- ▶ Seminars – eye health, sleep problems, memory, bush fire, help at home and aged care rights, meaningful aging
- ▶ Tours – Manly Art Gallery and Museum, Maritime Museum, Chicago the Musical, Tulip Time Bowral, Eastern suburbs, Jacaranda cruise, harbour cruise, Old Government House
- ▶ Workshops – email and ipad skills, cooking and resilience during COVID-19
- ▶ Lunch, concert and movie outings
- ▶ Virtual tours and chats





PT IN THE
Ku-ring-gai Council
or 15BC
Sponsor
BC



COMMUNITY DEMOCRACY

COMMUNITY DEMOCRACY

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

Council's guiding principles

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

Key principles address:

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

Council's roles

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

Lead

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

Engage

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

Collaborate

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

Facilitate

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

Educate

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

Advocate

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

Regulate

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

Deliver

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

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

Council elections

Due to the COVID-19 pandemic the NSW local government elections were postponed from 12 September 2020 to 4 September 2021.

COUNCILLORS

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

Councillor representation on committees and external organisations is for the period 17 September 2019 to 30 June 2020 unless otherwise stated. Representation for the period 1 July 2019 to 16 September 2019 can be located in the **Local Government Reporting** section on page 263.



Roseville ward

Mayor Jennifer Anderson

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



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

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

Committee representation

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

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC)

Councillor terms

2006-2008, 2008-2012, 2012-2017, 2017+
 Mayor 2011-2012, 2013-2014, 2014-2015, 2016-2017, 2017-2020
 Deputy Mayor 2008-2009, 2009-2010, 2010-2011

Read more about Mayor Anderson at krg.nsw.gov.au

Cr Sam Ngai

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



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

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

Committee representation

Audit, Risk and Improvement Committee (Member)

External representative/member

Ku-ring-gai Youth Development Service Inc. Management Committee (KYDS) (Delegate)
 Sydney North Planning Panel (Member - concluded 22 October 2019)
 Northern Sydney Regional Organisation of Councils (Member - concluded 16 September 2019)

Councillor terms

2017+

Read more about Cr Ngai at krg.nsw.gov.au

Comenarra ward

Jeff Pettett

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



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

Councillor terms

2012-2017, 2017+
Deputy Mayor 2018-2019

Read more about Cr Pettett at krg.nsw.gov.au

Deputy Mayor Callum Clarke

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



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

Committee representation

Flood Risk Management Reference Committee (Chair)

External representative/member

Hornsby/Ku-ring-gai PCYC Advisory Committee (Delegate)
Northern Sydney Regional Organisation of Councils (NSROC) (Delegate)

Councillor terms

2017+
Deputy Mayor 2017-2018, 2019-2020

Read more about Cr Clarke at krg.nsw.gov.au

Gordon ward

Cr Cheryl Szatow

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



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

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

Committee representation

Marian Street Theatre Reference Committee (Deputy Chair)

External representative/member

Eryldene Trust (Delegate)
Sydney North Planning Panel
(Member – effective 22 October 2019)

Councillor terms

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

Read more about Cr Szatow at krg.nsw.gov.au

Cr Peter Kelly

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



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

His special interests are in practical solutions to urban issues.

Committee representation

Ku-ring-gai Traffic Committee (Deputy Chair)

External representative/member

Metropolitan Public Libraries Association (Delegate)

Councillor terms

2017+

Read more about Cr Kelly at krg.nsw.gov.au

St Ives ward

Cr Martin Smith

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



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

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

Committee representation

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

External representative/member

Sydney North Planning Panel
(Member – effective 22 October 2019)

Councillor terms

2017+

Read more about Cr Smith at krg.nsw.gov.au

Cr Christine Kay

(elected to Council on 27 October 2018)

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



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

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

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

External representative/member

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

Councillor terms

2018+

Read more about Cr Kay at krg.nsw.gov.au

Wahroonga ward

Cr Donna Greenfield

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



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

Committee representation

Flood Risk Management Reference Committee
(Deputy Chair)

External representative/member

Hornsby/Ku-ring-gai Bushfire Management Committee (Delegate)
Hornsby/Ku-ring-gai PCYC Advisory Committee (Alternate)
Hornsby/Ku-ring-gai Rural Fire Service District Liaison Committee (Delegate)
Northern Sydney Regional Organisation of Councils (NSROC) (Alternate)

Councillor terms

2017+

Read more about Cr Greenfield at krg.nsw.gov.au

Cr Cedric Spencer

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



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

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

Committee representation

Ku-ring-gai Traffic Committee (Chair)

External representative/member

Sydney North Planning Panel
(Member – concluded 22 October 2019)

Councillor terms

2017+

Read more about Cr Spencer at krg.nsw.gov.au

DECISION MAKING

Ku-ring-gai's highly engaged residents, community groups and other stakeholders seek to actively participate in and inform local policy formulation and decision-making to achieve the best outcomes for service delivery and assets for the community. Council proactively encourages community involvement through forums and Council meetings as well as committees with community representation. Information on other available opportunities for involvement through engagement and collaboration can be found on pages 96-106.

Council meetings

Ordinary Council meetings are generally held once a month with residents invited to attend. Meeting dates are available on Council's website and published in the local newspaper. Extraordinary Council meetings are called at short notice from time to time to deal with particular issues. The dates of these meetings are also published on Council's website and in the local newspaper, if timeframes permit. One Extraordinary Council meeting was held during 2019/20.

Council meetings deal with reports prepared by staff on a range of issues, including strategic policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, tenders for works and other matters of interest to the community. Ordinary Council meetings are webcast live with links available on Council's website.

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

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

recorded, to assist in making Council's decision-making processes transparent.

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

Changes to meeting practice to comply with COVID-19 restrictions

Due to COVID-19 public health restrictions, monthly Public Forums were suspended and Ordinary Meetings of Council were conducted online through a livestreaming service from April 2020 onwards. These arrangements have continued into the next financial year.

Public forums

While monthly public forums were suspended members of the community were still able to address Council by:

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

Council meetings

Members of the community wishing to observe Council meetings can do so via krg.nsw.gov.au

Summary of council meeting outcomes

Council's communications staff provide a summary of each Ordinary Council meeting on Council's website, enabling the community to read about the meeting outcomes. This information can be viewed at krg.nsw.gov.au which is updated following Council meetings.

Councillor meeting attendance

Councillor	Ordinary council meetings attended ¹		Council advisory/reference committee meetings attended ²	
	Number	%	Number	%
Cr Jennifer Anderson (Mayor)	12/12	100	5/5	100
Cr Callum Clarke (Deputy Mayor)	12/12	100	3/3	100
Cr Donna Greenfield	12/12	100	-	-
Cr Christine Kay	11/12	92	-	-
Cr Peter Kelly	10/12	83	3/5	60
Cr Sam Ngai	11/12	92	6/6	100
Cr Jeff Pettett ³	12/12	100	-	-
Cr Martin Smith	12/12	100	8/8	100
Cr Cedric Spencer	10/12	83	4/6	67
Cr Cheryl Szatow	11/12	92	1/1	100

Figure 6: Councillor attendance at Ordinary Council and Advisory/Reference committee meetings July 2019 – June 2020⁴

Explanatory Notes:

- All councillors who were unable to attend Ordinary Meetings of Council tendered their apologies and were granted leave of absence for that meeting. Attendance is based on 11 Ordinary Meetings of Council and one Extraordinary Meeting of Council held on 26 February 2020.
- Attendance at Council's advisory and reference committees relates only to councillors appointed by Council resolution to a committee. Other councillors may attend these committee meetings as observers. Council's advisory and reference committees in 2019/20 were:
 - Audit, Risk and Improvement Committee
 - Flood Risk Management Committee
 - Heritage Reference Committee
 - Ku-ring-gai Traffic Committee
 - Marian Street Theatre Community Reference Committee
- Councillor Jeff Pettett was Deputy Mayor for the period September 2018 to 16 September 2019.
- Representation for council and advisory and reference committees for the period 1 July 2019 to 16 September 2019 can be located in the **Local Government Reporting** section on page 269.

Advisory and reference committees

To assist in the decision making process and the operation of Council, advisory and reference committees are established for a period of time to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as some or all councillors. As part of the decision making process, recommendations made by these formal and informal forums may be referred to an Ordinary Meeting of Council for a decision. The following Advisory and Reference Committees operated during 2019/20:

Audit, risk and improvement committee

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

The committee meets on a quarterly basis and its membership during 2019/20 included:

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

Five meetings were held during 2019/20. See pages 156-157 for further information on the Audit, Risk and Improvement Committee.

Flood risk management committee

The Flood Risk Management Committee includes councillors, residents, and representatives from business or industry bodies. In addition, the committee has non-voting representatives from the NSW Office of Water, NSW Department of Planning and Environment, NSW Police, NSW State Emergency Services, Sydney Water, Roads and Maritime Services and other ex-officio members. The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has an advisory role to Council. The committee acts as a focus and forum for discussing differing views and objectives on technical, social, economic and environmental matters for floodplain management and flood risk. Meetings of the committee are held as required with three meetings held during 2019/20.



FURTHER READING
krq.nsw.gov.au

Heritage reference committee

The Heritage Reference Committee includes councillors, a community representative and representatives from the National Trust Australia, Australian Institute of Architects and the Ku-ring-gai Historical Society. The committee was formed in June 2014 to support Council in identifying and managing Ku-ring-gai's cultural heritage. The committee provides advice to Council on heritage matters, promotes an understanding and appreciation of heritage through specific activities and events, and makes recommendations to Council on the allocation of annual heritage homes grant funding to applicants. The committee meets as required with three meetings held during 2019/20.



FURTHER READING
krq.nsw.gov.au

Ku-ring-gai traffic committee

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, NSW Police, Roads and Maritime Services and the local Member of State Parliament. The committee is not a formal Council committee, being established under delegation of the Roads and Maritime Services. As such, the committee's role is to consider and advise Council on traffic related matters. Meetings of the committee are held as required with five meetings held during 2019/20.

Marian street theatre community reference committee

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

Six community members were selected from twenty applications following an expression of interest process for community membership. The endorsed committee includes the Mayor and one other councillor, two representatives from the Save Marian Street Theatre Committee and four community representatives with demonstrated knowledge of the performing arts and associated industries and/or relevant cultural and community projects. Two committee meetings were held during 2019/20.



FURTHER READING
krg.nsw.gov.au

Major projects advisory committee

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

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

The committee reports directly to Council and consists of four members of the public with expertise in finance, construction, commercial and residential property development and large scale public infrastructure. Committee members were appointed by Council through a public recruitment process conducted in June/July 2018 with appointments made in August 2018. Committee members are Chris Cusack, Monique Reynolds, Clinton Ostwald and Stuart Suthern-Brunt.

The Advisory Committee meets as required. During 2019/20 the committee held one formal meeting and were engaged on three other occasions on project specific advice to Council.

Planning panels

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

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

The Minister has set out the types of development applications (DAs) to be determined by the KLPP, which are usually sensitive, complex or high-value DAs. The purpose of the panel is to ensure that the process of assessment and determination of development applications with a high corruption risk, sensitivity or strategic importance is transparent and accountable. Council officers continue to undertake the assessment process for DAs and make recommendations regarding development proposals to the panel. Council also provides administrative support to the panel to assist its determination of DAs, organisation of meetings, including preparation of agendas and business papers, as well as remuneration for panel members.

The panel consists of a chair and two independent experts appointed by council from a Minister-endorsed pool of independent, qualified people, plus a community representative.

The panel held thirteen (13) meetings during 2019/20 with meetings recorded via livestream and recordings made available on Council's website. Due to COVID-19 social distancing requirements, KLPP meetings were held via zoom from April 2020, with no public present, observing social distance requirements in Council's Ante Room and Chamber.

Changes by the NSW Government to the way the panel works will come into effect on 1 August 2020 to improve efficiency and the assessment and determination times for development applications.



FURTHER READING
krg.nsw.gov.au

Sydney north planning panel (SNPP) meetings

Sydney and regional planning panels were introduced to NSW in 2009 to strengthen decision making on regionally significant development applications and other planning matters.

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

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

The Sydney North Planning Panel was created in November 2016. The Chair is Peter Debnam with Brian Kirk and Julie Savet Ward as State Members. Two councillors are also appointed members on the panel.

Due to the COVID-19 social distancing requirements, SNPP meetings were held using teleconference technology from April/May to June 2020. Seven Sydney North Planning Panel determination meetings were held during 2019/20.



FURTHER READING
krg.nsw.gov.au

See **Engagement and Collaboration** on pages 96-106 for further details on Council memberships for external organisations.

ENGAGEMENT AND COLLABORATION

Engaging with our community

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

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

Council is committed to robust and transparent consultation practices, where all affected community stakeholders have an opportunity to participate. This approach is underpinned by social justice principles and best practice consultation and engagement reflecting the International Association of Public Participation (IAP2) spectrum engagement techniques.

Our objectives

By engaging and consulting with our community we seek to:

- provide opportunities for the community to express their views and priorities with regard to services, capital works, major projects and land use plans to shape the future of Ku-ring-gai
- assist the community's understanding of challenges and opportunities presented by proposals for new or expanded services, asset management or new capital works
- capture the views of our already engaged and mobilised community
- tap into the community's local knowledge and expertise
- address the challenges of harder to reach stakeholders such as young people, culturally and linguistically diverse (CALD) groups, people with disabilities and other special needs groups

- make participation easier for all by removing barriers to engagement to achieve a representative viewpoint, and
- include the business community, government agencies, not for profit organisations, service providers, peak bodies, local community and sporting groups.

Feedback and improvement

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

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

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

Key ways Council engages and communicates information



WEBSITE

2,554,391
site visits

Most popular pages

- ▶ Home page
- ▶ Library
- ▶ DA tracking
- ▶ Contact us
- ▶ Find out what's near you
- ▶ Waste



ENEWS

48,183

people subscribed across 20 e-newsletters



SOCIAL MEDIA

FOLLOWERS

23,939
Across 8
Facebook pages

2,692
Instagram

2,004
LinkedIn

3,320
Twitter

REACH

1.26 million people saw a post



HAVE MY SAY ONLINE HUB

Council asks the community
for feedback at least

once per week
on key initiatives
(on average)

Over 50
public exhibitions conducted

“Have My Say” webpage
visited 19,738 times

Community engagement in 2019/20

Examples of engagement activities during the year included the following:

Ku-ring-gai local strategic planning statement

Background

In March 2018 the NSW State Government brought in state wide changes requiring all councils to prepare a Local Strategic Planning Statement (LSPS) to set out a 20 year vision for land use within each council area, and provide guidance on:

- where future housing, jobs and services will go
- what infrastructure (such as community facilities, open space, transport improvements) are required to support future growth
- what the local character of an area is, and will be in the future, and
- managing waterways, biodiversity and bushland.

The LSPS also provides a locally relevant response to the State Government's strategic plans, The Greater Sydney Region Plan and the North District Plan.

Consultation and engagement

Preparation of the Ku-ring-gai LSPS drew from extensive community consultation undertaken as part of the preparation of major new land use plans and policies over the preceding five years. Consultation and engagement then focussed on confirming previously identified priorities and the identification of gaps requiring further research going forward.

Phase 1 of engagement involved an online and hard copy survey of the community to confirm local planning priorities and a land use vision for Ku-ring-gai with 65 survey responses received.

Phase 2 involved public exhibition of a draft LSPS for a period of six weeks, from July to August 2019 with 78 written submissions received from residents, community groups, state agencies, private development companies, community organisations, charities and churches and the local State Member.

Engagement and promotion undertaken for the public exhibition included the following:

- **advertisements** – in the local newspaper
- **media releases** – advising the community of the public exhibition commencement and advertising community drop-in sessions at libraries
- **e-news** – to 11,000 subscribers advertising public exhibition of the draft LSPS
- **email** – to 204 residents who had participated in the LSPS survey and expressed interest in staying informed on the project
- **mayoral messages** – in the local newspaper
- **Facebook posts** – advertising the public exhibition commencement, community drop-in sessions and closing date of exhibition
- **community drop-in sessions** – in local libraries where residents could ask questions one-on-one with planning staff
- **web banner** – on the Council website homepage advertising the LSPS public exhibition
- **posters** – in libraries and customer service advertising community drop-in sessions
- **printed brochure** – provided an overview on the LSPS and details on community drop-in sessions and available at Customer Service, all libraries and at drop-in sessions
- **FAQ document** – available at Customer Service, all libraries and at drop-in sessions
- **community survey** – available online and at Customer Service, all libraries and at drop in sessions.
- **have my say public exhibition page** – on Council's website
- **draft LSPS** – and supporting information provided at Customer Service and all libraries
- **planning staff** – available to take community enquires during ordinary business hours.

Specialist staff were consulted within Council for input and guidance, including urban planning, traffic, natural areas, corporate planning, community engagement, environment and sustainability and finance. Councillor briefings were held throughout preparation of the statement to ensure Councillors were fully informed of progress.

Results

A number of amendments were made to the draft Ku-ring-gai LSPS in response to issues raised through community consultation. These were endorsed by Council in late 2019, and submitted to the Greater Sydney Commission and NSW Department of Planning, Industry and Environment for approval. The Statement came into effect in March 2020.

Draft housing strategy

Background

In 2019 Council commenced preparation of a long-term local housing strategy to enable a considered local approach to managing the location, type and quantum of housing to meet the changing needs of the growing community over the next 20 years. The strategy will inform the LSPS and is a requirement of the regional plan for Sydney, A Metropolis of Three Cities and the North District Plan.

Consultation and engagement

Phase 1 community and stakeholder engagement was undertaken with residents, key stakeholders and housing providers between October 2019 and February 2020, assisted by independent specialist facilitators, to understand the type of housing the community will likely want and need over the next 20 years.

A number of tools and techniques were utilised to gather feedback from a wide cross section of the Ku-ring-gai community. This included:

- **online and hard copy surveys** – 472 responses were received to an extensively advertised online survey available via Council’s project webpage and four issue-specific online discussion forums received 273 visitors and 13 contributions
- **community sounding board** – a 12 person community sounding board was established to provide a forum in which Council’s project team could test and receive feedback on inputs to the Housing Strategy
- **focus groups** – including a youth group, held to delve into specific demographic and geographic issues relevant to the Housing Strategy
- **stakeholder interviews** – with representatives from aged care, property development, architecture, real estate and transport sectors
- **community workshops** – six community workshops focussed on geographical area, resident action group representatives and youth with 111 participants
- **project webpages** – dedicated project webpages on Council’s website to provide an overview of strategy development, easy access to engagement opportunities and answer key questions. The pages attracted over 2,331 views between 15 October 2019 and 27 February 2020
- **advertisements** – placed in local newspapers, Northern Sydney magazines and Chinese newspapers to encourage people to visit Council’s website, complete the survey and attend community workshops
- **emails and e-news articles** – those who made a submission on Council’s LSPS were emailed details of the Housing Strategy and how they could provide input. Articles were also placed in three of Council’s e-newsletters, encouraging people to visit the website and complete the survey. These emails and e-news articles reached over 30,000 people
- **social media** – posts on Council’s Facebook channel encouraged people to complete the survey and find out more about the Housing Strategy. The posts reached 16,233 people
- **postcards, posters and newsletters** – to encourage people to visit the project website and complete the survey, 3,900 postcards were distributed at key Council locations and transport hubs. Further, 20 posters were installed at key Council locations and 500 English, 300 Chinese and 200 Korean newsletters were distributed.

Along with the detailed demographic and housing analysis and the comprehensive local capacity studies conducted, the outcomes of the community and stakeholder engagement provided key input to Council’s Housing Strategy.

Results

Following the consultation and engagement phase a draft Housing Strategy was prepared and adopted by Council for public exhibition from March to May 2020.

Due to COVID-19 restrictions the Phase 2 exhibition was delivered online through Council’s website with hardcopies of the exhibition documentation made available to stakeholders on request. A report on the exhibition is planned to be presented to Council in 2020/21.

Waste strategy

Background

A new waste strategy was prepared based on previous community feedback for Council's current waste services and amendments proposed to current services in anticipation of Council's next Waste Collection Contract scheduled for September 2021.

Consultation and engagement

Consultation and engagement was undertaken in two phases:

Phase 1 included an online survey conducted in 2018 that attracted 1,402 responses from the community. The results of this survey confirmed the results of two earlier surveys with high levels of community satisfaction with current waste services.

The community feedback informed preparation of the draft strategy which proposed a number of changes to improve services, and were endorsed by Council in November 2019 for public exhibition. They included:

- clean-up service adjusted to four services per year
- new booked bulky green waste service
- new waste recovery at the kerb side for e-waste, mattresses and metals
- option for a weekly green waste service for additional bush fire protection for residents
- research and development into recovery opportunities for recycling including soft plastics
- additional resources for community information, promotion and education, and
- continue development of engineering waste recovery including road re-surfacing.

Phase 2 included public exhibition of the draft strategy from December 2019 to February 2020 including advertisements in local newspapers, social media posts, e-news and media releases. There were 68 submissions received.

Results

Detailed feedback from residents as part of Phase 1 engagement enabled staff to fine tune proposals in the draft strategy. The public exhibition also identified areas for further investigation.

Feedback from the exhibition did not require further changes to the strategy, which was adopted by Council in March 2020.

St Johns avenue 'eat street', gordon

Background

St Johns Avenue is one of the key streets in the Gordon local centre. It has a high level of pedestrian activity and a number of established cafes and eateries.

Public exhibition of a draft concept design, to create an 'Eat Street' between the Gordon railway station and Pacific Highway, was undertaken between August and September 2019, including a 'pop-up' park for community information drop-in sessions.

Consultation and engagement

A range of engagement tools were employed to actively engage and encourage residents to get involved with the exhibition of plans. This included:

- survey (online and hard copy)
- digital and traditional media promotion, and
- two on-site drop-in sessions in St Johns Avenue, Gordon as part of a 'pop-up' park.

The 'pop-up' park involved the removal of a parking lane on the south side of St Johns Avenue and laying artificial turf carpet. Outdoor dining booths were provided along with deckchairs and bean bags for casual seating. Potted plants from the Council nursery added greenery. Local musicians were enlisted to provide entertainment and attract public participation. Survey forms were provided to gather feedback and Council officers were on hand to answer community questions about the proposal.

Results

The public exhibition period returned overwhelming support (over 80%) for the project with relatively minor changes required to the concept design.

An internal project reference group, with representatives from across the organisation, provided further input to the concept design, which was subsequently adopted by Council in October 2019, so that it can be progressed to detailed design and tendering for construction in mid 2020.



Robert pymble park landscape masterplan

Background

A draft Landscape Masterplan was prepared for Robert Pymble Park, Pymble with the objective of conserving and enhancing its features, and introducing additional facilities to improve amenity and access as well as increasing user comfort.

Consultation and engagement

Phase 1, delivered in February 2018, was designed to gather community opinions about the park. This consisted of an online and hard copy survey designed to gather feedback about how residents currently use Robert Pymble Park and what facilities they would like to see in the future. The online survey was hosted on Council's community engagement platform and the printed survey was mailed to 1,425 residents who live within 500 metres of the park. A total of 78 responses were received.

The results of the questionnaire, along with additional comments offered, provided valuable input for the preparation of the draft Landscape Masterplan. Resident views included:

- most people use the park for exercise and to visit with family
- the park provides a welcome escape from the noise and activity of the nearby Pacific Highway
- residents would like to see additional seating, tables and covered areas, BBQ facilities, adult exercise equipment, bike path/jogging track as well an upgrade of the existing toilet block and children's playground to improve accessibility, inclusivity and security, and
- there were suggestions for increasing recreational opportunities such as table tennis, chess, sandpit and netball/basketball hoop.

Phase 2 engagement (public exhibition) sought feedback on the draft Landscape Masterplan throughout November 2019 to help ensure the final document meets the needs and expectations of the local community. This included:

- **a family-focussed community event** – held in November 2019 to encourage people to get involved. The event included a sausage sizzle with free food and drink and an animal petting farm. Staff were present to talk with residents and help them complete a survey. Strong support for the proposals was received
- **surveys** – to provide feedback on the draft Landscape Masterplan. This included an online survey hosted on Council's online engagement platform (oursay.org) and a hard copy survey (provided on request and available at the community information event)
- **online discussion forum** – hosted on Council's online engagement platform, (oursay.org), and
- **promotion of the exhibition and community event** – through Council's website, North Shore Times, social media channels, e-newsletters, direct contact with Phase 1 engagement participants, letter box drop to notify local residents within a 500m radius of the park, and signage and information in the park.

Results

Community feedback helped to guide the preparation of an amended Landscape Masterplan with the objective of providing a balanced solution considering the many and varied opinions expressed during consultation. Council adopted a finalised masterplan in March 2020.

Recreation in natural areas policy

Background

A draft Recreation in Natural Areas Strategy was developed to provide a management framework for the provision and support of a diverse and accessible range of recreation opportunities in the natural areas of Kuring-gai, in a way that protects and enhances our local environment.

Consultation and engagement

Phase 1 - User based consultation

Input was sought through an online survey and four consultation workshops primarily with individuals, and representatives of groups, who undertake recreation activities in our natural areas including mountain biking, orienteering and rogaining, rock climbing, abseiling and bouldering, and track dependant recreation.

Workshop participants were asked to provide feedback on the suitability and condition of infrastructure, access, bookings process, signage, risk management and ecological sustainability.

Phase 2 - Environmentally focussed consultation

An online survey and consultation workshop was held with individuals and representatives of environment or community groups who have a specific interest in the strategy from an environmental perspective.

Phase 3 - Community forum

The draft strategy was presented at a community forum to:

- provide a summary of the key issues raised at the consultation workshops and strategy response
- outline the framework for the strategy
- provide the management actions in the strategy that respond to the four activity areas (mountain biking, orienteering/rogaining, rock-climbing/abseiling and track dependent recreation) and invite feedback on these management actions.

Phase 4 - Public exhibition

The strategy was placed on public exhibition from October to December 2019 with 17 submissions received.

Public exhibition was promoted through Council's social media platforms, local news media and a direct notification was sent via email to stakeholders who participated in the community consultation during the development of the draft strategy. Copies of the documents were made available on Council's website, at Council Chambers and at Council's four libraries.

Results

Amendments were made to the strategy in response to the submissions received during the public exhibition and the revised strategy was adopted by Council in March 2020.

Examples of engagement achievements in 2019/20

The following provides a selection of community consultation and engagement during the 2019/20 year. 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	<ul style="list-style-type: none"> • online and hard copy survey • online discussion forum • drop-in information sessions at libraries • social media and e-news • media releases
Draft Housing Strategy	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • recruited telephone survey • online survey • social media and e-news
St Johns Avenue, Gordon upgrade - Eat Street style urban improvements (Phase 2)	<ul style="list-style-type: none"> • face to face meetings • online survey and discussion forum • business workshop • pop-up park
Robert Pymble Park landscape masterplan	<ul style="list-style-type: none"> • online and hard copy survey • community event information session • social media and e-news
Recreation in Natural Areas Strategy	<ul style="list-style-type: none"> • recreational groups survey and workshops • environmental groups survey and workshops • community forum
Community Participation Plan	<ul style="list-style-type: none"> • social media and e-news • media releases
Business survey	<ul style="list-style-type: none"> • online survey • e-news
Parks, sports grounds and facilities, playground upgrades – issues and improvement works	<ul style="list-style-type: none"> • information sessions in local areas – eg sausage sizzles, breakfasts • workshop sessions • e-news and social media • letterbox drops
Environmental sustainability programs	<ul style="list-style-type: none"> • information sessions in local areas and streets – eg bush fire preparation, Bushcare • face to face workshops • online delivery of workshops and programs from March 2020
Local business	<ul style="list-style-type: none"> • local business group workshops • e-newsletters • workshops and forums
Community feedback on programs	<ul style="list-style-type: none"> • surveys of user groups for specific Council programs and initiatives both online and in print
Council communications	<ul style="list-style-type: none"> • media releases • newspaper advertising • Mayor's column in local newspaper • e-news and social media information on legislation changes and new policies

Collaboration

Stakeholder roles

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

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

levels, partners in delivering specific outcomes or delivering outcomes on behalf of Council.

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

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



FURTHER READING **COMMUNITY STRATEGIC PLAN - OUR KU-RING-GAI 2038**
krg.nsw.gov.au

Stakeholder	How we collaborate with stakeholders
Residents and property owners	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • participation on community reference or advisory committees • regular Council communications
Business community (local businesses, industry and business groups eg Chambers of Commerce)	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • facilitate local programs with the Office of the NSW Small Business Commissioner and NSW Business Chamber • work with local Chambers of Commerce, surrounding councils and the CSIRO • support businesses to deliver events • sponsorship of local events and markets and an annual sponsorship program • facilitate business and economic development workshops and events • support an online business engagement portal including a discussion forum, surveys and issue communication
Community organisations and groups (eg churches, neighbourhood associations, environmental groups)	<ul style="list-style-type: none"> • environmental research partnerships with tertiary institutions • coordinate volunteer Bushcare/Parkcare/Streetcare / Trailcare groups and community gardeners • work with groups to deliver annual events • offer community small grants programs • promote and support volunteering • host regular issues/needs forums • host special events and regional forums
Sporting organisations and clubs	<ul style="list-style-type: none"> • formal and informal partnerships for the delivery of improvements to facilities and grounds • shared responsibilities • assist and facilitate grant funding applications • joint funding of improvements to facilities • host an annual sports forum for local sporting groups and associations, agency representatives and Council • agreements on usage of Council sporting facilities for training and competitions • host regional forums

<p>Non-government organisations (including those supporting special needs and culturally and linguistically diverse (CALD) groups)</p>	<ul style="list-style-type: none"> • planning workshops and forums • assist grant funding applications for support services • promote and support volunteering • work with agencies to deliver services and seek grant funding • offer annual community grants program • regular communications
<p>Universities, tertiary institutions, research groups</p>	<ul style="list-style-type: none"> • joint research partnerships • participation in research projects
<p>Schools, preschools and childcare centres</p>	<ul style="list-style-type: none"> • agreements and hiring of Council sporting facilities for training and competitions • regular communications
<p>Visitors to the local area</p>	<ul style="list-style-type: none"> • surveys of visitors at locations and events
<p>Government organisations (neighbouring councils, Northern Sydney Regional Organisation of Councils (NSROC), state government, emergency services including NSW Police, State Emergency Services, and Rural Fire Service)</p>	<ul style="list-style-type: none"> • formal agreements for the joint delivery of services or capital works program • shared services with other local councils • joint contracts with other councils for the delivery of services • representation on external government/agency committees • involvement in north district regional forums including NSROC
<p>Internal stakeholders (Councillors and staff)</p>	<ul style="list-style-type: none"> • host briefing sessions and workshops
<p>Elected representatives (Local, state and federal members)</p>	<ul style="list-style-type: none"> • host briefing sessions on current matters • regular communications
<p>Media</p>	<ul style="list-style-type: none"> • regular media releases and communications



Council **proactively** pursues community collaboration and partnerships for the benefit of the local community



*Saying hello in person –
Meals on Wheels, Turramurra.*

VOLUNTEERING

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

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

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

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.

As a result of the 2019/20 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.

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



FURTHER READING

Read more about the work of volunteers in **Community – Our Strength** on page 10 and **Theme 2: Natural Environment** on page 184.

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

THE KU-RING-GAI HORNSBY Volunteer Service

The Ku-ring-gai Hornsby Volunteer Service, a referral service coordinated by Council, links volunteers to organisations which provide a range of services to older people, people with a disability and their carers. In 2019/20, 80% of enquiries were referred to aged care volunteering opportunities.

Opportunities available for programs for elderly residents include:

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



*Easy Care Gardening volunteer,
Hannah hard at work.*



*Volunteers at The Shed
working on tool maintenance.*

The Shed KU-RING-GAI COMMUNITY WORKSHOP

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

Environmental volunteering

**BUSHCARE
STREETCARE
PARKCARE
TRAILCARE**

Bush regeneration

749

VOLUNTEERS

8,557

HOURS

89

SITES

THE SHED

Plant propagation

17

VOLUNTEERS

576

HOURS

4,230

PLANTS
PROPAGATED AND
DISTRIBUTED

**TURRAMURRA
AND WEST PYMBLE
COMMUNITY GARDENS**

Cultivating fresh
food, organic
gardens and
friendships

63

VOLUNTEERS

2

SITES

**CORPORATE
VOLUNTEER PROGRAM**

Bush
regeneration

30

VOLUNTEERS

90

HOURS

**NATIONAL TREE
PLANTING DAY**

Planting trees and
restoring native
vegetation

150

VOLUNTEERS

700

TREES PLANTED

**FAUNA
MONITORING
PROGRAMS**

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

**EASTERN PYGMY
POSSUMS**

14

VOLUNTEERS

116

HOURS

**FAUNA
MONITORING
PROGRAMS**

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

**GREY-HEADED
FLYING FOX**

7

VOLUNTEERS

66

HOURS

**FAUNA
MONITORING
PROGRAMS**

Supporting an annual
monitoring program

MICROBAT

10

RESIDENTIAL SITES

**NATIVE BEE HIVE
PROGRAM**

Supporting distribution
and splitting

18

VOLUNTEERS

225

HOURS

167

HIVES DISTRIBUTED

Community volunteering

JUSTICE OF THE PEACE

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

17

VOLUNTEERS

579

HOURS

DUKE OF EDINBURGH'S AWARD

Students assist with shelving at Lindfield and Turramurra libraries

3

VOLUNTEERS

64

HOURS

INDUSTRY PLACEMENT WORK EXPERIENCE

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

2

VOLUNTEERS

70

HOURS

AGED CARE SUPPORT

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

1,200

VOLUNTEERS

EVENT ASSISTANCE

Assisting with workshops, competitions, crowd management and general duties

3

VOLUNTEERS

36

HOURS

YOUTH LEADERSHIP

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

5

VOLUNTEERS

10

HOURS

Volunteers

IN NATURE

Council coordinates 8 highly successful environmental volunteer programs. There are over 700 volunteers working to regenerate and preserve the Ku-ring-gai bushland and fauna, and care for community land. Volunteers include individuals, families and corporate groups of all skill levels and experiences. The newest program, Trailcare, was launched in 2019 with over 30 volunteers. Trailcare volunteers assist with trail maintenance, rock-armouring, trail auditing, rubbish removal, weeding, minor landscaping works and sediment and erosion control.



The Broadway, Wahroonga StreetCare volunteers back onsite after the COVID-19 lockdown.

Promoting volunteering opportunities

Volunteering opportunities in Ku-ring-gai are promoted through social media, Council's website, flyers, surveys and at volunteering expos and Council run events. Over 230 enquiries regarding volunteering opportunities were received by the Ku-ring-gai Hornsby Volunteer Service during 2019/20. Potential volunteers were offered volunteering roles with the Commonwealth Home Support Program (CHSP) or National Disability Insurance Scheme services or other community organisations, appropriate to their interests, skills, availability and age.

Council also facilitates new volunteering opportunities through:

- the Senior's Expo - Over 42 local community organisations participated in Council's expo with approximately 1,800 participants in attendance. Participants were able to explore a range of volunteering opportunities that matched their interests and skill set as well as services available in their local community
- new residents to Ku-ring-gai - Council actively promotes volunteering to new residents through promotional material and translated information
- seniors out and about - this Council brochure is distributed widely in both the Ku-ring-gai and Hornsby local government areas, and emphasises the importance of volunteering in maintaining wellbeing and social engagement amongst the community
- the annual Volunteering Expo - this was cancelled in 2019/20 due to COVID-19 restrictions on large gatherings with funding held for the expo in 2020/21
- Commonwealth Home Support Program and National Disability Insurance Scheme - Council supports service providers along with local community organisations with volunteering requirements, and
- Northern Sydney Volunteer Network - Council belongs to the network of four Volunteer Referral Services that work collaboratively in Northern Sydney to develop and support community volunteering. Further information is available at krg.nsw.gov.au

Volunteer training and support

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

- implementing training on trauma-informed care and practice, the new aged care standards and charter of aged care rights for volunteers and volunteer coordinators of local CHSP service providers
- delivering volunteer training on understanding ageing for meaningful volunteer support
- providing volunteer coordinator training on culturally inclusive service delivery and online engagement with volunteers and stakeholders
- providing new training DVDs to local CHSP organisations to use in their volunteer training programs covering professional boundaries and understanding challenging behaviours
- launching plans to support local service providers including sporting, environmental, community, hobby and service clubs, to manage their volunteer administrative tasks, by developing an online Ku-ring-gai Volunteer Hub
- developing a closed Facebook page for environmental volunteers to foster the volunteer network, share knowledge and experiences and improve communication
- providing training to introduce environmental volunteers to bushcare, work, health and safety and native plant identification
- supporting three successful grant applications from volunteers through the Federal Government Communities Environment Program coordinated by the Department of Agriculture, Water and the Environment, and
- providing practical help to CHSP organisations throughout the COVID-19 period, including the promotion of volunteering and referral of many new volunteers, and widely distributing information regarding altered or increased services to local seniors as their support needs changed due to social distancing. Regular consultation was held with CHSP service providers to ascertain their changing volunteering needs, with adjustments to volunteer recruitment and referrals accordingly.

Volunteer recognition

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

- free movie and supper evening in 2019 for volunteers and their friends, to show appreciation for their contribution to our community and to encourage others to try volunteering
- NSW Volunteer of the Year Awards, with local organisations encouraged to nominate their volunteers in the various categories. See **Awards and Recognition** on page 78 for award winners
- appreciation gifts for volunteers distributed through local organisations
- Council's Mayoral Volunteer's Christmas Celebration was held in December 2019 at the Ku-ring-gai Wildflower Garden with 98 guests in attendance. The annual event is an opportunity for all Ku-ring-gai volunteers to come together and celebrate. Mayor Jennifer Anderson hosted the event in recognition of contributions made by volunteers and community groups
- Council's annual environmental volunteer's thankyou lunch which hosted 82 guests in November 2019
- Council's annual awards in recognition of outstanding contributions to the Ku-ring-gai community, including Citizen of the Year, Young Citizen of the Year, Senior Citizen of the Year and Outstanding Service to the Community for an individual and group. See **Awards and Recognition** on page 79 for award winners, and
- the Ku-ring-gai Bushcare Association (KBA) presents annual awards to community members and groups in recognition of their contribution towards environmental initiatives. In November 2019, the KBA presented 13 awards to individuals and groups that have dedicated their time and support to preserving the unique Ku-ring-gai bushland.



FURTHER READING

Council welcomes enquiries and new volunteers to Council programs. Further information is available at krg.nsw.gov.au

LEGISLATIVE CHANGE

During 2019/20, Council continued to respond to legislative and regulatory changes to land use planning, governance policies and procedures, and changes to legislation and regulations in response to the COVID-19 pandemic.

Land use planning

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.

The strategy, known as a Local Strategic Planning Statement (LSPS), is a core Council strategic land use planning document and sets out:

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

Following community consultation undertaken in 2018/19 a draft LSPS was publicly exhibited from July to August 2019. A number of amendments were made to the draft Ku-ring-gai LSPS in response to issues raised through the exhibition. These were endorsed by Council in late 2019, and submitted to the Greater Sydney Commission and NSW Department of Planning, Industry and Environment for approval. The Statement came into effect in March 2020. For more details on community consultation for the LSPS see page 98.

Community participation plan

Changes to the *NSW EP&A Act* require 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 planning functions. The mandatory community participation requirements include 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 make the *Environmental Planning and Assessment Amendment (Public Exhibition) Regulation 2020*. The new regulation, made on 17 April 2020, requires 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.

Council's CPP was amended to reflect the new regulation and allow specified notices and documents to be published online through Council's website.



FURTHER READING
krg.nsw.gov.au



FURTHER READING
krg.nsw.gov.au

Governance

During 2019/20, Council prepared and implemented new or modified policies designed to improve transparency, make participation in decision-making more accessible and support effective internal governance. These policies were in response to changes to the Local Government Act and regulations, and included:

New 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 and Council meetings were provided online. From 14 May restrictions were relaxed, with councillors and staff 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 must still comply with the 4 square metres per space rule for each person attending the meeting. For more details see page 91.



FURTHER READING
krg.nsw.gov.au

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.

For more details see page 159.

New risk management and internal audit framework

The Office of Local Government (OLG) published a discussion paper for a new Internal Audit and Risk Management Framework to support and inform the operations of Audit, Risk & Improvement Committees (ARIC) for NSW councils.

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.

The OLG discussion paper covers nine core requirements that councils will be required to comply with in the following three areas:

- the establishment and operation of an Audit, Risk and Improvement Committee
- the internal audit function
- the risk management framework.

Council has implemented some core requirements in anticipation of the changes. In a submission to the OLG 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.

For more information on Council's ARIC see pages 156-157.

COVID-19 responses

In response to the health crisis the NSW government issued public health orders and enacted a number of changes to planning legislation to ensure social distancing and community wellbeing, continued economic productivity and investment and retention of jobs over the short to medium term. These measures were intended to stay in place until the COVID-19 crisis is over, and reviewed as new issues arise. The changes, which significantly affected the delivery of Council's services and operations, included the following:

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.

For more information on the impacts of these directives on Council services see pages 10-27 and 165-261.

Ministerial orders

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 has been monitored and reviewed for any adverse impacts on the community and they are expected to remain in place until the crisis is over. The orders enabled the following activities to be carried out within local government areas without approvals:

Extended days for construction work

The order allows weekday construction site operating hours to be 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

The order allows 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.

Flexibility for food trucks and dark kitchens

The order allows food trucks to operate on any land at any time, with the landholder's permission. It also allows '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

The order allows for retail premises such as supermarkets, pharmacies and corner stores to operate 24 hours per day. This provides retailers the flexibility to adjust and extend their hours of operation to ensure that the community has easy access to food, medical supplies and essential household goods.

Extended supermarket and retail delivery hours

The State Environmental Planning Policy (COVID-19 Response) allows 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.

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 council operations and services during the COVID-19 pandemic NSW local government elections were rescheduled from September 2020 to September 2021.

OUR ORGANISATION



The Council crew who delivered the Spring flowers celebration in the streets of Roseville.



ORGANISATIONAL STRUCTURE

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

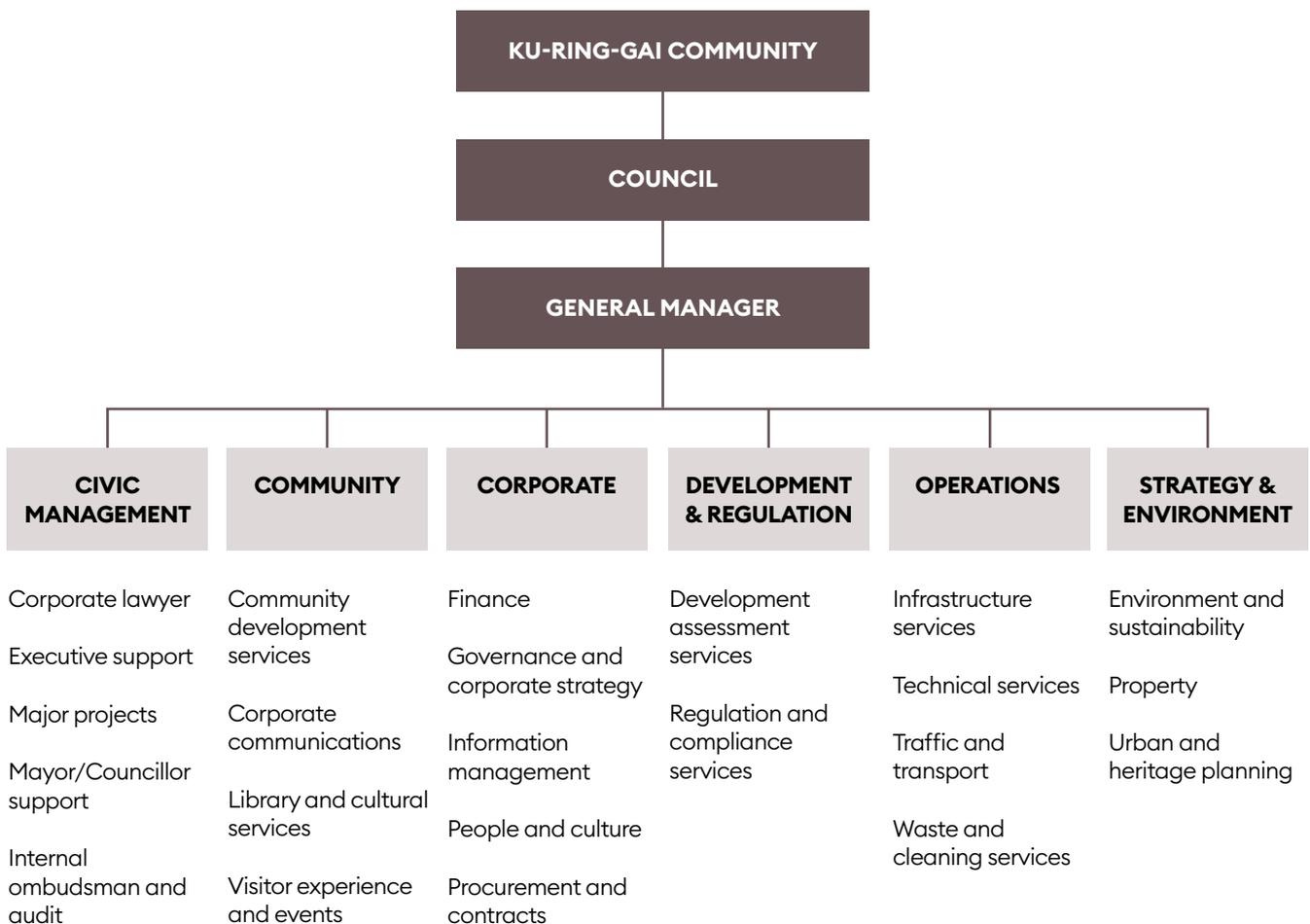


Diagram 2: Ku-ring-gai Council organisational structure

LEADERSHIP

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

Michael Miocic

Director, Development and Regulation

Bachelor of Town Planning

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

George Bounassif

Director, Operations

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

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



John McKee

General Manager

Bachelor of Business, Member Local Government Managers Association

John was appointed General Manager in March 2006 after holding the position of Director Finance and Business for five years at Council. John has 30 years of local government experience and his current responsibilities include overall organisational leadership, financial, governance, operational and service performance and organisational support for the elected Council.

Andrew Watson

Director, Strategy and Environment

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

Andrew joined Ku-ring-gai as Director Strategy and Environment in 2008 after holding the position of Regional Director for Planning in South and Western Sydney and the Central Coast for five years with the Department of Planning and Environment. Andrew brings extensive experience in planning to Council, having worked in the private sector and in local and state government in Western Australia, New South Wales and Tasmania.

David Marshall

Director, Corporate

Master of Business Administration (MGSM), Certified Practising Accountant, Bachelor of Engineering (Hons)

David joined Ku-ring-gai Council as Director Corporate in 2013. David previously held the position of Director Corporate and Information Services at Leichardt Council.

Janice Bevan

Director, Community

Bachelor of Arts (Library and Information Science), Masters Studies in Cultural and Media Policy

Janice was appointed Director Community in 2000. Prior to this she held senior management positions in library administration, arts and cultural services, communications and marketing. Janice has a strong interest in cultural planning, in particular working with communities in developing local identity and sense of place. She works with her team to ensure Council's community services, communications and customer services are designed to best address current and emerging needs across all sectors of the community.



WORKFORCE

▲ INCREASE FROM 2018/19
▼ DECREASE FROM 2018/19

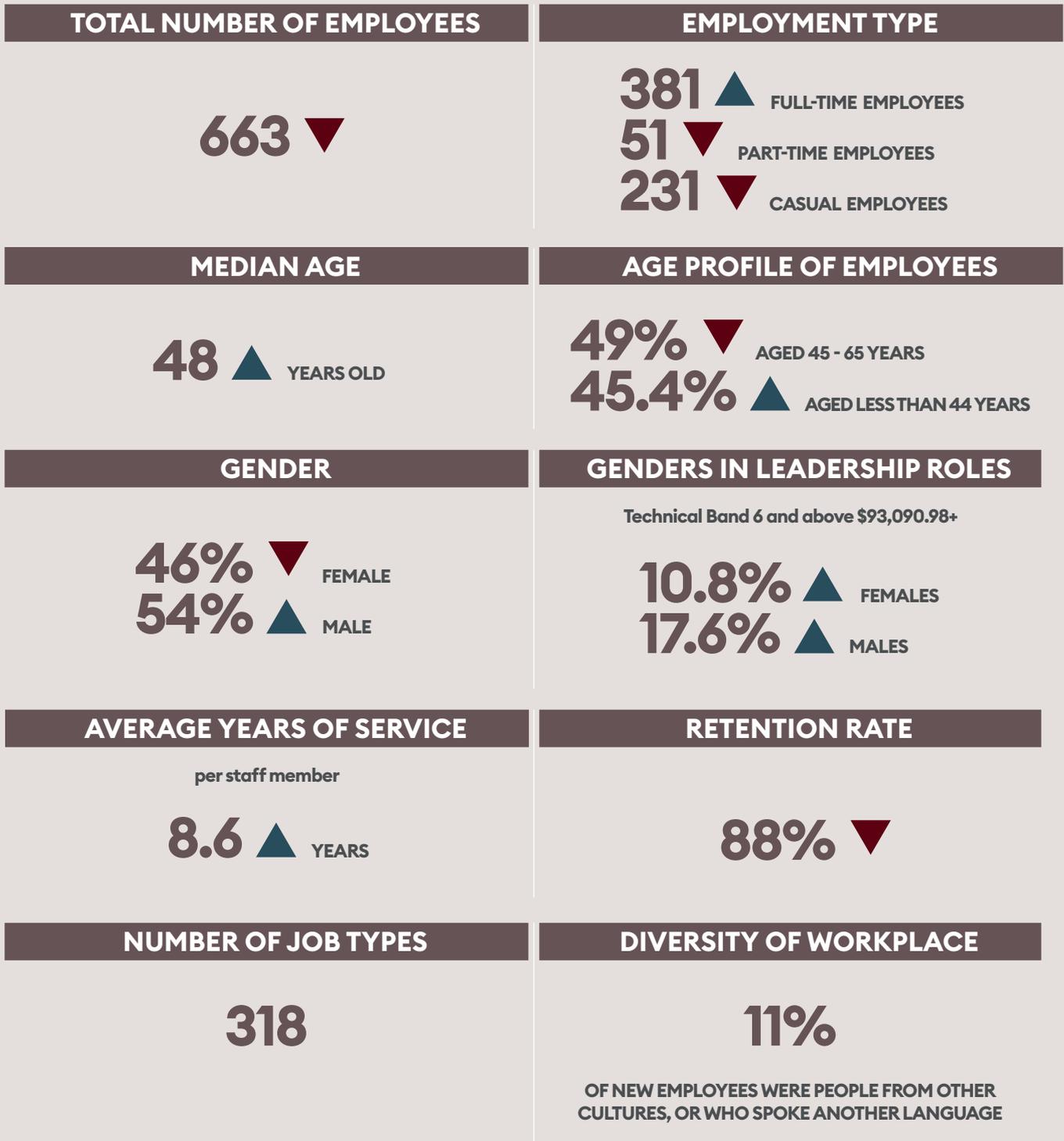


Figure 7: Employee snapshot as at 30 June 2020 showing change from 2018/19

Workforce capacity and capability

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

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

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

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

Council continued to manage staff in accordance with the *Local Government Act 1993*, *Industrial Relations Act 1996 (NSW)*, *Local Government (State) Award 2017* and other relevant legislation as reflected in Council's policies.

To support staff during the COVID-19 pandemic, Council opted into the *Local Government (COVID-19) Splinter Award*. Details of special arrangements under this temporary award during this time are detailed under **Work, health and safety response to COVID-19** on page 150.

In addition, Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law and in Council's Equal Employment Opportunity Plan 2016–2020. See **Recruitment and Retention** on page 133 for further information on human rights.

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

Key achievements in 2019/20

-
- ▶ **CONTINUED** a diverse learning and development program with support for over 630 training or conference attendances, induction, code of conduct, and compliance training
-
- ▶ **DELIVERED** Council's leadership development program, 7 Habits of Highly Effective People workshops to 38 employees supporting leadership development at all levels of Council's workforce
-
- ▶ **DELIVERED** the next phase of Council's leadership development program, 7 Habits for Managers and Leading at the Speed of Trust to senior management and team leaders
-
- ▶ **INCREASED** Council's capacity to the online e-learning system with a total of 65 e-Learning courses
-
- ▶ **COMPLETED** the annual health and wellbeing program which aims to create positive employee morale, reduce absenteeism and sick leave, reduce employee turnover and workplace accidents, and improve safety and staff productivity
-
- ▶ **COMPLETED** a draft of the four year Equal Employment Opportunity Management Plan 2020 - 2024 which builds on current best practice and introduces new strategies and initiatives to further drive the organisation's commitment to equity, diversity and respect
-
- ▶ **COMMENCED** a review and development of Council's Business Continuity Framework
-
- ▶ **REVIEWED AND UPDATED** Council's Business Contingency Plans for critical services
-
- ▶ **SUCCESSFULLY ENACTED** Council's Crisis Management and Business Continuity Plan and Pandemic Plan in response to the COVID-19 health crisis
-
- ▶ **SUCCESSFULLY IMPLEMENTED** COVID-19 related health protocols and procedures across Council's multiple workplaces
-
- ▶ **SUCCESSFULLY TRANSITIONED** staff to working from home in a short timeframe in response to the COVID-19 health directives
-
- ▶ **MAINTAINED** staffing levels during the COVID-19 restrictions, with affected services delivered online or through alternative means and staff redeployed to priority service areas
-
- ▶ **DEVELOPED** the Reward and Recognition Policy and Total Rewards program
-
- ▶ **CONTINUOUS IMPROVEMENT** of Council's talent management system (Perform)
-
- ▶ **COMPLETED** a review of Council's probation process
-
- ▶ **COMMENCED** a review of Council's recruitment process and e-recruitment software.
-

Employee profile

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

	5 year trend	2019/20	2018/19	2017/18	2016/17	2015/16
Number employees (full and part-time)	◀▶	432	412	426	438	430
Median age range (years)	◀▶	45 – 54	45 – 54	45 – 54	45 – 54	45 – 54
Retention rate	◀▶	88%	86%	83%	88%	85%
Percentage of females	▲	46%	48%	45%	42%	43%
Percentage of males	▼	54%	52%	55%	58%	57%
Females in Band 6 and above (\$93,090.98+)*	▼	10.8%	10.7%	10.8%	10.3%	11.8%
Males in Band 6 and above (\$93,090.98+)*	▲	17.6%	16.7%	16.9%	17.1%	16.7%

◀▶ stable ▲ increasing trend ▼ decreasing trend

* Ku-ring-gai Council salary bands effective 1 July 2019.

Figure 8: Employee profile from 30 June 2016 to 30 June 2020

The most significant change over the five-year period 2015/16 to 2019/20 has been a steady trend of increases in females in the workforce from 43% to 46% with a corresponding decrease in males; and the slight decline of females in leadership positions from 11.8% to 10.8% with a corresponding increase in males.

Workforce headcount

As at 30 June 2020, Ku-ring-gai Council employed 432 full and part-time people and 231 casual employees (Figure 9) in a diverse range of service areas including:

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

Employment type	Full time	Part time	Total full and part time	Plus casuals
5 year trend	▲	▼	◀▶	▲▼
2019/20	381	51	432	231
2018/19	353	59	412	276
2017/18	361	65	426	179
2016/17	345	93	438	184
2015/16	363	67	430	280

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

Figure 9: Workforce total headcount by employment type from 30 June 2016 to 30 June 2020

Workforce age and gender

The median age of our workforce was 48 years with 49% of our employees aged between 45 and 65 years, and 45.4% per cent of employees aged less than 44 years.

Figure 10 shows the workforce percentage by age and gender and the change from 2018/19. From an age perspective there is a comparatively low representation of young 15 – 24 year olds and high representation of older 45 – 54 year olds. Council is addressing any issues with age profiles through the Workforce Management Strategy and specific policies.

Workforce by age and gender	Male	Female	Total	%	Change from 2018/19
15 - 24	5	3	8	1.85%	▼
25 - 34	36	41	77	17.82%	▼
35 - 44	58	53	111	25.70%	▲
45 - 54	56	56	112	25.92%	▲
55 - 64	62	40	102	23.61%	▼
65 +	15	7	22	5.09%	▼
Total	232	200	432	100%	-

▲ increased ▼ decreased

Figure 10: Workforce percentage by age and gender as at 30 June 2020 (rounding applied)

Workforce band and gender

The gender profile of our workforce is 46% female and 54% male with employee positions spread across employment bands.

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

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

Salary band	2019/20		2018/19		2017/18		2016/17		2015/16		5 year trend
	Male %	Female %									
1 \$45,082.44 - \$51,422.84	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	◀ M ▶ F
2 \$51,424.00 - \$59,635.88	9.7	5.0	9.2	4.1	9.8	3.7	11.5	4.0	11.4	3.5	▼ M ▲ F
3 \$59,637.02 - \$69,179.04	11.3	11.8	11.7	12.1	12.6	13.8	11.9	12.6	13.5	10.9	▼ M ▲ F
4 \$69,180.19 - \$80,248.35	7.2	7.6	6.0	8.5	6.5	8.2	7.2	7.0	7.7	7.7	▼ M ▶ F
5 \$80,249.50 - \$93,089.84	7.9	10.6	8.7	10.7	8.9	7.9	9.2	7.9	7.9	8.8	▶ M ▲ F
6 \$93,090.98 - \$107,985.15	5.8	5.6	5.3	4.6	6.3	4.6	6.7	4.7	6.5	5.6	▼ M ▶ F
7 \$107,986.88 - \$125,264.25	5.8	3.2	6.3	3.6	4.6	3.2	4.5	3.4	4.4	3.5	▲ M ▼ F
8 \$125,265.40 - \$145,308.81	2.5	0.7	1.9	0.7	2.8	1.1	2.7	0.9	2.8	0.9	▼ M ▼ F
9 \$147,773.60 - \$168,559.13	2.3	1.1	1.9	1.4	1.8	1.4	1.8	1.3	1.6	1.4	▲ M ▼ F
Senior executive staff** \$192,600+	1.1	0.2	1.2	0.2	1.1	0.2	1.1	0.2	1.2	0.2	▶ M ▶ F
TOTAL	54	46	52	48	55	45	58	42	57	43	▼ M ▲ F

◀▶ stable ▲ increased ▼ decreased

* Ku-ring-gai Council salary bands effective from 1 July 2019. As salary banding is reviewed each year these are a general guide only for years prior to 19/20.

** As at 1 July 2019 the minimum total remuneration package payable under s 332(2)(b) of the *Local Government Act 1993 (NSW)* for senior executive staff was \$192,600 per annum. See **Leadership** on page 122-123 and **Local Government Reporting** on page 286 for further information on senior executive staff and remuneration.

Figure 11: Workforce percentage by band and gender from 30 June 2016 to 30 June 2020 (rounding applied)

Workforce in senior positions

There was a slight increase in the percentage for both male and females in senior roles (Technical Band 6 and above \$93,090.98+), with women comprising of 10.8% (up from 10.6% in 2018/19) and men at 17.6% (up from 16.7% in 2018/19) in this category. Figure 12 shows the trends for the period 2009/10 to 2019/20.

During 2019/20, the organisation continued to plan and implement strategies to focus on and encourage more females in senior leadership roles through the Workforce Management Strategy 2019 – 2029. This will continue over future years assisted by:

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

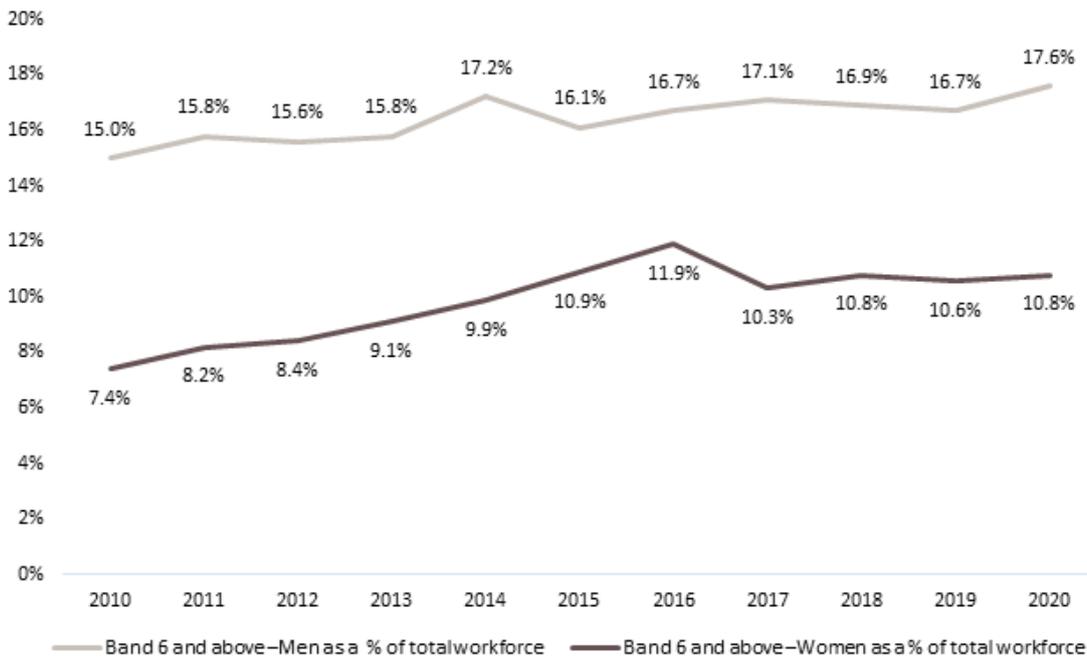


Figure 12: Total % of employees in senior positions (Band 6 and above) from 30 June 2010 to 30 June 2020

Workforce department and gender

As shown in Figure 13, Development and Regulation and the Operations departments have both experienced growth across males and females in full-time and part-time employment. While Strategy and Environment has had growth across males and females in full and part time roles, there has been a significant decrease of females in casual roles due to the permanent extension of the Environmental Levy.

	Civic		Community		Corporate		Development and Regulation		Operations		Strategy and Environment		Major Projects	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Gender														
Full-time	2	2	15	58	27	21	39	29	127	21	18	21	1	0
Part-time	0	1	4	29	0	5	0	4	0	2	0	6	0	0
TOTAL full and part-time	2	3	19	87	27	26	39	33	127	23	18	27	1	0
Casual	0	0	42	160	1	1	0	0	5	3	8	11	0	0
TOTAL staff	2	3	61	247	28	27	39	33	132	26	26	38	1	0
Change from 2018/19	◀▶	◀▶	▼	▼	▼	▼	▲	▲	▲	▲	◀▶	▼	◀▶	◀▶

◀▶ stable ▲ increased ▼ decreased

Figure 13: Number of full-time, part-time and casual staff by department and gender as at 30 June 2020

Workforce diversity

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

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

In 2019/20, 11% of new employees were people from other cultures, or who spoke another language.



FURTHER READING

Refer to the sections on **Corporate Culture** on page 140, **Equal Employment Opportunity** on page 145 and **Recruitment and Retention** on page 133.



Members of the Ku-ring-gai Council youth team.

Recruitment and retention

Council continued to use a process of merit based selection to determine the most suitable applicant for a position as an equal opportunity employer in accordance with the provisions of the *Local Government Act 1993* (s349) and Council's Equal Employment Opportunity Management Plan 2016-2020.

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

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

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

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

- Equity and Diversity Policy
- Bullying and Harassment Free Workplace Policy
- Learning and Development Policy
- Employee Reward and Recognition Policy

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

NSW and federal government legislation that must underpin council employment policies and operations. This legislation includes:

- Local Government Act 1993 (NSW)
- Anti-Discrimination Act 1977 (NSW)
- Commission for Children and Young People Act 1998 (NSW)
- Age Discrimination Act 2004
- Disability Discrimination Act 1992
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984.

IN 2019/20

71 new employees

45% were females

11% were people from other cultures, or speak another language

32% were aged 45+

0% identified special needs

There were 318 different job types or roles identified across Council in 2019/20 indicating Council is a substantial employer of a widely diverse set of skills and knowledge in the employment marketplace.

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

Workforce retention and turnover

Council's retention rate increased to 88% (turnover rate of 12%) from 86% in the previous year during which Council undertook an organisational restructure.

Turnover rates across the five-year period, shown in Figure 14, are within Council's targets and reflect the ability of Council to renew and refresh its corporate skills and knowledge while retaining its historic skills and knowledge base.

Lower turnover in 2019/20 reflects the impact of the pandemic. With the uncertainty in the marketplace resignations significantly declined in the final quarter of the year. Movements were mainly due to career progression and advancement opportunities outside Council as well as some older workers retiring.

Turnover rates by age and gender	2019/20		2018/19		2017/18		2016/17		2015/16		Total (age)
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %	
15 - 24	0	1	1	6	3	2	1	1	4	1	20
25 - 34	5	7	9	9	9	8	11	7	12	13	90
35 - 44	7	6	7	10	10	10	5	8	6	4	73
45 - 54	3	6	11	3	5	9	3	4	3	6	53
55 - 64	4	6	10	4	6	4	6	6	4	6	56
65 +	5	2	3	1	6	2	1	3	6	3	32
Total (gender)	24	28	41	33	39	35	27	29	35	33	
Total % (gender)	5.6%	6.5%	10%	8%	9.2%	8.2%	6.1%	6.6%	8.1%	7.7%	
Total % (year)	12.1%		18%		17.4%		12.7%		15.8%		

Figure 14: Turnover rate by age and gender from 30 June 2016 to 30 June 2020 (with rounding applied)

Workforce years of service

The average years of service per staff member in 2019/20 is 8.6 years indicating that Council continued to remain an attractive employer for prospective applicants. See Figure 15 for a comparison of average service years between departments and across a 5-year period.

Department	Average years of service				
	2019/20	2018/19	2017/18	2016/17	2015/16
Civic	19.2	18	17.2	16.4	15.2
Community	7.3	7	6.4	6.4	7.7
Corporate	9	8	8.4	8.8	8.2
Development and Regulation	7.5	8	8.6	8.7	8.5
Operations	10.1	12	12.2	11.2	11.4
Strategy and Environment	5.8	6	5.8	6.3	6.6
Major Projects	1	0	-	-	-
Ku-ring-gai Council	8.6	8	9	8.8	8.9

Figure 15: Workforce total headcount of full and part-time employees by years of service as at 30 June 2020

Future workforce planning

Council continued to plan and implement strategies through the Workforce Management Strategy 2019 – 2029 to meet future workforce needs.

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

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

Achievements to support these initiatives in 2019/20 included:

- development of a succession planning framework to ensure Council is continually ready to have the right person in the right role at the right time (implementation was delayed due to COVID-19).
- completed a review of the recruitment process
- completed and implemented a review of Council's exit interview process, and
- implemented Council's Ageing Workforce Strategy.



FURTHER READING **WORKFORCE MANAGEMENT STRATEGY**
krg.nsw.gov.au

Learning and development

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

As Council's workforce is already highly technically competent, the learning and development program focussed on the following three main areas during 2019/20:

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

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

process to enable them to support and encourage skills and knowledge development within their teams and to facilitate on-the-job learning and secondment experiences.

In 2019/20, 10 staff were approved for study assistance in a range of disciplines including information management, business administration, procurement and contracts, environment and early childhood education.

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

2. Compliance Training

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

Compliance training includes:

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

SafeStart

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

3. Leadership development

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

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

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

A Leadership Development Program survey to evaluate the effectiveness of the program was undertaken in 2019/20. Based on the survey results together with the informal feedback received from participants it was evident that the programs have been well received by staff and provide a positive benefit to the organisation.

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

• **7 Habits of Highly Effective People**

All new staff complete the 7 Habits of Highly Effective People program during their probation period. In 2019/20, 38 staff participated in the program which was delivered in house by an accredited Council facilitator.

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

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

• **The 7 Habits for Managers**

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

The senior management team and team leaders completed the 7 Habits for Managers program in July 2019 and the Leading at the Speed of Trust program in November 2019 which was delivered in house by an accredited Council facilitator.



Figure 16: Training breakdown from 30 June 2016 to 30 June 2020



Ku-ring-gai Council team at the National Tree Planting Day.

Training attendance

The increased emphasis on staff development is reflected in the total training day attendances and average training hours per staff member shown in Figures 16 and 17. Average training hours per staff member has increased by around 69% as Council has increased its focus on staff development through formal integrated programs like the leadership program and performance management process (Perform). This trend is shown in the five year trend analysis in Figure 16.

Even with the impact of the pandemic and all non-essential training ceasing in the last quarter of 2019/20, Council has maintained a high level of learning and development activity throughout the first three quarters of the period and completed all essential training with appropriate strategies including social distancing incorporated into the learning environment.

Training attendances have increased over the past five year period with a peak in 2017/18 as the foundational Leadership Development Program was delivered across all eligible staff regardless of band or gender as shown in Figure 17. This is reflected in part in the higher numbers of training attendances from 2017/18 onwards and Council’s strong emphasis on leadership development for both females and males in all band levels.

Training day attendances by salary band and gender	2019/20		2018/19		2017/18		2016/17		2015/16	
	M	F	M	F	M	F	M	F	M	F
1 \$45,082.44 - \$51,422.84	0	0	0	0	0	0	0	0	0	0
2 \$51,424.00 - \$59,635.88	109	50	133	17	149	29	149	12	114	5
3 \$59,637.02 - \$69,179.04	104	64	137	83	148	112	111	37	122	24
4 \$69,180.19 - \$80,248.35	55	69	65	66	104	72	57	21	59	17
5 \$80,249.50 - \$93,089.84	107	98	99	94	97	111	27	30	82	17
6 \$93,090.98 - \$107,985.15	74	43	29	25	65	43	32	18	37	18
7 \$107,986.88 - \$125,264.25	46	59	27	51	57	47	26	26	37	20
8 \$125,265.40 - \$145,308.81	35	10	15	9	20	4	8	4	12	6
9 \$147,773.60 - \$168,559.13	24	8	18	11	14	7	9	2	8	1
Senior executive staff** \$192,600+	10	1	5	1	5	1	0	0	0	0
Training day attendances by gender	564	402	528	357	659	426	419	150	471	108

* Ku-ring-gai Council salary bands effective from 1 July 2019. As salary banding is reviewed each year these are a general guide only for years prior to 19/20.

** As at 1 July 2019 the minimum total remuneration package payable under s 332(2)(b) of the *Local Government Act 1993 (NSW)* for senior executive staff was \$192,600 per annum.

Figure 17: Training day attendances by salary band and gender from 30 June 2016 to 30 June 2020

The majority of staff attendances occurring in the band 2 and band 3 cohorts reflect the high levels of compliance training primarily delivered to outdoor staff engaged in activities requiring mandated work, health and safety training and qualifications. These outdoor-based positions are predominantly occupied by male staff, which reflects in the apparent gender imbalance in these levels.

Training in all bands is directed primarily by three key drivers; work, health and safety compliance training/role responsibilities, Council's Leadership Development Program and career competency and development.

The implementation of Council's performance management process 'Perform' has enhanced Council's commitment to a skilled, knowledgeable, and contemporary workforce. As a part of the 'Perform'

process managers and their staff formally identify training needs associated either with maintaining or increasing workplace competencies or with learning that will contribute to career development.

Workforce learning and development spending

There has been a significant increase in average training hours per staff member (from 9.4 in 2015/16 to 15.6 hours in 2019/20 - see Figure 16). This was achieved with only a small increase in training budget (see Figure 18) by delivering in house training to reduce the cost per head of training including utilising accredited internal facilitators to deliver the Leadership Development Program and the delivery of online learning content tailored to Council's internal policy frameworks.

Learning and development expenditure	2019/20 \$	2018/19 \$	2017/18 \$	2016/17 \$	2015/16 \$
Total	\$262,050.01	\$230,499.96	\$284,949.21	\$170,273.71	\$218,287.84

Figure 18: Workforce learning and development expenditure from 30 June 2016 to 30 June 2020

Ongoing structure reviews

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

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

To this end, a further restructure of two service units was undertaken during 2019/20 resulting in 16 positions being affected. Changes from these restructures have been successfully implemented.

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

Corporate culture

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

We continue to leverage the initiatives contained in the Workforce Management Strategy 2019-2029 to pave way for shaping and improving our culture.

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

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

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

Employee opinion survey

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

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

Whilst Council had endeavoured to roll-out the 2020 Employee Opinion Survey, the survey has been deferred until 2021, as a result of COVID-19.

Employee productivity

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

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

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

To support the concept of innovative work and lateral thinking, a Rewards & Recognition (R&R) policy and program was established in 2019/20. The R&R program promotes this concept, and recognises and rewards staff for excellence in behaviour, performance, customer service and innovation. It encourages staff to leap towards striving for the best possible outcome and making small contributions that potentially yield big impactful results.

Celebrating staff achievements

In response to the 2017/18 Employee Opinion Survey, Council has established a number of new initiatives to recognise staff success, which were deferred for implementation in 2020/21 due to COVID-19 impacts on the workplace.

o Development of new Rewards and Recognition Program

In 2019/20, Council developed a new Rewards & Recognition (R&R) program which will lay the foundation for staff achievements and success to be recognised and celebrated. This will be supported by the online R&R module.

The R&R module will be launched to staff in 2021 via 'Perform'. The module will feature:

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

o Perform

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

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

o Recognition of service

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

Promoting work/life balance

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

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

o Wellness program

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

• Financial benefits

In addition to the many events and in house programs, and external services available to support and encourage employee wellbeing, Council also provides a financial benefit for a wide range of activities that contribute to individual wellbeing. Council contributes up to \$100 per annum for eligible employees for health and wellbeing programs or activities.

• Flu vaccinations

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

• Skin screening

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

• Audiometric testing

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

242 staff had a flu vaccine

234 staff had skin cancer screening checks

75 staff participated in audiometric testing

o **Flexible workplace**

• **Revised working from home framework and policy**

In the face of uncertain times, Council has been able to demonstrate its ability to work productively and harmoniously.

With advice from the Federal Government for employees across the nation to work remotely, we have been successful in delivering quality results, and demonstrating that as an organisation, we are dynamic, resilient and flexible in the way we operate even while working in remote locations.

As we shifted toward a more modern approach to how we work, Council developed a new framework and policy in May 2020, to facilitate a more flexible approach to working arrangements. Council's philosophy stems from the notion that work used to be somewhere you went; now it is something you do. This forward focus philosophy is the backbone to empowering and entrusting our staff, and sets the foundation for an outcomes driven organisation.

Work used to be
somewhere you
went; now it is
something you do

• **Purchased leave**

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

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

• **Flex time**

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

• **Study allowance and examination leave**

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

• **Transition to retirement**

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

428 staff purchased self-funded leave

269 staff utilised flex leave, and 110 staff worked a 9-day fortnight

4 staff members received examination leave or financial allowances for study

Repairs being made to a fire trail by Ku-ring-gai Council staff.



Employee assistance program

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

Council commenced with a new EAP service provider, AccessEAP, in January 2020. Assistance is offered in a multitude of areas including conflict, relationships, trauma, grief and loss, depression and anxiety, parenting, financial and legal concerns, drug and alcohol abuse, LGBTIQ and indigenous support.

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

Equal employment opportunity

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

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

For further information on Council's equity and expectations, refer to **Local Government Reporting** on page 285.

Diversity and inclusion

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Council is committed to leading strategies to strengthen our diverse and inclusive environment. Our Workforce Management Strategy 2019-2029 sets the foundation for retaining and attracting a diverse and talented workforce.

In order to build awareness and educate staff on the importance of diversity and inclusion, all staff are required to complete a 'Diversity in the Workplace' e-module biennially. It is a course designed to not only increase staff understanding of diversity, but to also explain the benefits and challenges of diversity across society and within workplaces, and provide ways in which they can be more inclusive.

In 2019/20, Council adopted an Ageing Workforce Strategy which was designed to not only address the global challenges faced with an ageing population, but to also build strategies for retaining older staff, while providing them more opportunities to balance work and life leading up to retirement.

The following four strategies hold key to retaining our older staff:

1. gain a greater understanding of our ageing workforce
2. promote and celebrate the multigenerational workforce
3. support older workers with the mental and physical effects of ageing, and
4. transform contemporary human resource practices, policies, and processes to explore opportunities for addressing the issues associated with an ageing workforce.

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

Activities to implement EEO Management Plan

Council's Equal Employment Opportunity Management Plan 2016-2020 sets out the objectives and strategies to be delivered across the timeframe. This enables management and employees to understand equity and diversity principles and their responsibilities in relation to its implementation.

For further information on the objectives and achievements under the plan, refer to **Local Government Reporting** on page 285.

The initiatives in the EEO Management Plan 2016-2020 are now largely complete.

A draft for the new four year EEO Management Plan 2020-2024 has been completed, which builds on current best practice EEO and introduces new strategies and initiatives that will further drive the organisation's commitment to equity, diversity and respect.

Work, health and safety

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

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

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

Health and safety committees

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

Following a review, a new structure for committees was implemented at Council in 2019. The Health and Safety Committee constitutes the Health and Safety Strategic Committee and the Health and Safety Representative Committee.

The Health and Safety Strategic Committee sits at a strategic level and sets overall directions for the committees. Each department elects health and safety representatives from their identified workgroups to become members of the Health and Safety Representative (HSR) Committee.

The Health and Safety Strategic Committee meets bi-monthly and this year completed:

- a consultation on charter and procedures
- a WHS notice board audit
- a review of hazard inspection process and templates, and
- a review of the worker's resolution flowchart.

The Health and Safety Representative Committees met regularly prior to the pandemic. During this time, the Operations department continued face to face meetings while other departments temporarily postponed meetings due to current working from home arrangements.

Health and Safety Representatives (HSRs) also facilitate consultation between various parties and assist them in the consultative process of assessing risk and eliminating/mitigating risk in the workplace by:

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

HSRs undertake five days training and a one-day annual refresher course provided by Council and safety awareness lessons. On completion of the training, HSRs are empowered to:

- direct unsafe work to cease under certain circumstances, and
- issue a provisional improvement notice under certain circumstances.

In 2019/20,

- eleven committee members completed five-day training, and
- one member completed a one-day refresher course.

Emergency control organisation

The Emergency Control Organisation (ECO) facilitates the safe and orderly implementation of the emergency management plan in Council buildings including evacuation of staff where necessary.

The ECO is a structured organisation of people employed within the building who take command on the declaration of an emergency, pending the arrival of the fire brigade or other emergency service. The site groups are comprised of chief wardens, deputy wardens, area wardens, first aid officers and facilities staff.

The ECO site groups have responsibilities as follows:

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

Safe working environment

Council's Work Health and Safety (WHS) strategies and initiatives for 2019/20 included:

- undertaking risk assessments in accordance with legislative requirements
- continuous improvement of the WHS Strategic Committee and consultation process
- review of Council's First Aider guidance materials
- review of the Emergency Control Organisation and site-based Emergency Management Plans
- review of Council's WHS Management System and development of three year strategic plan
- development of online WHS reporting processes
- health monitoring of workers such as audiometric testing, and
- provided access to the Employee Assistance Program to all workers.

Reducing workplace injury

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

System review

In 2019/20, Council conducted a review of the Work Health and Safety Management System to ensure:

- action items from Council’s WH&S Strategy were implemented within set timeframes, and
- sufficient interaction and transparency in communication between staff and various WHS committees occurs.

Council seeks to identify and manage hazards that pose a risk to workers health and safety before they lead to injury or illness. A WHS Strategic Plan was developed to guide the overall Work Health and Safety Management System including:

- maintaining compliance with legal requirements
- addressing areas for improvement identified in the 2019 StateCover WHS Audit Report, and
- meeting reporting requirements identified by the Audit Risk and Improvement Committee in relation to incident and injury statistics.

In order to facilitate delivery of the WHS Strategic Plan, a WHS Project Officer position was established in addition to the existing WHS Officer, who manages Council’s day-to-day operational WHS requirements.

Council’s WHS Project Officer will be responsible for the development and implementation of initiatives and key developments set out in the Work Health and Safety Strategic Plan.

Workforce training

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

During 2019/20, hazard-specific training programs were delivered to associated workers and volunteers through site inductions, first aider training, warden training, health and safety training and toolbox talks. Due to COVID-19 all non-essential training was postponed in response to the health advice from the state government.

First aid

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

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

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

Incident reporting

Council’s workplace injury management program has been under review since January 2020. The performance of the program was conventionally measured by lost time, total number of claims by year and StateCover premium and performance rating comparison.

Council has refined its metrics in order to better assess the efficacy of Council’s injury and claims management program including injury management duration, average costs of claim (premium impacting costs only), and injuries by body parts.

Number of incidents

Reported incidents have increased in 2019/20 with overall figures remaining high over the five-year period (Figure 19) due to a change in classification methodology. There continued to be a strong focus on ensuring all incidents were reported across Council. With the adoption of the electronic incident reporting system, Council will continue to see an increase in minor incident recording. These numbers also reflect the inclusion of property damage due to the change in reporting methodology.

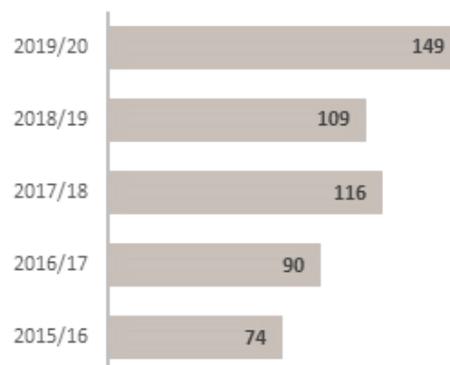


Figure 19: Total incident reports from 30 June 2016 to 30 June 2020 Types of incidents

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

In 2019/20, the majority of incidents were classed as 'other and unspecified mechanisms of incident'. This classification includes near miss events, vehicle, and multiple mechanisms of incident and unspecified mechanism of incident. Property damage (sub-class vehicle) continued to have the highest number of incidents, resulting from minor incidents and damage, which is a reflection of the time spent on service delivery tasks in vehicles performed by Council operational employees. See Figure 20.

Type of incident	2019/20	2018/19	2017/18	2016/17	2015/16	TOTAL
Falls, trips and slips of a person	21	19	14	13	12	79
Hitting objects with a part of the body	21	13	2	4	3	43
Being hit by moving objects	19	8	14	13	18	72
Sound and pressure	3	0	0	0	0	3
Body stressing	16	15	17	22	31	101
Heat, electricity and other environmental factors	0	1	1	1	0	3
Chemicals and other substances	10	6	14	12	7	49
Biological factors	0	1	0	0	0	1
Mental stress	7	7	2	4	1	21
Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage)	52	39	52	21	2	166
Total	149	109	116	90	74	538

Figure 20: Types of incidents recorded from 30 June 2016 to 30 June 2020

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

The number of 'mental stress' incidents remains the same as the previous reporting period. The majority of these incidents were related to customer service. Additional training regarding stress related to 'violent or traumatic events' has been identified for 2020/21, along with the development of clear safety processes and procedures for staff and customers.

Hit by moving objects also saw an increase in numbers of incidents reported due to an increase in reporting minor superficial injuries.

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

Workplace injury

Lost time

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

Despite a slight decrease in the total number of Worker's Compensation claims received in 2019/20 (Figure 22) compared to 2018/19 and that the injury severity remains similar for both financial years, a 64% reduction in lost time was observed from 2,380 hours to 861 hours (Figure 21).

The reduction in lost time can be attributed to several factors:

- improved internal reporting capabilities to identify opportunities for improvement in Council's claims and injury management program
- improved employee-employer engagement at the onset of work-related injuries, and
- collaboration with external parties to refine injury and claims management strategies by developing meaningful metrics, systems and escalation processes.

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

StateCover claims by year

Compensation claims in 2019/20 shows a slight decrease (five fewer or a 16% reduction) compared to claims lodged in previous years. This is attributed to continued staff awareness and improved return to work culture.

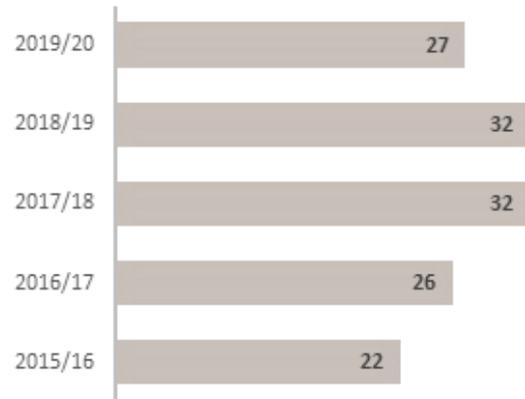


Figure 22: Number of StateCover claims by year from 30 June 2016 to 30 June 2020

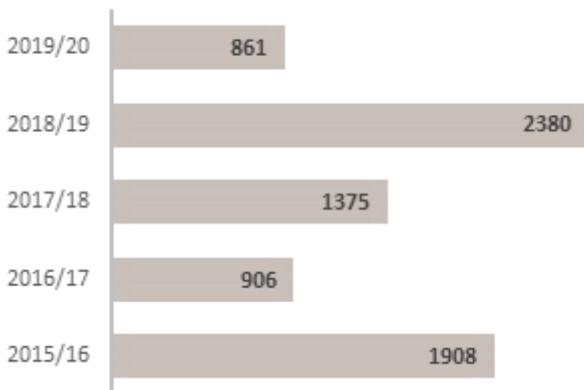


Figure 21: Lost time (hours) due to workplace injury from 30 June 2016 to 30 June 2020

StateCover premium and performance rating comparison

A reduction in lost time in 2019/20 did not translate to a decrease in payable premiums and increase in performance rating as shown in Figure 23 due to a time loss legacy incurred in 2018/19.

A decrease in payable premiums and increase in performance rating is anticipated in 2020/21, if strong worker's compensation performance continues.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC rate*/ industry rate	StateCover average	OLG average
2019/20	\$1,015,539.05	2.19%	2.594%	2.39%	2.58%
2018/19	\$686,476.38	1.69%	2.594%	2.47%	2.80%
2017/18	\$583,569.00	1.32%	2.594%	2.45%	2.14%
2016/17	\$567,739.50	1.43%	2.594%	2.94%	2.46%
2015/16	\$500,797.26	1.27%	2.594%	2.91%	2.69%

* Worker's Compensation Industry Classification

Figure 23: StateCover premium and performance rating comparison from 30 June 2016 to 30 June 2020

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

The year ahead

Rewards and Recognition (R&R)

- finalise and implement the policy, program and module.

Succession planning

- finalise and implement the succession planning program and system module.

System upgrades and implementations

- upgrades implemented across the organisational management and payroll platforms
- adoption of a new employee self-service which allows staff to manage their leave and access individual payroll information, and
- new e-recruitment software to improve overall effectiveness to source talent, and attract, recruit and on-board staff.

Business Continuity Management (BCM)

- finalise the BCM Policy and Framework and Business Contingency Plans (BCPs) through a full consultation process and workshops with the senior leadership team, and
- conduct BCP training and scenario testing of BCPs with key stakeholders.

Work Health and Safety

- implement initiatives in the WHS Strategic Plan
- increase staff engagement in health and wellbeing programs
- undertake WHS risk assessments in accordance with legislative requirements
- manage WHS risk and minimise work-related injury and illness, and
- enhance WHS culture by building essential safety knowledge in workers and supervisors.

Injury and claims management

- continue to enhance reporting capabilities and refine loss mitigation strategies
- improve employee-employer engagement at the onset of workplace injuries, and
- identify enablers to deliver outstanding outcomes.

WORK, HEALTH AND SAFETY RESPONSE TO COVID-19

In February 2020, in response to the increasing severity of the pandemic, Council enacted its Crisis Management and Business Continuity Plan (CMBCP) and Pandemic Plan. Business Contingency Plans (BCPs) for critical services were also reviewed and updated to ensure they were fit for purpose and adequately resourced for activation should these be required.

Crisis Management Team

The Crisis Management Team (CMT) began to meet on a weekly basis (or more frequently where necessary) to review and respond to advice from the Federal and State Governments and address the ongoing challenges emerging from the pandemic.

Under the leadership of the CMT, the following actions were undertaken in 2019/20:

- regular communications to staff and the community on the evolving situation
- regular consultation and collaboration with neighbouring councils to exchange information and ideas on challenges, initiatives and experiences to manage the pandemic
- adjustment of services and service delivery methods to align with government restrictions
- development and rollout of toolkits, checklists and guidelines for use by managers and staff in managing fluctuating WHS requirements
- identification of 'at risk' staff and negotiation of alternate working arrangements where necessary
- adoption of special industrial provisions to ensure the viability of the workforce and provide security and protection for staff
- facilitation of working from home arrangements for staff able to perform their duties remotely
- the display of signage within all Council workplaces and facilities detailing social distancing and hygiene requirements
- online delivery of non-essential meetings and learning and development activities, and
- sources of hand sanitiser, face masks, gloves and disinfectant established.

Business Continuity Management (BCM)

Council engaged experienced risk consultants, InConsult, in early 2020 to assist in the review of Council's Business Continuity Plan and development of Council's Business Continuity Framework. This initiative was identified as a priority in light of a series of severe weather events (storms and bush fires) in late 2019 and the COVID-19 pandemic prevailing from early 2020. This initiative will further enhance Council's BCM program based on its current Crisis Management and Business Continuity Plan and Pandemic Plan.

While Council's responses to these emergencies were effective, they provided practical and timely opportunities to revisit planning to ensure that business continuity could be effectively maintained across Council's multiple workplaces in the event of disruptions to external service providers impacting communications and information technology functions and on Council's ability to coordinate responses with other emergency services.

The key deliverables for this project included:

- development of a Business Continuity Framework
- development of a Business Continuity Management (BCM) Policy
- completion of a Business Impact Analysis (BIA) for Council's two major sites - Council Chambers and the Bridge/Suakin Street, Pymble Depot
- completion of Business Continuity Plans for our two major sites - Council Chambers and the Bridge/Suakin Street, Pymble Depot
- business continuity management training, and
- business continuity management scenario testing.

Other work, health and safety initiatives

Council implemented a range of initiatives and strategies in order to establish a COVID-19 safe workplace including:

a. The development and rollout of toolkits, checklists and guidelines for use by managers and staff in managing changing work, health and safety requirements

Council was committed to supporting staff and visitors during the pandemic, whether they were visiting Council sites or working remotely. The pandemic raised particular challenges due to the disease's highly infectious nature. To support staff, Council's safety team, in consultation with business units and the CMT, developed COVID-19 Standards and Protocols.

COVID-19 Work Health and Safety (WHS) Standards define the minimum expectations for managing work health and safety requirements during the COVID-19 pandemic and align with State and Federal Government requirements to have a COVID-19 Safety Plan in place.

The standards include:

- **WHS Protocols** are specific procedures that must be followed in certain circumstances during the COVID-19 pandemic in order to comply with WHS Standards. These include:
 - o screening protocols
 - o meeting protocols
 - o close contact with a suspected or identified case protocol
 - o cleaning protocols, and
 - o cash handling protocols.
- **Workgroup Safety Plan Templates** are utilised by workgroups to ensure staff are kept safe at work during the COVID-19 pandemic. All workgroups (business units and/or service units) are required to complete a Safety Plan.
- **Work Area Capacity Tool** assists managers to review physical working arrangements in order to ensure compliance with the 1 person per 4 sqm rule.

b. Working with managers in development and review of safety plans

The safety team continued to support business units in developing and regularly reviewing the Workgroup Safety Plans and providing guidance to help business units meet their obligations under the new rules, specifically providing information on:

- industry-specific advice on COVID-19 health and safety measures
- changes to health and safety rules
- ensuring workers understand their responsibilities, and
- useful resource and content.

c. Regular communications to staff on the evolving situation

As the pandemic continually evolved, Council made it a priority to design risk communication tools that met the long-term needs of the pandemic.

Council’s key communication principle is to deliver timely notifications from trusted sources in a timely manner.

The communication evolved over time, with initial communications on what workers needed to do to reduce transmission as well as advice on how the Public Health Orders affect everyday life. As the pandemic progressed, the messaging focussed on prevention, the need for continued vigilance and mental health. The communication types are listed in the Figure 24 below:

Format	Frequency	Audience	Scope
Risky Business	Quarterly	All staff	Topics, programs and events related to work, health and safety and Council’s overall risk management aspects.
Manager’s newsletter	Quarterly	General Manager, Directors and Managers	Specific support to the senior leadership team on initiatives and legislative updates regarding both work, health and safety matters and risk management matters.
COVID-19 Alerts	Ad hoc	All staff	Guidance notes issued by Australian Government, Department of Health and the World Health Organisation with recommendations for infection control, prevention and advice, and implementation within the workplace.
COVID-19 Matters	Ongoing (frequency depends on the current situation)	All staff	Current COVID-19 situation and workplace guidance.
COVID-19 staff intranet	Weekly updates	All online staff	Information on COVID-19 including a summary of events, how to avoid risk of infections, COVID-19 work processes, situation updates, current advice, resources and frequently asked questions.
Email update	Ad hoc	General Manager, Directors and Managers	Guidance on new tools, protocols and safety equipment.

Figure 24: Communication types utilised during Council’s response to COVID-19

Council continues to closely monitor the current situation involving COVID-19 and develop strategies that protect and provide benefits to all employees.

d. Assessing COVID-19 risk in order to develop relevant and effective mitigating controls based on its continuous development in support of Emergency Management Teams and First Aid Officers

Council recognises emergency management and first aid are integral parts of managing health and safety within the workplace. To ensure staff safety from the COVID-19 risk while performing their duties, Council continued to ensure arrangements stayed adequate and effective. Where working operations had changed because of the COVID-19 pandemic, consultation with Chief Wardens was undertaken to ensure that key roles were covered and that all relevant workers understood their responsibilities.

Specific areas include:

- emergency and first aid procedures updated to include the risk of COVID-19
- first aid officer's new responsibilities such as new zones, and
- first aid personal protective equipment (PPE) equipment including gloves, masks and safety glasses.

WHS regulator (SafeWork NSW) announced that no compliance action will be taken in relation to the first aid training requirements in regulation 42 of the WHS Regulations where first aid training is not available because of COVID-19.

Workforce support during the COVID-19 pandemic

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

On 23 March 2020, the Crisis Management Team (CMT) considered current working arrangements in view of advice from the government and the level of risk associated with the COVID-19 pandemic. It was determined that where possible, staff should work from home. Consequently, the majority of professional and administration staff have been working from home since that time.

The following measures were implemented to mitigate identified risks and/or address concerns relevant to the workforce:

- staff were provided with regular updates on decisions made by the CMT together with useful COVID-19 resources and information from Council's Employee Assistance Provider
- hand sanitiser was installed at the entry and exit points of all Council workplaces
- staff working onsite were provided with spray sanitiser and paper towel for use at their workstations
- staff working in key support services were split into different locations throughout Council buildings
- where possible, staff worked remotely in order to

facilitate social distancing guidelines by reducing the number of people in the workplace

- all non-essential internal and external meetings/conferences/workshops and training courses were cancelled, postponed or delivered in an online format, and
- face masks were available to staff in front facing roles that had contact with the community or customers.

From an industrial perspective, Local Government NSW (LGNSW) and the relevant staff unions agreed to a unified approach to staffing matters during the COVID-19 pandemic, documented in a *Joint Statement* and a new temporary Award titled the *Local Government (COVID-19) Splinter Award*.

Ku-ring-gai Council supported staff and acted in accordance with the relevant provisions of the Joint Statement and *Local Government (COVID-19) Splinter Award*. A summary of key arrangements is below.

- **work flexibility** Flexible working arrangements are available to staff which is managed in accordance with the Local Government (State) Award
- **where a staff member is unable to work due to illness associated with COVID-19** Access to sick leave is provided in the first instance and other leave options are available to staff who have exhausted their sick leave allocation
- **where a staff member is not sick but excluded from the workplace due to COVID-19 isolation requirements** Working from home arrangements (undertaking substantive or alternate duties) are considered as a first option and where this is not possible, paid special leave will be offered for the period of the required isolation
- **where a staff member is unable to work due to caring responsibilities (schools or caring facilities closed) or transport disruption associated with COVID-19** Up to 2 weeks paid special leave will be offered and other accrued entitlements will be available following this
- **where the workplace is closed due to COVID-19** Working from home or an alternate location undertaking substantive or alternate duties will be considered as a first option. Where this is not possible, three stages of temporary stand down provisions will be afforded to permanent staff as follows:
 - o Stage 1: Paid special leave for a period of up to 4 weeks at the ordinary rate of pay
 - o Stage 2: Paid Job Retention Allowance for a period of up to 3 months at an Award base rate which can be topped up with accrued leave entitlements, and
 - o Stage 3: Leave without pay.
- **special provisions for staff confirmed as being 'regular casuals'** Up to 2 weeks paid special leave will be offered to a 'regular casual' where they are required to isolate.

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

Council has commenced preparations for a gradual return to business as usual when Australia shows signs of success in slowing the spread of COVID-19. Council will continue to monitor work area capacity to ensure compliance with the regulatory safety requirements, and ensure COVID-19 WHS Standards and related protocols and safety plans are up-to-date with any future developments of the pandemic situation.

Learning and development during COVID-19

In March 2020, Council suspended all non-essential training due to the developing pandemic situation.

Essential training ensuring Council's staff continued to be suitably trained and qualified to complete the duties of their positions was continued with modifications to the delivery program. Training venues and class sizes were altered where necessary to ensure compliance with the new requirements for social distancing and increased hand hygiene.

Opportunities and challenges during COVID-19

Overall Council responded to the pandemic positively and confidently under the leadership of the Crisis Management Team with the activation of the Crisis Management and Business Continuity Plan.

Council embraced this time of change, taking advantage of opportunities and finding ways to address new challenges.

Opportunities

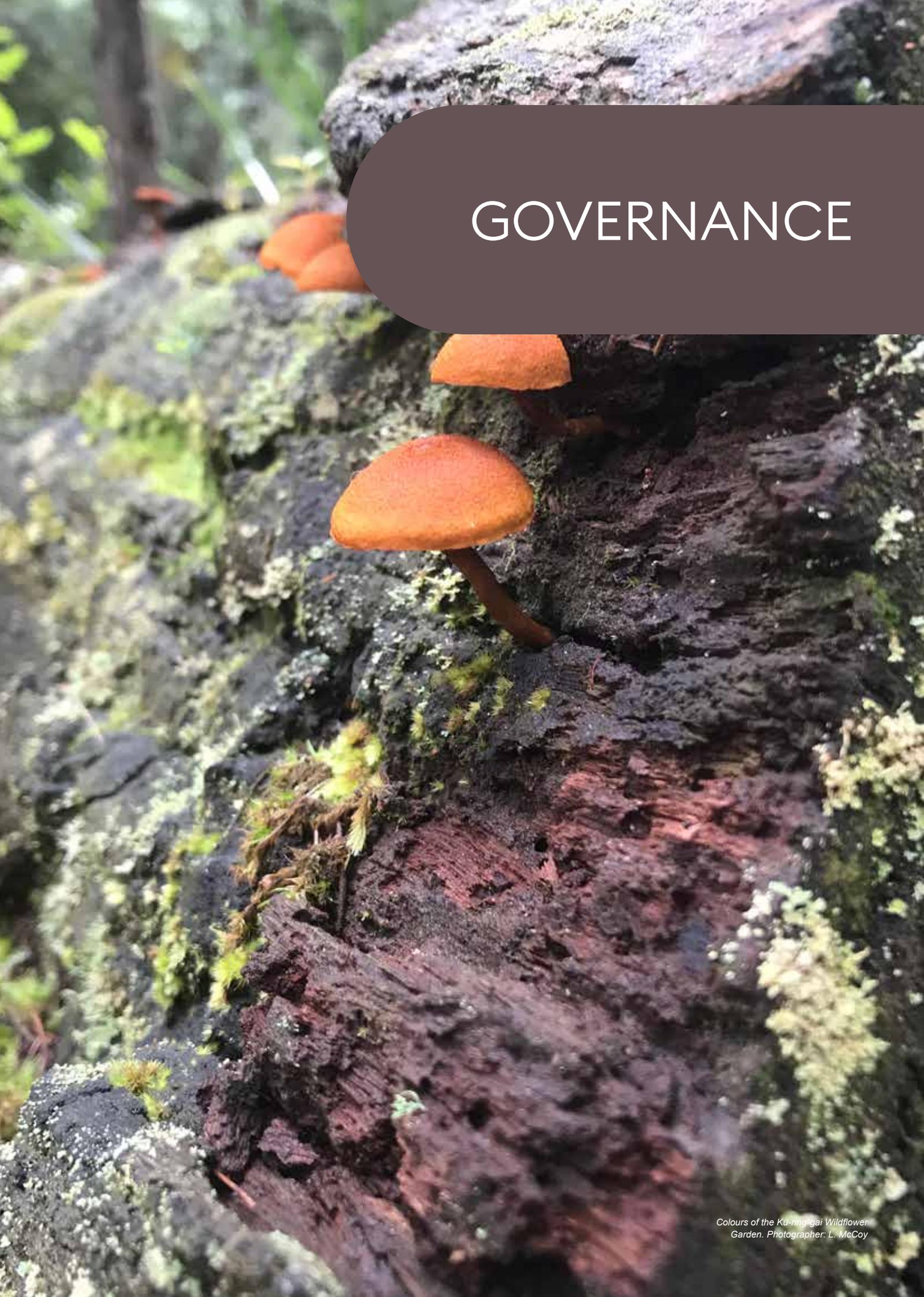
- quick adaptation by staff to remote working arrangements
- demonstrated increases in organisational productivity, and
- re-design of processes, forms and templates to facilitate remote working arrangements.

Challenges

- ensuring Council's multiple workplaces were COVID-free for the safety of staff and the community who enter Council's premises. Council ensured physical distancing, cleaning, hygiene, person protective equipment controls and introduced standards in line with state and federal government and regulatory requirements
- concerns for the mental health of staff who over time may experience anxiety or feel isolated when working from home. Council has utilised communication systems, consultation tools and the Employee Assistance Program (EAP) to manage these challenges. Council also ensured staff and management received timely updates on changes of conditions (eg. tightening or easing of restrictions)
- concerns of staff adjusting to the "new normal" way of working and maintaining team cohesion
- keeping on top of the evolving pandemic and associated work, health and safety requirements, and
- managing emerging employee relations associated with the pandemic.



Between 30% to 40%
of staff have been regularly
working at home at any one
time since March 2020



GOVERNANCE

GOVERNANCE

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

Achievements in 2019/20 included:

- responded to numerous government legislative amendments and requirements in response to the bush fires, storms and then the COVID-19 pandemic
- communicated required changes and information to Councillors, staff and the Audit, Risk and Improvement Committee (ARIC)
- transitioned Council and Committee Meetings to virtual meetings from April 2020 in accordance with the revised legislation, codes and guidelines issued by the Office of Local Government (OLG)
- prepared and exhibited revised policies - Public Interest Disclosures Policy, Complaints Management Policy, Procurement Policy and Statement of Business Ethics
- prepared a revised Fraud and Corruption Control Policy
- hosted a shared internal audit service with other northern Sydney councils
- continued the review of key Council policies to ensure they address current legislation and reflect best practice
- responded to the Office of Local Government's draft Risk Management and Internal Audit Framework, and
- completed other governance reporting and compliance requirements.

Audit, risk and improvement committee

Council's Audit, Risk and Improvement Committee (ARIC) is an advisory committee of Council with the principal objectives to provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.

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

The committee meets at least on a quarterly basis, holding 5 meetings in 2019/20, with membership including:

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

Following a review of its role and responsibilities in 2018/19, the Committee implemented a revised charter during 2019/20, with the expanded responsibility of improvement. This recognises the Committee's role in achieving improvements to the effectiveness and efficiency of service delivery through enhanced organisational processes, compliance, controls and reporting mechanisms.

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

- the investment and financial status of Council
- reporting on internal audit recommendations/ implementation and risk management

- internal audit reporting in the period including reports regarding complaints and investigations
- complaints and compliments
- status reports on major projects to review their ongoing governance
- legislative updates from the Office of Local Government
- matters relating to workers compensation, injury management, accident and insurance claim processes as well as lost time injury frequency, incidence and severity rates, and
- compliance and reporting requirements - a summary of relevant circulars, legislative updates and matters arising and a summary of actions taken in the reporting period in response to those that impact the local government sector.

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

Internal Audit

Council continued to maintain an effective and compliant internal audit function during 2019/20. Despite some disruptions to available staff resources and program timelines, due to the COVID-19 pandemic, the integrity of the internal audit plan was maintained. Achievements included:

- completion of four internal audits, a risk assessment and reporting on the status of audit recommendations
- endorsement of the 2020 audit plan
- participation in Council's enterprise wide risk management and business continuity workshops
- reviewed recommendations of the Independent Commission Against Corruption (ICAC) on COVID-19 corruption risks for the Audit, Risk and Improvement Committee (ARIC).

Internal Audit Plan

The ARIC is responsible for approving an internal audit plan for each calendar year and any amendments.

Planned audits for 2019 included:

- data review- accounts payable
- facilities management
- development application processing and compliance
- contract management
- people and culture, and
- fraud and corruption (risk assessment).

Development application processing and compliance and contract management internal audits were not completed in 2019/20 and were carried over to the Audit

Plan for the 2020 calendar year. All other 2019 internal audits were completed. The 2020 Internal Audit Plan, with a timeframe from January 2020 to December 2020, includes the following planned audits:

- development application processing and compliance
- contract management
- COVID-19 review and gap analysis
- grants administration and sponsorship
- food inspections
- purchasing, and
- privacy and information.

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

Internal audit recommendations

Audit recommendations currently being investigated or implemented to improve Council operations include:

• Facility bookings

A recommendation from the Facilities Management Audit was to eliminate the manual processing of invoices and investigate a viable automated system for bookings and payments.

During 2019/20, investigation and testing of an automated community facilities booking system was progressed to enable telephone and online bookings and payments. In the interim, revised procedures have resulted in a significant reduction in manually generated invoices.

• Complaints handling

A recommendation from the Complaints Management audit was to review and update Council's complaints handling policy.

During 2019/20, a review of the complaints handling policy was completed and a revised policy prepared taking account of guidelines set by the NSW Ombudsman in its Complaint Management Framework. The revised policy was exhibited and adopted by Council.

• New fraud and corruption control policy

The fraud and corruption risk assessment completed by Council's Internal Auditors in December 2019 identified that Council's current Fraud and Corruption Prevention Policy was outdated and not reflective of current best practice, increasing the risk of non-compliance with key requirements.

Council's existing Fraud and Corruption Prevention Policy was reviewed and a new Fraud and Corruption Control Policy prepared to replace it, in consultation with Council's manager's group, Internal Audit, Governance and Corporate Strategy, Council's Corporate Lawyer and People & Culture.

The new policy is based on the NSW Audit Office's Fraud Control Improvement Kit 2015 and Australian Standard 8001-2008 Fraud and Corruption Control.

It outlines the high-level commitment by Council to the implementation of strategies and actions that support fraud and corruption control and sets out responsibilities under the fraud and corruption risk management framework for implementing and monitoring appropriate actions.

The policy will be supported by a Fraud & Corruption Control Strategy and Fraud & Corruption Control System.

This suite of documents will further enhance Council's overall fraud and corruption risk management framework and keep it up-to-date and compliant with current practice and requirements.

Subject to the results of further consultation with internal stakeholders, ARIC, senior management and an independent peer review, a draft policy will be reported to Council in 2020/21, seeking endorsement for its public exhibition.

Internal audit - shared service

Ku-ring-gai Council's internal audit function is provided under a shared service arrangement.

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

Despite some disruptions due to the COVID-19 pandemic, Council continued to efficiently and effectively deliver the North Shore Internal Audit service during 2019/20. Achievements included:

- internal audits were either completed, planned or progressing
- a survey of internal audit effectiveness has been recently completed by the ARIC and management attendees for all councils that will be tabled at forthcoming meetings. There were no concerns raised to date with positive feedback received, and
- the Shared Service Agreement was re-negotiated for a further two years with all Councils agreeing to Ku-ring-gai remaining as host council.

The internal audit charter outlines the purpose, authority and responsibility of management and the internal audit team. This recognises the importance of internal audit in providing an objective and independent service to Council. The charter has been reviewed and endorsed by ARIC.

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

A consolidated internal audit plan has been developed in order for Council to take advantage of not only efficiencies in operations but also be included in the shared learnings arising from work completed at each of the six councils.

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

Office of local government discussion paper

The *Local Government Act 1993* was amended in August 2016 to require each Council and joint organisation in NSW to appoint an Audit, Risk and Improvement Committee (ARIC). The requirement to have an ARIC established and appointed from March 2021.

The Office of Local Government (OLG) has also developed a draft internal audit and risk management framework to support and inform the operations of ARICs. 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.

Council provided responses both supporting and raising issues with components of the OLG's proposed framework.

External Audit

ARIC receives an annual report from the external auditor (Audit Office of New South Wales) on the status of Council's financial statements. Representatives from the Audit Office and Crowe Australasia (the Auditor's nominated agent) attended ARIC meetings to discuss the engagement plan, prior to commencing work in 2019. The interim management letter for the year ended 30 June 2019 was presented to the ARIC with two medium and five low risk issues raised.

In September 2019, the committee considered a report from the Audit Office and discussed the audited financial statements and audit coverage. The committee also received and endorsed actions on control matters identified during the annual financial audit.

Council's Finance Manager also provides the ARIC with an overview of Council's financial performance.

Governance policies

Following adoption of a new Code of Conduct in 2018/19, a review of other governance related policies commenced to ensure their consistency with the new code and implement any recommendations from internal audits. Updated versions of these policies were reported to Council in 2019/20. These included:

Revised 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's Public Interest Disclosures Policy was revised to align it with the PID Act and the NSW Ombudsman model policy.

The policy applies to Council staff and councillors, temporary or casual employees, consultants, individual contractors working for Council, employees of contractors providing services for Council and other people who perform official functions for Council whose conduct could be investigated by an investigating authority, including volunteers. It also covers the internal reporting system for staff and councillors to make a public interest disclosure without fear of reprisal.

Reporting on public interest disclosures

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

Council is required to report on its obligations under the PID Act, including information about Public

Interest Disclosures in its annual report and to the NSW Ombudsman every six months. During 2019/20, Ku-ring-gai Council did not receive any Public Interest Disclosures or referrals from external agencies and did not refer any matters to external agencies.

In addition, there were no carry over investigations from 2018/19.

For further information see **Local Government Reporting** on page 299.

Revised complaints management policy

This revised policy is intended to ensure that Council handles complaints fairly, efficiently and effectively. The complaints management system is intended to:

- enable Council to respond to issues raised by people making complaints in a timely and cost-effective way
- boost public confidence in Council's administrative process, and
- provide information that can be used by Council to deliver quality improvements in our services, staff and complaint handling.

The policy also provides guidance to staff and people who wish to make a complaint on the key principles and concepts of Council's complaint management system.

The revised policy was adopted by Council for public exhibition in March 2020.

Procurement policy

The purpose of this revised policy is to define Council procurement principles and set out the standard by which Council will conduct procurement activities. Council is committed to ensuring procurement incorporates the principles of value for money, sustainability, probity, transparency and accountability, robust and efficient procurement processes and competition.

Statement of business ethics

Council works with private, public and non-profit sectors to provide a diverse range of services to the community. The community expects Council to have high ethical standards in everything it does.

The revised statement is intended for anyone in the private, public or non-profit sectors who is involved in a business arrangement with Council or is proposing to be in such an arrangement. It explains Council's ethical position. Anyone dealing with Ku-ring-gai Council in a business arrangement is expected to comply with the ethical framework.

Code of conduct and procedures

Council's Code of Conduct includes requirements for the conduct expected of Council staff and councillors and their adherence to ethical standards.

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

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

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

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

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

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

To ensure that staff, councillors and external committee members are aware of their responsibilities under the new code, a comprehensive communication and training program was implemented in 2018/19 and compulsory e-learning module on the Code of Conduct required to be completed by all staff during 2019/20 and in induction training.

Code of conduct complaints

Complaints are required to be reported annually to the NSW Office of Local Government for the twelve month period to 31 August each year. Information is provided in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW 2018.

The 2019/20 financial year includes two code of conduct reporting periods as follows:

For the twelve month reporting period 1 September 2018 to 31 August 2019

- nil complaints were received regarding councillors and the General Manager, and
- one previous complaint was finalised.

For the twelve month reporting period 1 September 2019 to 31 August 2020

- one complaint was received regarding councillors and the General Manager and referred to a conduct reviewer, and
- two complaints were finalised of which:
 - o one code of conduct complaint was investigated by a conduct reviewer, and
 - o the second complaint was found to be no breach.



Risk management

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

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

The risk management program constitutes three pillars (see Figure 25). These are Enterprise Risk Management (ERM), Work, Health and Safety (WHS) and Insurance, which are under the Corporate Risk and Assurance team. All three pillars work closely to ensure internal and external risks are dealt with.



Figure 25: Ku-ring-gai Council three pillar risk management program

During 2019, the enterprise risk management framework was reviewed. Council partnered with InConsult, an experienced external risk consultancy to assist with developing a risk appetite statement, enterprise risk management policy and enterprise risk management strategy. These documents were reviewed by the ARIC in December 2019.

InConsult delivered training and upskilling for the leadership team and conducted workshops with all departments in order to develop operational and strategic risk registers. As at December 2019 it was reported to the ARIC that there were 128 risks documented in risk registers that included 123 operational and five strategic risks that are being reported upon and managed through the implementation of treatment plans.

At each meeting, the ARIC has received reports on

- numbers of public liability claims by type (property, vehicle, personal injury and professional indemnity), and
- workers compensation claims that includes a breakdown by department and lost time days.

Information and privacy legislation

Council must ensure appropriate management of Council information to effectively comply with the *Government Information (Public Access) Act 2009*, *Privacy and Personal Information Protection Act 1998* and *Health Records and Information Privacy Act 2002*.

During 2019/20, Council received 11 formal GIPA applications and 604 informal applications for access to Council information. All formal applications were determined within statutory timeframes. Council did not receive any reviews under the Privacy and Personal Information Protection or the Health Records and Information Privacy Act for the reporting period.

For more information refer to **Local Government Reporting** on page 292.





PERFORMANCE – DELIVERING THE VISION

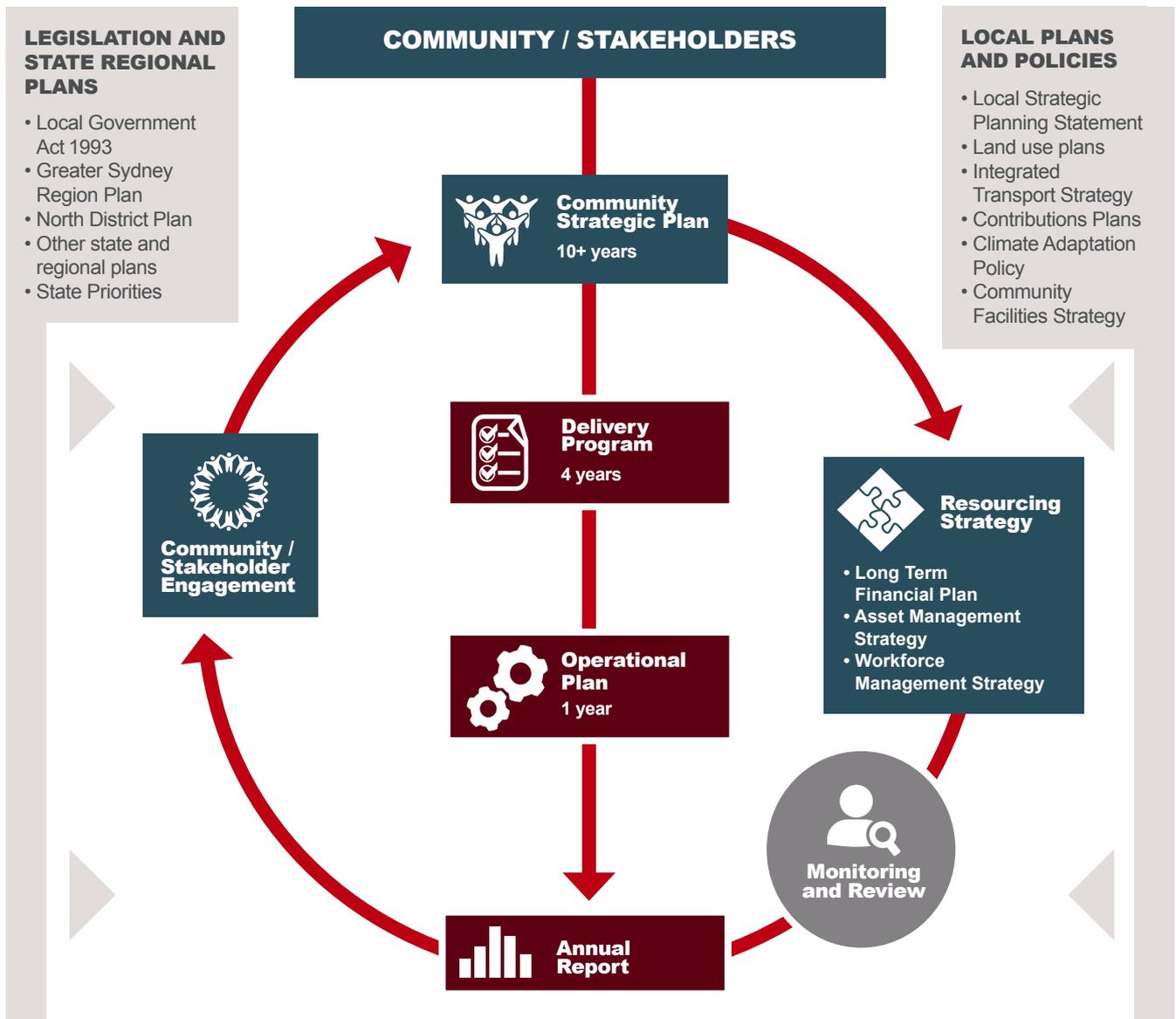


INTEGRATED PLANNING AND REPORTING

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

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

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



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

Website: olg.nsw.gov.au

Diagram 3: Integrated planning and reporting framework

MEASURING OUR PERFORMANCE

Themes

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

Council's Operational Plan 2019-2020 and Revised Delivery Program 2018-2021

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

Summary of performance 2019/20

Council successfully completed or progressed a substantial capital works program, operational projects and actions outlined in the Operational Plan. The outcomes from these address a range of social, economic and environmental objectives contained in the Delivery Program and Community Strategic Plan.

Extreme weather events, bush fires and the COVID-19 pandemic, has presented Council with a range of challenges in the delivery of services, programs and projects. Across Council, service areas were required to cease, place on-hold or modify activities in response to government legislation and mandatory social distancing restrictions. Despite the financial impact of such events, Council maintained a satisfactory financial position and delivered a high level of service delivery across all areas. This supports Council's ongoing financial sustainability and capacity to deliver services and facilities. Impacts to service delivery and performance reporting is included in **Performance – Delivering the vision** on pages 165-261.

* Council's adopted 3 year Delivery Program 2018-2021 was extended to 4 years, as part of the OLG's deferral of NSW local government elections to September 2021.

How we measure our progress

<p>QBL TREND INDICATORS</p>	<p>Quadruple Bottom Line (QBL) indicators</p> <ul style="list-style-type: none">• Measures performance for key economic, environmental, governance and social indicators• Presented by theme for 2019/20 including a five-year trend result
<p>TERM ACHIEVEMENTS</p>	<p>Term achievement progress and/or completion</p> <ul style="list-style-type: none">• Measures progress of four-year term achievements as outlined in Council's Revised Delivery Program 2018-2021• Presented by theme for 2019/20
<p>OPERATIONAL PLAN TASKS</p>	<p>Operational Plan task completion</p> <ul style="list-style-type: none">• Measures overall performance and shows how effective Council were in achieving planned activities during the financial year• Presented by theme for 2019/20
<p>PERFORMANCE INDICATORS</p>	<p>Performance indicator achievement</p> <ul style="list-style-type: none">• Measures effectiveness in the delivery of particular Council services, programs and activities during the financial year• Presented by theme for 2019/20

Performance monitoring and reporting in 2019/20

<p>QUARTERLY REPORT</p>	<ul style="list-style-type: none"> • Reports presented to Council quarterly: <ul style="list-style-type: none"> ✓ Annual budget – including progress and expenditure on capital and operating projects and all Council services • Reports presented to General Manager/ Directors September 2019 and March 2020: <ul style="list-style-type: none"> ✓ Operational Plan – progress and/or completion of annual tasks
<p>BI-ANNUAL REPORT</p>	<ul style="list-style-type: none"> • Reports presented to Council: <ul style="list-style-type: none"> ✓ December 2019 - progress of term achievements and annual tasks ✓ June 2020 - progress and/or completion of term achievements, annual tasks and performance indicators • Bi-annual reports are available at krg.nsw.gov.au
<p>ANNUAL REPORT</p>	<ul style="list-style-type: none"> • Presented to Ku-ring-gai community and Office of Local Government: <ul style="list-style-type: none"> ✓ Organisational performance and service delivery reporting through key achievements, challenges and performance indicators outlined in IP&R plans ✓ Statutory reporting in line with local government legislation ✓ Audited financial statements • Council’s audited financial statements are on pages 301-428
<p>SERVICE PERFORMANCE</p>	<ul style="list-style-type: none"> • Implemented recommended actions from Council’s review of services and results of 2018/19 community satisfaction survey, in line with community needs and strategic outcomes • Community feedback reports are available at krg.nsw.gov.au

THEME 1: COMMUNITY, PEOPLE AND CULTURE



*Theatre in the Park - Wizard of Oz
performance at Selkirk Park, Killara.
Photographer: Natalie Roberts.*



Theme 1

COMMUNITY, PEOPLE AND CULTURE

This theme is about creating a healthy, safe and diverse community that respects our history and celebrates our differences in a vibrant culture of learning.

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Community, People and Culture** within the Revised Delivery Program 2018–2021.

Responses to natural disasters and COVID-19

Council responded quickly to the challenges presented by the bush fire and storm disasters, followed by the 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
- 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
- keeping the Ku-ring-gai community well informed about changes to service delivery, assistance available and where further information could be found
- accessing recovery funding initially for storm damage, followed by COVID-19.

Further details on these challenges and Council's responses can be found in **Community – our strength** on pages 10-27 and throughout this report.



LIFE *Online*

One example of Council's highly effective early responses to the COVID-19 emergency was the creation of a new Council web portal called Life Online.

The new portal allowed the seamless transfer of over the counter customer service operations online during the COVID-19 lockdown and provided a central location for residents to access a diverse range of Council designed activities and services for all ages to keep connected with others.

The success of the portal was demonstrated by the high level of usage it received and compliments from residents.

Further details can be found in **Community – our strength** on pages 10-27..

Community events

Prior to the COVID-19 restrictions in March, Council completed a significant part of its annual events program. Since the lockdown in mid-March, most other community events were either postponed or cancelled.

These included Festival on the Green, the Wildflower Art & Garden Festival and St Ives Medieval Faire. Citizenship ceremonies were also suspended until further notice.

Council's events team has continued to review its program to ensure compliance with COVID-19 health directives issued by the state and federal governments, with a view to scheduling some public events by the end of year.

Community events held during this year included:

Australia day celebrations

The annual Australia Day celebrations, on 26 January at Bicentennial Park in West Pymble, included a citizenship ceremony, entertainment and games for the whole family, followed by an afternoon of water-based fun at the Ku-ring-gai Fitness & Aquatic Centre. Around 1,500 people attended the event, which was affected by extreme heat on the day.

Big bounce jumping castle

Also in late January and early February, St Ives Showground was the only NSW location hosting The Big Bounce, the world's biggest jumping castle according to the Guinness Book of Records. The Big Bounce featured a 300m long inflatable obstacle course, a giant 18m high maze, slides, ball pits and a live DJ spread across 1,500 square metres and food trucks and stalls. Around 8,500 people attended this event.

Tiny homes carnival

St Ives Showground hosted a two-day exhibition of small home living on Saturday 7 and Sunday 8 March. The Tiny House philosophy is part of a social trend of simplifying lives by reducing the size and therefore the resource consumption of homes without sacrificing quality of life. Over 100 exhibitors and 8,000 people attended the Tiny Homes Carnival, showing the latest innovations in tiny home living and how to make a successful transition to small and mobile homes.

Lunar new year

For the first time Council planned a series of events to mark Lunar New Year during January and early February. These included cultural performances, free language and calligraphy classes and a night noodle market. However, due to the emerging coronavirus crisis in Australia and overseas, some events were cancelled. The night noodle market did proceed at St Ives Village Green with around 20 stallholders participating and was well received by the local community.

Anzac day

Due to COVID-19 restrictions the traditional Anzac Day commemorations could not proceed.

Anzac Day in Ku-ring-gai was commemorated through an invitation to school-aged children to send messages in the form of a story, poem, letter or artwork to serving members of the armed forces. A special Anzac story time was hosted on Council's website and children were encouraged to make Anzac craft to display in the window on Anzac Day. Council also encouraged Ku-ring-gai residents to participate in the nationwide Anzac Day driveway commemoration and a video was posted online of Councillors expressing their thoughts on Anzac Day.

A performance of Macbeth at the Ku-ring-gai Wildflower Garden. Photographer: Les Currie



Ku-ring-gai libraries celebrate their 75th anniversary

The year 2020 marks 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.

From a humble beginning of nearly 30,000 library materials the library has grown to over 175,000 in 2020, an increase of nearly 82%. Demand on the service has also grown from one book loan allowed per borrower to 50 physical items and countless e-books allowed for the reading pleasure of residents.

The library has achieved many milestones in its 75 years, including the introduction of a mobile library service in the 1950s, and a free door-to-door service known as the *Libraribus*. Our libraries have been at the forefront of technological changes too, introducing free wi-fi in 2009 and e-books in 2013. Also in 2013, Gordon Library was completely refurbished with a technology hub and special study areas. In 2020, Council launched the new

Press Reader facility, which allows library members to access around 7,000 newspapers and magazines online free-of-charge in more than 60 languages.

Celebrations planned throughout the year at Ku-ring-gai's four libraries at Gordon, Lindfield, Turramurra and St Ives include a Library Lovers Day showcasing fascinating glimpses of the early years of Ku-ring-gai's libraries, a birthday morning tea, and the launch of a new program '1,000 Books Before School'.

The '1,000 Books Before School' program is a joint library project with Ryde, Hunter's Hill, Lane Cove, Northern Beaches and Hornsby Councils to target early literacy. Children enroll to read 1,000 books and receive progressive rewards. It aims to encourage pre-schoolers to read 1,000 books by the time they attend their first year of primary school.



Supporting seniors

Seniors Festival

Although most activities for the annual Seniors Festival in February and March had to be cancelled due to the COVID-19 restrictions, around 40 community organisations, clubs and groups came together for an Everything for Seniors Day expo style event at Turramurra to offer information, advice and 'come-and-try' activities.

Participating organisations included the Australian Plant Society, Sydney Wildlife Rescue, Computer Pals for Seniors, U3A, Table Tennis for Seniors and Sing Australia Gordon.

Around 500 residents aged 55 plus tried walking football, salsa dancing, chair yoga, indoor bowling and exercise classes. Presentations on how to stay in your own home for longer and volunteering opportunities were also part of the day.

Council staff from the Wildflower Garden, Library and Active Ku-ring-gai program were there to discuss activities available for older residents and offered a workshop on how to protect your home from bush fires.

Dementia Café

Ku-ring-gai has a higher than average proportion of people aged 80 and over living locally and age-related diseases such as Dementia and Alzheimers need to be supported where possible in our community.

In August 2019, Council partnered with Rotary and YMCA to open a Dementia Café at the Ku-ring-gai Fitness & Aquatic Centre (KFAC) in West Pymble to encourage people living with Dementia and their carers to get out of the house, connect with supports, socialise and exercise with others living with dementia and their carers.

The dementia friendly space is coordinated by Ku-ring-gai Council, Rotary and Ku-ring-gai Neighbourhood Centre volunteers and YMCA staff.

The introduction of a Dementia Café was in response to concerns that people living with dementia and their carers are often socially isolated and have little connection to the support they require. The café is a first step in making Ku-ring-gai a 'dementia-friendly community'.



Photographer:
Michelle Klass.

FROM 4 TO 104 – BRIDGING THE *generation gap*

Pre-schoolers and residents from the Aveo Lindfield aged care facility are part of a new program with Council's Thomas Carlyle Children's Centre.

Bridging the Generation Gap is modelled on other successful programs aiming to reduce social isolation and loneliness among aged care residents. It involves one-hour supervised visits to aged care residents by pre-schoolers who are aged between 4 and 5 years. Most residents taking part in the program are aged between 80 and 90, with the oldest aged 104 years.

For the children, the benefits lie in increasing their empathy for older people, developing language and social skills and an awareness of belonging in the wider community.

With the age gap between the visitors and residents around 80 years in most cases, care is being taken to ensure both groups don't become overwhelmed by the experience.

So far the children and residents are enjoying shared experiences such as book reading, singing and gardening.



Residents enjoy a performance by Adders Fork at Turramurra Library. Adders Fork are a local Celtic music band.

Access and inclusion

During 2019/20, a range of initiatives were implemented across the organisation to improve access and inclusiveness for people with disabilities. Highlights included:

- **Disability Action Plan updated** - Council updated its four-year action plan to ensure it is on track to make its services and facilities as accessible as possible.
- **All Ability free music therapy workshops** - hosted online for children and adults with disabilities between April and May. Participants made music using everyday items found in the home such as pots, pans and jars. Over 60 people registered to attend the workshops held via Zoom.
- **Twilight sensory tent** - a sensory tent was provided at the Twilight Concert hosted by Council. The tent aims to make events more inclusive for people with disabilities and their carers. The tent reduces sensory input, removes distractions and provides a safe and non-stimulating space for people with disabilities to calm down. The tent also provides mobility equipment for people to use and noise cancelling headphones.
- **Access audit** - to ensure access and inclusion were considered in the planning stages of the St Johns Avenue, Gordon pedestrian 'Eat Street' upgrade, an access auditor assessed the plans and made recommendations to make the street more accessible and inclusive for people with disabilities.
- **Accessible emergency evacuation centres** - following the recent bush fires, Council completed an audit of the emergency evacuation centres to determine what venues are accessible. This information was incorporated into emergency management plans and made public so that community members can make an informed decision about locations for equitable and dignified access, should they need to evacuate in an emergency.
- **Inaugural art exhibition** - Exploration, Ku-ring-gai's first art exhibition featuring the work of artists with a disability, was held during the year at the Ku-ring-gai Art Centre. Works were contributed by 67 artists, ranging from ceramics and paintings through to drawings and photographs. The exhibition was put together with the assistance of the Ability Links Settlement Services International organisation.



FURTHER READING
Further information can be found in **Local Government Reporting** on pages 263-299.

Future housing needs

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

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

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

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

Research completed in 2018/19 included an analysis of Ku-ring-gai's current and projected population profile as well as housing priorities, constraints and opportunities. This work informed preparation of a draft Housing Strategy for Ku-ring-gai, publicly exhibited in May 2020, with the results to be reported back to Council in 2020/21.

For further details on community consultation for the draft Housing Strategy see page 99.



FURTHER READING HOUSING STRATEGY
krg.nsw.gov.au

Planning for cultural facilities

Work progressed on the preparation of an important Creative Arts Facility Strategy for Ku-ring-gai to guide the delivery of creative arts and cultural facilities across the local government area into the future.

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

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

During 2019/20, consultants completed cultural mapping and a needs analysis, including consultation with local performance groups and arts practitioners, to inform the draft strategy. Additional community engagement is also planned to further define the demand for cultural facilities and establish a cultural priorities framework.

Concurrent with this research work Council continued to progress the upgrade of the Marian Street Theatre and design development for a new cultural and education centre at St Ives Showground.

Marian street theatre

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

For further details see **Major projects** on page 69.

New cultural and education centre

Following a tender and assessment process during 2019/20, Council awarded the design consultancy with works to continue into 2020/21.

THE YEAR AHEAD

- Respond to COVID-19 government health directives
- Continue community support in response to COVID-19
- Continue online activities and programs
- Complete Middle Harbour Catchments flood studies
- Endorse a planning approach for future housing in Ku-ring-gai
- Complete a Creative Arts Facility Strategy
- Progress community facilities review.



Tech Savvy Seniors in Mandarin receive their certificate of achievement at Gordon Library.

SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council's progress during 2019/20 including QBL performance indicators, Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key social indicators for the 2019/20 year, under this theme, compared to the previous four years.

SOCIAL							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Library loans	No.	907,735	936,792	908,294	905,138	879,278 ¹	●
AWOL Youth Hub (previously known as the Student Re-source Centre visits (Gordon))	No.	5,355	2,015	2,397	2,438	2,161 ²	●
Utilisation rate of Council's Family Day Care service and Thomas Carlyle Children's Centre	%	93	87	90	91	84 ³	●
Vacation care	No.	6,566	6,772	8,329	7,500	6,192 ⁴	●
Seniors Week Program	No.	3,068	3,100	2,595	1,454	2,791	●
Immunisation	No.	331	296	182	0	0 ⁵	N/A
Environmental Volunteers	No.	625	628	687	762	962 ⁶	▲

◀ stable ▲ increasing trend ▼ decreasing trend ● monitor

1. The closure of libraries in the last quarter of the year due to COVID-19 restrictions greatly impacted the loan figures as well as the visitations.

2. Due to COVID-19 public gathering restrictions the AWOL Youth Hub closed on 19 March 2020. Youth programs transitioned to an online format. Prior to the closure, the hub was on track to achieve visitation numbers similar to previous years.

3. During the last quarter of 2019/20, there were significant impacts on attendances for all children due to the introduction of free childcare, closure of schools and many parents working from home due to COVID-19 restrictions.

4. Utilisation levels during the first three program periods were on track to exceed previous year's enrolments, however, COVID-19 restrictions impacted the last quarter.

5. The immunisation service was discontinued on 30 June 2018.

6. The upward trend is being driven by an increase in volunteers, additional programs and the success of the programs.

Performance against Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council's ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 1: Community, People and Culture



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



PROGRESS WITH COVID-19 IMPACTS



PROGRESS WITHOUT COVID-19 IMPACTS

TERM ACHIEVEMENTS

50% progressing as scheduled
50% behind schedule

100% progressing as scheduled

TASKS

50% completed
10% on track
40% behind schedule

100% completed

PERFORMANCE INDICATORS

43% achieved
57% not achieved

93% achieved
7% not achieved

Term achievements (four-year)



Council's policies, programs and advocacy address the social, information and health needs of all age groups, reduce disadvantage and address gaps in service provision.

Progress of this Term Achievement was impacted by COVID-19 restrictions.



Access has increased for communities that face barriers to using social services and community facilities.

Progress of this Term Achievement was impacted by COVID-19 restrictions.



Ku-ring-gai's rich cultural diversity and creativity is celebrated through programs and events.

Progress of this Term Achievement was impacted by COVID-19 restrictions.



Enhance opportunities for social interaction to foster community participation, connectedness and a sense of pride in the community and local areas.



A range of cultural, recreational and leisure facilities and activities are available to encourage social interaction and stimulate everyday wellbeing.

Progress of this Term Achievement was impacted by COVID-19 restrictions.



Programs are implemented to manage risks and impacts on public safety.



Council's planning approach to the provision of housing across Ku-ring-gai is responsive and addresses the supply, choice and affordability needs of the community and the changing population.



Emergency Management Plans are developed and implemented, in partnership with emergency service agencies and key stakeholders.

LEGEND progress on track behind schedule significantly behind schedule

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Utilisation percentage rate for Council's children's services.	87%	84%	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: During the last quarter of 2019/20, there was significant impacts on attendances for all children due to the introduction of free child care, closure of schools and many parents working from home due to COVID-19 restrictions. Council's children's services performed exceptionally to maintain high utilisation levels and remain open while managing the impacts of the COVID-19 pandemic during this period.</p>				
Number of participants in youth service programs.	6,240 participants	3,596 participants	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: Due to COVID-19 restrictions, many of Council's large scale events were not held. These would have enabled Council's targets to be met. Although youth centres closed from 19 March 2020, 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 eg due to social anxiety, disabilities.</p>				
Number of participants in aged and disability programs.	3,097 participants	2,791 participants	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: All seniors programs were cancelled in mid-March due to COVID-19 restrictions, shortening Term 1 exercise classes by three weeks. Additionally, all excursions, seminars and Term 2 exercise classes were cancelled for the 3½ months to end June 2020. Council launched a program of virtual tours and chats to seniors, focussing on worldwide places of interest with weekly Zoom chats to discuss the 'tour'. Seniors joined in on their landline, by mobile device or PC. 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.</p>				
User satisfaction with Council's community services and programs.	85%	95%	◀▶	
Number of participants in Council's major local events.	45,000 participants	35,000 participants	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: The cancellation of Festival on the Green (scheduled for 3 May 2020) due to COVID-19 restrictions resulted in a reduction in total event attendance of approximately 10,000 participants. While some events were cancelled due to COVID-19 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>				
Number of enrolments for art centre courses.	2,000 enrolments	2,073 enrolments	▼	
<p>Comment: The last three weeks of classes in Term 1, all Term 2 classes and the April and June/July kid's holiday programs were cancelled due to COVID-19 restrictions impacting enrolment numbers. The Art Centre went on to produce engaging online exhibitions and tutor studio visits which were well received by patrons. The Art Centre used the closure to do much needed maintenance on the building as well as improve services for reopening including completing the Wi-Fi implementation, rebranding of the Art Centre logo and promotional material and investment in technology such as iPads and Smart TV.</p>				
Number of visits to Council libraries.	500,000 visits	398,180 visits	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: All library branches closed to visitors on 23 March 2020 due to COVID-19 NSW Public Health Orders which significantly impacted the visitor numbers to Ku-ring-gai libraries. Re-opening with restricted hours on 1 June and the continued regulations for social distancing did not result in a large increase in visitor numbers. The Library worked closely with Council's Parking Rangers to deliver library materials to resident's homes during the closure. The Rangers managed to deliver an impressive 3,646 items to very grateful Ku-ring-gai residents over a 6 week period. This was an average of 610 items per week.</p>				

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Number of visits to the library website.	176,000 visits	233,000 visits	▲	
<p>Comment: The large increase to the library website is attributed to library closures restricting physical visitation. All available library resource budgets were re-allocated to the purchase of online resources to ensure library members could download and enjoy their regular selection of library materials. The Children and Young Adult team have been streaming story time sessions and uploading rhyme and story time on YouTube. They have also started virtual book clubs, Sandwich and Story lunchtime sessions and Lego challenges. The library have reached over 2,406 views for Facebook live streams and 493 for pre-recorded videos on the Council YouTube Channel during this time.</p>				
Number of physical loans per resident.	7 loans	6.27 loans	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: The physical loans reported do not meet the target due to the COVID-19 library closures. 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 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. Over the reporting period, 184,151 items were borrowed. This is an increase of 40% compared to 2018/19. Library staff were kept busy educating borrowers on downloading and using these resources. Utilisation is expected to remain steady through to the next reporting period.</p>				
Number of registrations in active recreation programs supported by Council.	738 registrations	647 registrations	▼	 Not achieved due to COVID-19 restrictions
<p>Comment: The Active Ku-ring-gai Program was cancelled for one term and one school holiday period due to COVID-19 restrictions. An average term attendance is 177 which explains not meeting the performance target.</p>				
Percentage of swimming pool barrier inspection program completed.	100%	100%	◄►	
Percentage registration of companion animals within Ku-ring-gai.	95%	97%	▲	
Percentage completion of fire trail improvement program.	100%	70%	▼	
<p>Comment: Storm events prevented scheduled maintenance works and considerable time was spent clearing vegetation to re-open fire trails.</p>				
Percentage completion of hazard reduction program.	45%	50%	▼	
<p>Comment: Hazard reduction was restricted with 2019/20 experiencing the worst fire conditions on record due to the extreme drought. The drought broke in 2020 with floods and continued rain events, further preventing hazard reduction activities. Council achieved one burn of 25.3 hectares. In addition to this, Council has been endeavouring to catch up on 39.4 hectares of non-completed burns from previous years. Inter-agency hazard reduction burns were on hold during the COVID-19 pandemic. Asset protection zone maintenance continued as scheduled.</p>				

LEGEND  achieved  not achieved  stable  increased  decreased  monitor

 **FURTHER READING**
The Delivery Program and Operational Plan bi-annual progress reports for 2019/20 are available at krg.nsw.gov.au



Leptospermum at Ku-ring-gai Wildflower Garden (commonly referred to as Teatree).
Photographer: Wendy Allen.



Theme 2

NATURAL ENVIRONMENT

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

Services provided under this theme

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

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Natural Environment** within the Revised Delivery Program 2018–2021.

For further information on Council’s diverse sustainability initiatives and programs see **Sustainability Commitment** on pages 62-67.

Environmental levy program

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

During 2019/20, Council delivered works and programs across the key areas of biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education. The following chart shows the breakdown of expenditure across the key program areas in 2019/20. Despite some initiatives and programs being affected or modified and delivered online, to comply with COVID-19 restrictions on face to face workshops, the majority of the levy program was completed for the year.

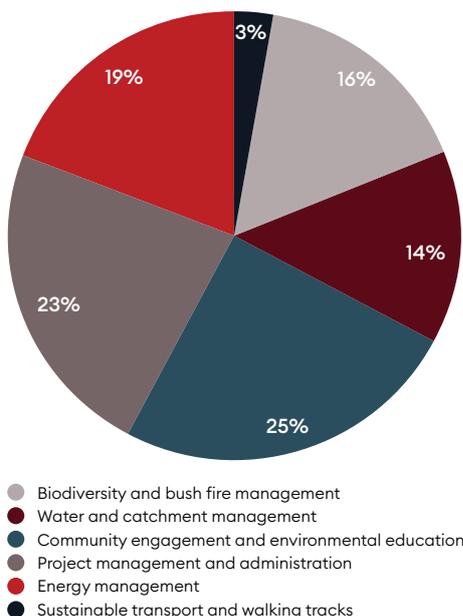


Figure 26: Environmental Levy expenditure by theme for 2019/20

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.

Climate wise community

Greenhouse gas emissions

During 2019/20 Council continued to implement priority actions in its Climate Change Adaptation Policy. As of June 2020, Council had reduced its own Greenhouse Gas (GHG) emissions by 25% relative to the 2000 baseline. As a result, Council exceeded its 2020 target established in its Climate Policy 2015, which was to reduce GHG emissions by 20%, relative to the 2000 baseline.

The reduction was achieved through a number of measures including the procurement of the recent Power Purchase Agreement (PPA) to source 30% of Council’s electricity needs from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements to street lighting; and measures to reduce emissions from Council’s vehicle fleet.

For a comparison of greenhouse gas emissions over the past 5 years see page 188.

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.

Through face to face workshops and a digital platform, Council's Climate Wise Communities (CWC) program is effectively engaging Ku-ring-gai residents and businesses on climate change impacts and responses.

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.

The adaptation of the Simtable to further strengthen the Climate Wise Communities program has improved the effectiveness of the program and been recognised in national media and by LGNSW as a benchmark in local government communication campaigns around climate related emergency preparedness.

Water and energy conservation

Community smart rebates

Water Smart rebates were offered to residents during the year to make improvements to reduce their water bills and improve the local environment. Rebates of up to \$1,000 were available for installing green roofs, rainwater tanks, rainwater gardens and permeable surfaces

around their home. The rebates program is funded by the Environmental Levy.

As part of the Water Smart program, rebates totalling \$24,158 were awarded for the installation of 38 rainwater tanks (with a total capacity of 177,670L). Matched community investment was \$144,576 for the period.

Council's Energy Smart program also facilitated a reduction in community energy use through a rebate scheme, for energy efficient pool pumps and other home energy solutions.

Council expanded its Energy Smart rebates to include a broader range of energy management solutions for the home. Rebates of up to \$2,000 were offered for solar panels and batteries, solar hot water, insulation and window retrofits with the rebate program funded by the Environmental Levy.

During 2019/20, 141 rebates were awarded, totalling \$35,465, for the installation of 32 energy efficient pool pumps, one window efficiency retrofit, seven home insulations, and 24 solar photovoltaics (PV) and battery systems. Matched community investment for this period was \$281,078.

Solar my school

During the year Council partnered with the Solar My School program to help local primary and secondary schools install energy-saving solar panels in the Ku-ring-gai local government area.

Originating in Sydney's eastern suburbs, Solar my School is a free program helping schools install solar power and access the financial, educational and environmental benefits of clean energy. Schools joining the program get free access to:

- independent assessments to recommend the best size and location for solar panels
- an estimate of system costs and bill savings
- financial advice and help with grant funding to pay for the system
- tender and contractual documentation to help select a supplier and facilitate installation
- tailored presentations to school boards, and
- curriculum-linked educational resources.

By joining the program schools in Ku-ring-gai can now join over 90 others across Sydney already generating their own clean low-cost energy.



Corporate sustainability – water and energy usage

Council’s Corporate Sustainability Program Action Plan continued to drive initiatives across the organisation to improve sustainability outcomes for both the community and within our own operations and service delivery. Achievements in water and energy consumption included the following:

▼ Potable water consumption from Council facilities

Potable water consumption was impacted during the 5 year period due to the Ku-ring-gai Fitness and Aquatic Centre pool recharge and the irrigation load from the establishment of turf at the new/upgraded fields at North Turramurra Recreational Area, Koola Park, Howson Oval, Acron Oval and Allan Small Oval. 2019/20 shows a return to lower levels of consumption.

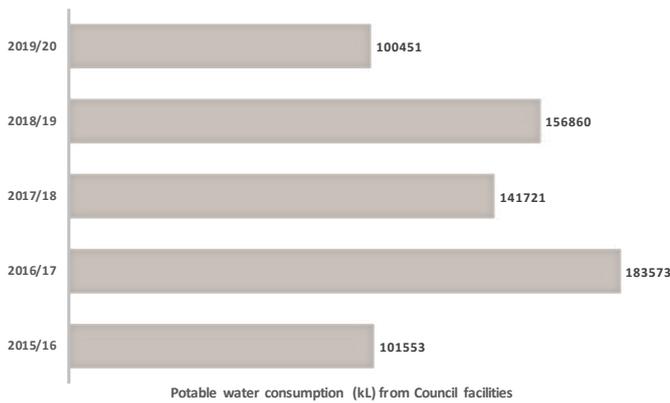


Figure 27: Potable water consumption from Council facilities - 5 year trend

Improving water re-use and recycling

Despite the impacts of the drought, water reuse/recycling used by Council operations (leachate re-use, sewer mining and stormwater harvesting systems) shows an improving trend. Council is continuing to monitor and improve the level of re-use and recycling.

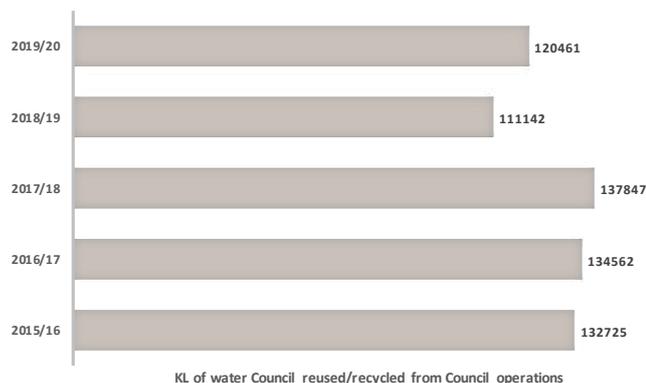


Figure 28: Water reuse/recycling in Council operations - 5 year trend

▼ Greenhouse gas emissions from Council operations (electricity, gas, fleet, street lighting)

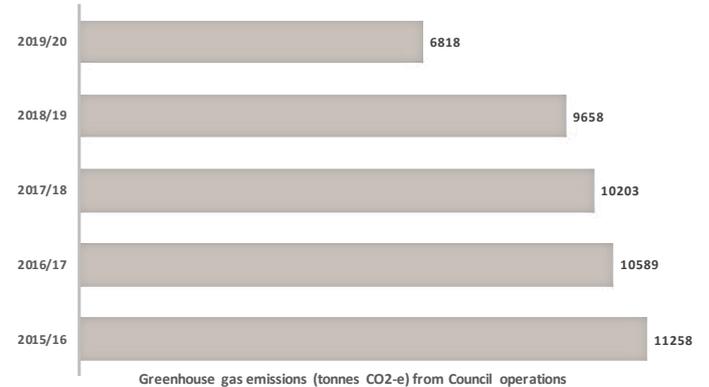


Figure 29: Greenhouse gas emissions from Council operations - 5 year trend

▼ Electricity consumption of Council’s fixed assets.



Figure 30: Electricity consumption in Council operations - 5 year trend

▼ Energy consumption of street lighting

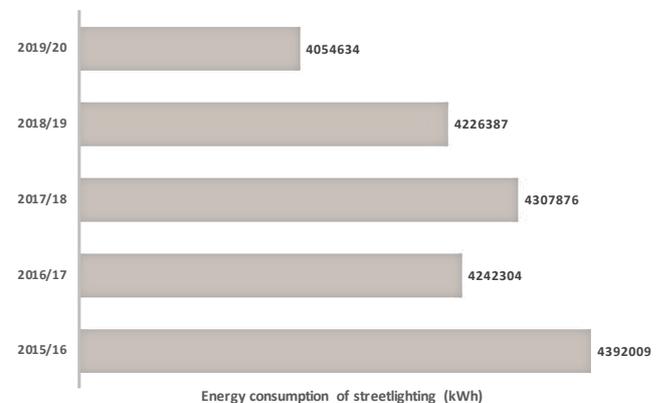


Figure 31: Energy consumption of street lighting - 5 year trend

Managing council's water use sustainably

Council's Integrated Water Cycle Management Strategy looks holistically at all facets of the water cycle – water supply, sewage management, water treatment,

and stormwater management. Council is a leader in implementing innovative water projects that reduce our reliance on Sydney's drinking water supply. The following shows outcomes achieved in 2019/20:

SEWER MINING AND LEACHATE HARVESTING IN 2019/20

ST IVES SHOWGROUND

4,223 kL of treated recycled water was produced for irrigation of the showground.

Low level contaminated groundwater is captured from the sub-soil drainage system which undergoes filtration treatment and disinfection prior to reuse.

Completion: 2010

GORDON GOLF COURSE

50,013 kL of treated recycled water was produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

Completion: 2011

NORTH TURRAMURRA GOLF COURSE

51,837 kL of treated recycled water was produced for irrigation of the golf course. Local wastewater is treated using a Membrane BioReactor plant prior to reuse.

Completion: 2013

GOLDEN JUBILEE PLAYING FIELD

86 kL of treated recycled water was produced for irrigation of the playing fields and toilet flushing. Low level contaminated groundwater captured from the sub-soil drainage system undergoes filtration treatment and disinfection prior to reuse.

Completion: 2011

STORMWATER HARVESTING

18 HARVESTING PROJECTS

(16 of these are harvesting stormwater and 2 harvesting roof water)

Stormwater harvesting involves collecting, storing and treating stormwater from urban areas, which can then be used as recycled water. Sites are in St Ives, East Killara, South Turramurra, Wahroonga, Lindfield, West Pymble and Roseville Chase.



Driving force - ELECTRIC VEHICLES

Ku-ring-gai 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.

Renewing ku-ring-gai's tree canopy

Urban forest policy

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 policy development of an Urban Forest Strategy, a monitoring program has commenced with the collection of aerial imagery in March 2020. The aerial imagery is high resolution canopy mapping data and analysis which will form the basis of 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

Ku-ring-gai has a well-deserved reputation as Sydney's 'green heart'. Council manages one of the largest areas of Sydney's tree canopy, and street trees are an important part of that.

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.

To help establish new trees, Council will regularly water and prune them, with residents asked to supplement watering as needed after the three month establishment period concludes.

Species being planted include a mix of native and exotic species which are known for their drought hardiness. Tree planting was being prioritised in local areas where there were new developments or street trees were coming to the end of their life.

Residents will be notified by letter when planting takes place and encouraged to help look after newly planted trees.



FURTHER READING

See dpie.nsw.gov.au/premiers-priorities/greening-our-city



Living LAB

Council worked in collaboration with a number of stakeholders on a unique experiment that aims to track the health of trees and plants in local urban areas. Their health will be monitored to determine each species' susceptibility to climate change.

Planted in Robert Pymble Park at Pymble, the Living Lab is part of the national Which Plant Where program, a collaboration between Hort Innovation, Macquarie University, Western Sydney University and the NSW Department of Planning, Industry and Environment with the aim of creating more sustainable cities by developing healthy green spaces.

The project is also supported by Greener Spaces Better Places, a team bringing together government, universities and other organisations to share knowledge and resources in Australia on how to create thriving spaces.

Tree species planted include the Blueberry Ash, Crepe Myrtle, Smooth Barked Apple and the Brush Box plus shrubs including Baeckea, the Golden Guinea Flower, Bottlebrush and Coastal Rosemary.

Other Which Plant Where living labs are being planted across Australia to form a network of sites that will monitor plant performance across a range of environmental conditions.



Researchers believe the living labs will help identify what kinds of plants will thrive in the cities of the future, as well as measure benefits such as their ability to attract wildlife and increase biodiversity.

The vegetation in the Ku-ring-gai living lab will be monitored over a two year period and the results made public by the Which Plant Where program.

Using bees as early educators

Ku-ring-gai Children's Services has been introducing hives into a number of their learning environments through Council's native beehive program, creating unique environments for these essential pollinators.

The stingless native bee has been a successful addition to early learning environments.

Children delight in watching these tiny insects and are surprised to learn about their life, amazed they are so active. This program is one of many within Ku-ring-gai that are facilitating young children's eco literacy and recognising the interconnection between people and our planet. Each early childhood community has worked with families, or volunteers such as the Men's Shed, to create a home around their hive, protecting it from rain and weather extremes and increasing plants within their environments.

This program has also extended to inquiry about the installation of tree hollows, with the goal to provide much needed habitats for larger wildlife such as cockatoos, possums and microbats - also available through Council's WildThings NSW program.

This partnership supports education for sustainability, with children and adults alike developing learning and dispositions as active and sustainable citizens in their communities.

Native bee. Photographer: Haley Henning



*A family stroll, East Lindfield.
Photographer: Penelope Brown.*

Better Business Partnership

Council continued to provide tailored sustainability advice to small and medium sized Ku-ring-gai businesses through the Better Business Partnership (BBP) program, a joint initiative of Ku-ring-gai, North Sydney and Willoughby Councils.

With the unexpected intervention of COVID-19 in late March 2020, the BBP program was prevented from engaging face to face with businesses in the usual manner due to social distancing, their closure or limited operations. Email and telephone contact was maintained with accredited member businesses, however the focus on sustainability shifted to economically remaining in business. In response to the crisis, the BBP refocused its approach to one of supporting businesses with information, connections and practical support where possible. This included enhanced social media and digital communication with an interactive Facebook group called 'Supporting Better Business'. Facebook Live and Zoom interviews with BBP member businesses were conducted and shared widely.

30 June 2020 marks the end of Phase 3 of the BBP program, which has been in operation since 2009 (hosted by Willoughby Council 2009-2019). The Memorandum of Understanding between the BBP Councils - Ku-ring-gai, North Sydney and Willoughby Councils - moved the host council to Ku-ring-gai Council in August 2019 until June 2023 and introduced the following changes:

- recruitment of new BBP team with decentralised program managers dedicated to and hired by each council
- redesigned BBP business sustainability diagnostic, released online in September 2019
- cleansing of BBP database with all businesses assessed against baseline requirements, and
- new assessments to be undertaken for accreditations.

Waste management and recycling

A new waste strategy was adopted and a range of initiatives progressed to reduce waste, promote recycling and educate the community with some delays and disruptions during 2019/20. This included:

New waste strategy

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.

Earlier consultation surveys also measured satisfaction levels with waste services, assessed current patterns of use across all the services and identified attitudes towards recycling. This included an assessment of waste tonnage collection trends with results indicating decreased tonnages for mixed recycling, paper and general waste while vegetation has significantly increased.

While the community survey results continued to indicate a high level of community satisfaction with the domestic waste, recycling, green waste and clean-up services being delivered by Council, they also provided a basis for tailoring services to meet the demands of increasing multi-unit residential living, more extreme weather conditions, the need for increased bush fire preparation and changing population demographics.

Uncertainty over the future of kerbside waste recycling was also a factor considered in the preparation of the new strategy, due to the significantly reduced overseas markets for recycling. Long-term solutions to these issues and opportunities for future resource recovery and diversion from landfill continue to be investigated by local and state governments.

Implementation of the Waste Strategy will commence in 2020/21 as part of a new waste contract to come into effect in 2021.

The waste strategy includes the following changes:

- four bulky waste (large household furniture items and whitegoods) clean-up services per year for each household to reduce waiting times
- the introduction of a booked bulky green waste service to remove larger items of vegetation such as tree branches
- a kerbside recycling collection for e-waste, mattresses and metals, in line with the bulky waste collection
- consideration of a weekly green waste collection service to further assist with bush fire protection

- enhanced community education for waste reduction and recovery such as composting, and
- providing further research and development into the use of recycled waste such as soft plastics, glass and toner cartridges for road resurfacing.

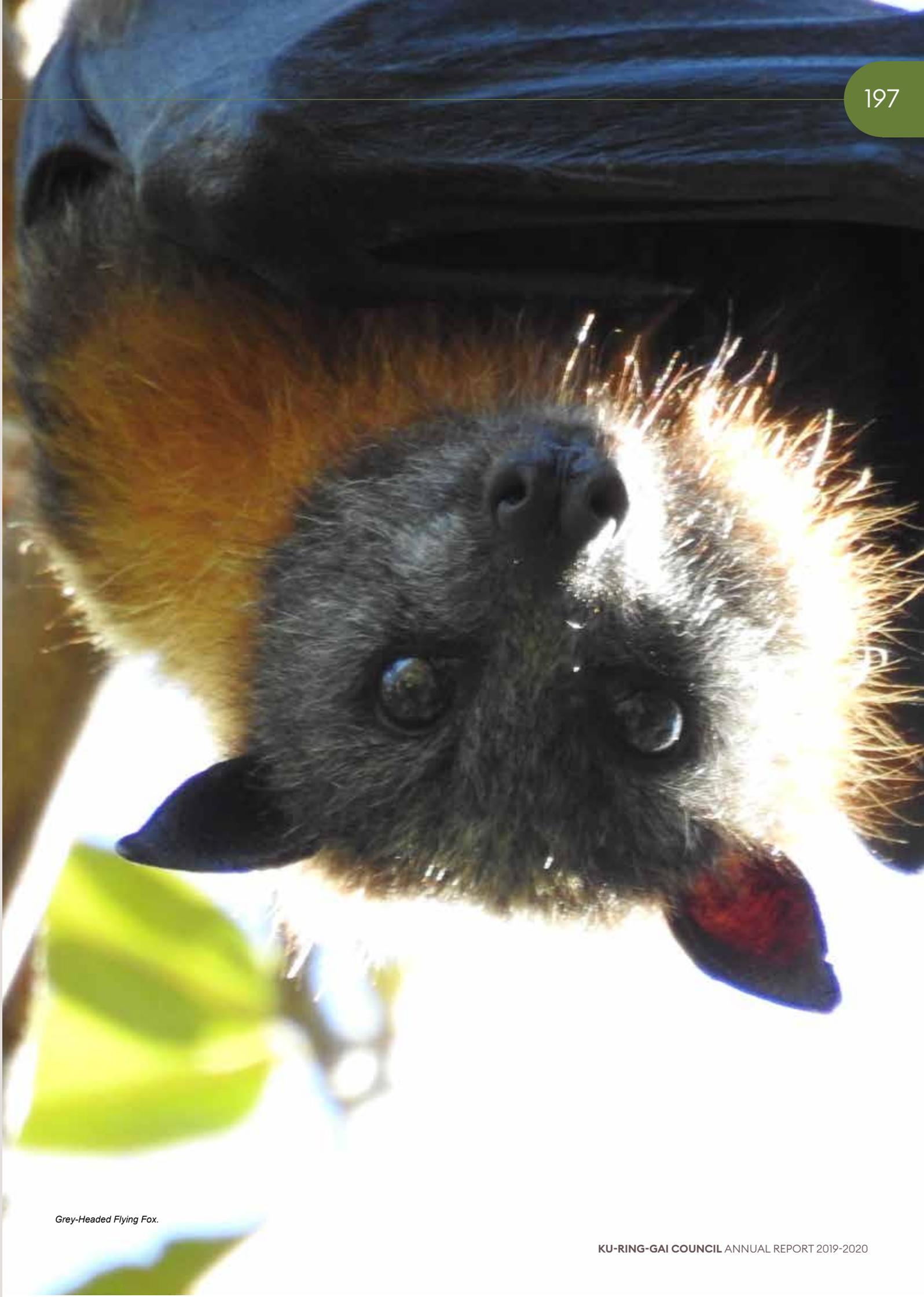
Reducing waste

While waste collection services continued throughout the year, waste recovery and recycling services were required to implement a number of temporary changes in response to the bush fire and storm emergencies and COVID-19 pandemic and associated government restrictions. This included:

- additional green waste collections provided to remove storm-damaged vegetation
- mobile chipping services provided in early 2020
- bush fire prone land resident vouchers, which could be presented at the Suez waste management service at Belrose, were extended for the remainder of the 2020 calendar year
- the scheduled chemical collection, composting workshop and schools waste education workshops were cancelled with composting workshop attendees sent videos on composting
- community recycling centres were promoted in recent newsletters as alternatives to chemical collection
- a rescheduling of waste education workshops in schools to later in the year is anticipated with Council's web page and hard copy waste education information continuing to be delivered
- recycling tips in newsletters covering misconceptions in recycling practices continued during the year
- a multi-unit dwellings education program continued without face to face engagement with body corporate groups, with completion due in October 2020. A total of 140 unit blocks have been engaged in one of five trial options. It is anticipated that the outcome of the trial will allow Council to provide best practice education for reducing contamination in multi-unit blocks, and
- a significant number of boxes of CD's and DVD's were diverted from landfill, with a total of 257 boxes for 2019/20.

THE YEAR AHEAD

- Preparing the community for the 2020/21 bush fire season
 - Implement priority actions from environmental management policies
 - Continue online activities and programs
 - Implement new Waste Strategy
 - Progress designs for new Cultural and Environmental Education Centre
 - Hosting the Better Business Program partnership.
-



Grey-Headed Flying Fox.

SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council’s progress during 2019/20 including QBL performance indicators, Council’s Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key environmental, social and economic indicators for the 2019/20 year, under this theme, compared to the previous four years.

ENVIRONMENTAL							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Bushland regeneration (area)	Ha	61	60	60	60	60 ¹	◀▶
Waste kg/resident	kg	205.63	208.19	179.07	185.27	206.49 ²	◉
Recycling kg/resident	kg	104.36	101.15	96.32	88.73	88.59 ³	▼
Green waste kg/resident	kg	170.12	157.13	139.68	152.10	172.13 ⁴	▲
Pile burns	No.	86	20	58	26	25 ⁵	◀▶
Hazard reduction burns	Ha	74	36.5	4	99	25.3 ⁶	◉
Fire break maintenance	km	24.5	24.5	24.5	24.5	16.8 ⁷	◉
Energy consumption street lighting	kWh	4,392,009	4,242,304	4,307,876	4,226,387	4,054,634	▼
SOCIAL							
Identified Aboriginal heritage sites	Sites	102	106	105	106	106	◀▶
Fire trail maintenance	km	44	44	44	44	44 ⁸	◀▶
Major fire trail upgrades	km	0.55	0.1	0.1	0.65	4.3 ⁹	▲
ECONOMIC							
Energy consumption street lighting	\$	644,750	632,519	647,803	751,719	711,364	▲

◀▶ stable ▲ increasing trend ▼ decreasing trend ◉ monitor

1. Despite COVID-19 restrictions, Council’s bush regeneration contracts continued to operate.
2. Although waste generated per resident has increased compared to 2018/19, the indicator still meets target despite an increase in population.
3. The continued decrease in recycling is attributed to further reductions in paper recycling (reduced newsprint) and the increasing use of lighter plastic containers.
4. The increase is due to additional vegetation collected from the two severe storm events in November 2019 and February 2020.
5. Burning was restricted with 2019/20 experiencing the worst fire conditions on record due to the extreme drought. The drought broke

6. Hazard reduction was restricted with 2019/20 experiencing the worst fire conditions on record due to the extreme drought. The drought broke in 2020 with floods and continued rain events, further preventing pile burning activities.
7. Scheduled maintenance was not completed as the response to the November 2019 and February 2020 storms significantly reduced capacity to achieve this.
8. Considerable time was invested into clearing fallen trees from fire trails following the November 2019 and February 2020 storm events.
9. Works were completed to repair severely eroded sections of strategic fire trails to provide access for category 1 firefighting appliances.

Performance against Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council's ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 2: Natural environment



<i>Working together as a community to protect and enhance our natural environment and resources.</i>	 PROGRESS WITH COVID-19 IMPACTS	 PROGRESS WITHOUT COVID-19 IMPACTS
TERM ACHIEVEMENTS	70% progressing as scheduled 30% behind schedule	100% progressing as scheduled
TASKS	56% completed 7% on track 37% behind schedule	81% completed 4% on track 15% behind schedule
PERFORMANCE INDICATORS	No impact	73% achieved 27% not achieved

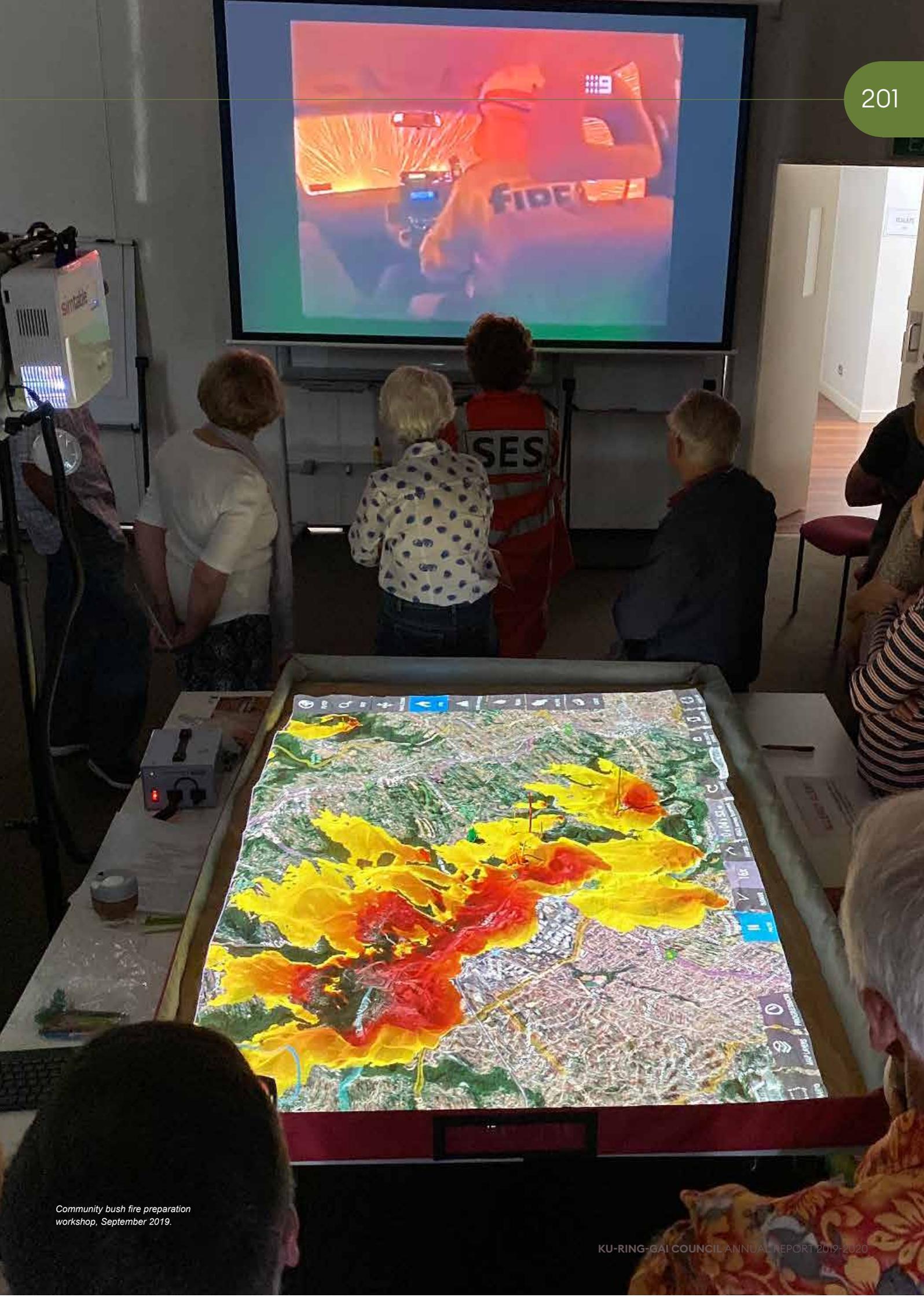
Term achievements (four-year)

	Increased community understanding of the value of the natural environment and local environmental issues and impacts.
	Increased community action that benefits the natural environment. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i>
	The condition of bushland and the conservation of native flora and fauna have improved.
	Ecological protection and understanding is integrated into land use planning.
	The condition of natural waterways and riparian areas have improved.
	Utilisation of water harvesting and reuse has increased at Council owned facilities.
	The community is effectively informed and engaged on climate change impacts and responses. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i>
	Council's vulnerability to climate change is reduced.
	The community is effectively engaged in improved waste reduction, reuse and recycling.
	The community is effectively engaged in energy and water conservation and efficiency programs. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i>

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Number of residents involved in community environmental programs.	5,348 residents	10,374 residents	▲	●
<p>Comment: Although, all face to face programs were cancelled due to COVID-19 restrictions, there has been a significant increase in the number of residents involved in programs. Many activities were changed or replaced by online events and materials resulting in greater numbers of residents becoming involved in activities and initiatives.</p>				
Number of residents at a household or individual level who carried out actions to benefit the environment.	2,843 residents	2,465 residents	▲	●
<p>Comment: Despite many face-to-face engagement events being cancelled, resident actions have marginally increased from 2018/19.</p>				
Number of hectares of bushland/habitat regenerated.	60 hectares	60 hectares	◄►	●
Percentage of creeks tested that maintain or improve their stream health score.	100%	100%	◄►	●
Tonnes of rubbish diverted from our waterways.	2,295 tonnes	1,306 tonnes	▼	●
<p>Comment: The tonnes of rubbish diverted from waterways for each reporting period is variable due to rainfall levels and the volume of rubbish entering the system for collection.</p>				
Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	86%	91%	▲	●
Number of residents involved in climate change adaptation activities.	294 participants	671 participants	▼	●
<p>Comment: Although there was a decrease in the number of residents involved in climate change adaptation activities from 2018/19, Council continues to achieve above target due to an increase in visitation to the Climate Wise Communities website as a result of the 2019/20 bush fire season and improved engagement through use of the Simtable (an interactive fire modelling resource).</p>				
Kilograms of waste generated per resident.	208.19 kg/capita	206.49 kg/capita	▲	●
<p>Comment: Although waste generated per resident has increased compared to 2018/19, the indicator still meets target despite an increase in population.</p>				
Percentage household waste diverted from landfill.	60%	55.8%	▼	●
<p>Comment: The Environmental Protection Authority, in late 2018, ceased the removal of organics from waste contents across all NSW councils due to quality standards. This reduction in further waste processing impacted Ku-ring-gai's waste recovery and diversion figures by approximately 3,000 tonne.</p>				
Household potable water consumption per capita.	79.38 kL/capita	73.74 kL/capita	▼	●
<p>Comment: The water consumption statistics are based on 2018/19 usage, due to the time lag in Sydney Water information being available, and based on 2018/19 ABS population figures (126,046).</p>				
Household electricity consumption per capita.	2,980 kWh/capita	2,841 kWh/capita	▼	●
<p>Comment: The electricity consumption statistics are based on Ausgrid consumption data (2018/19) and 2018/19 ABS population figures (126,046).</p>				

LEGEND ● achieved ● not achieved ◄► stable ▲ increased ▼ decreased ○ monitor



Community bush fire preparation workshop, September 2019.





Theme 3

PLACES, SPACES AND INFRASTRUCTURE

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Services provided under this theme

- Urban design and planning
- Heritage planning
- Development assessment
- Regulation and compliance
- Open space projects
- Landscape design
- Engineering design
- Civil works and maintenance
- Drainage works and maintenance
- Strategic asset management
- Building asset works and maintenance
- Parks and sportsfield works and maintenance
- Tree preservation and maintenance

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Places, Spaces and Infrastructure** within the Revised Delivery Program 2018–2021.

In 2019/20, Council adopted a Local Strategic Planning Statement (LSPS) for Ku-ring-gai, as the first stage of long-term land use planning required in response to the Sydney Region Plan and North District Plan, and continued its review of major land use plans.

Council's planned program of services, projects and programs were generally completed during the year in response to community needs and defined levels of service, despite some delays caused by staff vacancies, bush fire and storm emergency events and COVID-19 restrictions.

This included \$40 million expenditure on capital works including new and upgraded parks and playgrounds, improvements to community buildings and facilities and continued revitalisation works in local centres.

Strategic land use planning

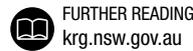
Council adopted Ku-ring-gai's first Local Strategic Planning Statement (LSPS) following its public exhibition in July to August 2019. The draft LSPS presents a comprehensive 20-year land use vision for Ku-ring-gai's economic, social and environmental land use needs for the next 20 years.

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, Turrumurra 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.

The Local Strategic Planning Statement received final assurance from the Greater Sydney Commission and came into effect on 19 March 2020.



FURTHER READING
krg.nsw.gov.au

During the year Council also completed a comprehensive Local Environmental Plan (LEP) review as part of the preparation of the LSPS and continued the process of ongoing review of the effectiveness of existing strategies, local environmental plans, development control plans and processes across all programs.

A planning proposal to consolidate the Ku-ring-gai Local Environmental Plan (KLEP) 2015 and KLEP (Local Centres) 2012 was reported back to Council in March 2020 following public exhibition. It was adopted by Council and is now with the Department of Planning, Industry and Environment for finalisation. Work also progressed on the consolidation of the two supporting Development Control Plans (DCP), with a draft consolidated DCP placed on public exhibition from 4 June to 2 July 2020.

Activate ku-ring-gai projects

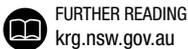
Plans to revitalise local centres were progressed with the objective to achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community. This work is occurring in tandem with preparation of the Local Centres Public Domain Plan and technical manual upgrades, a Creative Arts Facilities Strategy, open space planning for new parks and local centres transport planning.

Revitalisation projects at Lindfield local centre were significantly progressed during 2019/20. These projects will transform Council's own significant land holdings within the centres into new community facilities, vibrant town squares and a renewed focus for shopping, eating and community activities.

The Activate Ku-ring-gai program has been previously recognised through regional, state and national awards as a best practice program to reinvigorate Ku-ring-gai's major centres in Gordon, Turrumurra and Lindfield.

In May 2020, Council resolved that the planning and development of the proposed Turramurra Community Hub in Turramurra local centre should be paused for a period of up to 24 months pending the outcome of Kuring-gai Council's comprehensive Local Environmental Plan.

Further information on the progress of these projects in 2019/20 can be found on pages 69-72.



FURTHER READING
krg.nsw.gov.au

Improving public places

Eat street destination – Gordon

A concept design to create an eat-street destination with extensive new outdoor dining areas to support existing and future businesses in St Johns Avenue and Henry Street area, Gordon was publicly exhibited. The design addresses safety issues such as traffic movements and parking, lighting and accessibility. Up to fifteen short stay parking spaces are proposed to be set aside at the Council car park in Wade Lane to accommodate widened footpaths and the consequent reduction in on-street parking.

Previous community consultation with business owners and residents had identified a demand for a more pedestrian friendly design for the area, reflecting its popularity with diners and shoppers.

Graffiti removal

During 2019/20 there was a marked increase in graffiti incidents in the local government area. Council's specialist graffiti removal team continued to respond quickly to all complaints received from staff and members of the public.

The team removes offensive or noticeable graffiti from public roads and buildings in a rapid response and coordinated approach to keep shopping and retail areas graffiti-free. This approach applies the four principles of prevention, continuous removal, prosecution and education.

The removal of graffiti from privately owned properties is carried out following consent from the owners or occupiers of buildings. Council works with NSW Police to identify and prosecute perpetrators of graffiti and to also develop a community education program to raise awareness of the problem.

The graffiti team also assisted with high pressure cleaning of the St Ives Wildflower Garden amenities, tennis courts and external cleaning of Council's administrative centre and Council Chambers at 818 Pacific Highway, Gordon.



HIGH PEDESTRIAN *activity areas*

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 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.

Heritage

During 2019/20, Council continued to review and put in place strategies, plans and processes to effectively protect and preserve Ku-ring-gai's heritage assets. This takes place through policy development, education and awareness, planning and design and physical works to maintain and restore our built and natural heritage and Aboriginal heritage. Key programs include heritage home grants, heritage policy development, expert advice from the Heritage Reference Committee, Aboriginal heritage management and management of Council's own heritage assets.

During 2019/20, Council distributed approximately \$35,000 in grants to local heritage property owners. The grants program funds a range of projects such as repairing original roofs, repairing architraves and window frames and restoring gates and verandahs to their original condition. Grants of between \$1,000 and \$5,000 are allocated on a dollar for dollar basis, where Council matches the amount spent by the applicant up to the funding limit.

Applications were again highly competitive, with a total of 28 applications received. The applications were reviewed by Council's Heritage Reference Committee, which includes community representatives, heritage experts and councillors.

Council also entered into a new three 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. The AHO were also engaged on a series of projects to conduct field inspections and provide advice. This included drafting the content of an interpretive sign related to local aboriginal heritage.

In late 2019 the NSW Government approved new heritage conservation areas in Ku-ring-gai that will help protect up to 158 additional properties with local heritage significance. It follows Council's previous decision to extend or create new heritage conservation areas in Pymble and Turramurra, after completion of an extended consultation period with affected property owners. Council already has a number of heritage conservation areas across the Ku-ring-gai local government area. A property included in a Heritage Conservation Area ensures that proposed alterations and additions respect and retain the heritage values for which the properties are locally recognised.

Draft play space strategy

A new draft Play Strategy was exhibited in February 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. It included an audit of Ku-ring-gai's 104 existing play spaces, overlaid with demographic data to prioritise needs and an accompanying works program for the next five years, which will be reviewed annually.

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.

Parks and playgrounds

Council completed or progressed its adopted Open Space Capital Works Program for 2019/20 including the construction of parks and playgrounds which incorporate accessible and inclusive passive recreation facilities.

Some construction delays were experienced due to staff vacancies as well as the temporary disruptions caused by the bush fire and storm emergencies and COVID-19 restrictions. Any delayed projects will be completed during 2020/21.

Works completed or progressed during 2019/20 included:

- the new Boyds Orchard Park, on the corner of Allan Avenue and Duff Street, Turramurra was completed and opened to the public in mid-March. 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.
- new playgrounds were completed at Irish Town Grove in Turramurra and Lindfield Soldiers Memorial Park, East Lindfield. Irish Town Grove playground contains a multi-swing set, carousel, play boat and climbing tower as well as a picnic shelter, seating and drinking fountain. Lindfield Soldiers Memorial playground has a multi-swing set, trampoline, voice tubes and a combination play unit as well as a picnic shelter, electric BBQ, and drinking fountain. Both playgrounds have extra car parking areas with an accessible car space at each.



Avoca Road, Turramurra.
Photographer: Ashley King.

- an upgrade to the playground at Putarri Reserve in St Ives. Works include a new playground, outdoor exercise equipment and animal sculptures and are expected to be completed by August this year.
- upgrades to playgrounds at Kissing Point Village Green in Turramurra and Abingdon Road Reserve in Roseville with \$100,000 grant funding awarded (\$50,000 to each project) by the NSW Government Everyone Can Play initiative. Both playgrounds will have accessible pathways and play equipment, new fencing, drinking fountains, seating, and areas where children can enjoy nature play. Community consultation on designs for the new playgrounds concluded in January with Council approving the designs in March.

Gordon recreation ground

Stage 1 of a major upgrade to Gordon Recreation Ground was completed and a new playground opened to the public. The playground design was informed by feedback received during the consultation process for the masterplan.

The new playground includes a giant climbing dome, slides and a multi-swing set. New picnic facilities and a drinking fountain have also been installed.

Stage 2 of the works will be the refurbishment of the heritage listed tennis pavilion and amenities block to provide accessible toilets and an improved layout. These works will begin by August 2020. **Stage 3** includes landscaping, new lighting, additional picnic shelters and accessible pathways, starting in November.

St Ives showground

Construction of a regional playground at St Ives Showground advanced during the year with the project due for completion by October 2020. The new playground will replace existing play equipment located south west of the main arena.

When completed, the playground will offer inclusive play for children of all abilities with special areas for younger and older children. Nature play areas are also included with logs, timber, boulders, a stone sculpture and other materials intermingled with plants, providing children opportunities for imaginative play. Accessible parking and pathways will provide easy links between the new playground and surrounding parkland and toilets.

Council won a \$250,000 Metropolitan Greenspace Program grant from the NSW Government to help meet the construction costs of the large new playground, which has a total budget of \$2.24 million.

Council was also awarded an \$88,000 grant from the NSW Government's COVID-19 Stimulus Package for a power supply upgrade to the Showground, with work underway.

St Ives village green

Work commenced on a redesign of the St Ives Village Green to create a recreation precinct for young residents.

This included 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 will commence later in 2020 after the tender is awarded.

The overall design includes a new children's play space and a skate area, with a central promenade linking facilities with the surrounding park. New paths, seating, shelters, lighting, picnic facilities, shade tree planting and landscaping are also planned, together with improvements to the existing public toilets, St Ives Community Hall and the St Ives Youth Centre.

Upgrades to the existing amenities building and the youth centre and community hall commenced, with work starting on the amenities block in June. The recreation precinct is expected to be completed by 2021.

Upgraded sportsfields and facilities

The 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 during the period March to June 2020 with the closure of many recreation facilities.

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.

Gordon and North Turramurra Golf Courses continued to operate throughout the period and saw an increase in player numbers subject to the operation of both courses under strict government guidelines with staff and players adhering to social distancing requirements.

Council's very popular Active Ku-ring-gai outdoor program for residents of all ages and fitness levels was also suspended from March to June. The annual Sports Forum with local sporting groups, to discuss issues and projects affecting them, was postponed.

Despite the temporary disruptions Council continued its program to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities. Achievements included:

- environmental assessments and consultation proceeded on a proposed synthetic sportsfield at Barra Brui Oval, St Ives
- lighting for nine netball courts in addition to pathway lighting, a physio shelter and an additional pavilion were installed at the Canoon Road Recreation Area. This project was delivered in partnership between Council, Ku-ring-gai Netball Association and the NSW Government through its My Community Projects scheme. The NSW Government contributed \$200,000 towards the supply and installation of the lighting, and
- work progressed on a new single storey tennis pavilion at Roseville Park. The new building will have change rooms, accessible toilets, a kitchenette, office and storage space and an outdoor sheltered forecourt and is expected to reopen to the public by December 2020.

Warrimoo mountain BIKING TRAIL REBUILT

Council completed construction of a custom-built downhill mountain biking experience at Warimoo 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 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.

The mountain biking community worked together with Council to construct the Warrimoo Downhill Mountain Bike Trail and our 'Moo Volunteers' continue to work to maintain it.



Warrimoo Downhill Mountain Bike Trail, St Ives Chase.

To elevate the experience for riders and walkers, interpretive signs will be installed along the walk-up section of the trail. These signs will provide an insight into the biodiversity, cultural and aboriginal heritage, trail construction, local community and the flora and fauna which make Warrimoo a unique site.



Partnerships and grants

Council continued to engage with community sporting club partners to deliver improved sporting, leisure and recreational facilities through collaboration, external grant funding and other funding opportunities. Projects during the year included:

- \$2.25 million grant from the Greater Sydney Sports Facility Fund and an additional \$500,000 from Sport Australia towards the proposed synthetic hockey field and clubhouse upgrade in conjunction with the Northern Sydney and Beaches Hockey Association
- \$3.5 million grant from the Greater Sydney Sports Facility Fund towards a four court indoor sports centre at St Ives High School, for joint use with the Department of Education
- \$30,000 provided by the My Community Projects grant for new sportsground lighting at Warrimoo Oval in conjunction with St Ives Football Club
- \$50,000 grant funding provided by the Community Building Partnership for a new baseball/softball batting cage in conjunction with Kissing Point Baseball Club
- new cricket nets at Roseville Park in conjunction with the Roseville Junior Cricket Club, co-funded by the club association, Cricket NSW and Council, and
- \$875,000 secured by the Old Barker Rugby Club from the Greater Sydney Sports Facility Fund which will contribute towards the pavilion upgrade at Turramurra Memorial Park. Council has been in discussions with the club to finalise design prior to the commencement of works.

Recreation in natural areas strategy

In March 2020, Council adopted a new Recreation in Natural Areas Strategy 2020.

The strategy was developed to supersede earlier strategies and policies and 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.

Section 8A (2) of the *Local Government Act 1993* requires Councils to consider the principles of ecologically sustainable development; diverse community needs and interests; and the long-term and cumulative impacts of actions on future generations in their decision making.

Whilst recognising the importance of providing opportunities to participate in recreation activities within Ku-ring-gai's natural areas, Council and the community must manage the potential detrimental impacts of these activities on ecosystem components. The strategy provides guidance to do this, by considering the limits of the ecological system, as well as the capacity of an area to support recreation infrastructure, so that unacceptable and often cumulative damage to these ecological systems is avoided, both now and for future generations. If not managed correctly, recreation in natural areas can have serious and irreversible impacts on the environment and act to enhance a number of key threatening processes.

The strategy also addresses reducing risk when managing recreation in Ku-ring-gai's natural areas and the shared responsibility of Council, people undertaking recreation and the wider community.

Managing regulatory outcomes

Online development applications

During 2018/19, Council introduced a system of paperless development applications. The new system meant that development applications, regardless of size, could be lodged without the need for printed copies of plans and other supporting documentation. As a result of this, all development applications lodged in 2019/20 were paperless. This will assist in the transition requirement to lodge applications via the NSW Planning Portal, which becomes mandatory from the 31 December 2020.

As of 1 July 2020, the lodgement of development applications, along with other types of applications such as modification of consent, complying development certificates and construction certificates can be lodged via the NSW Planning Portal. The number of applications lodged via this platform is increasing and will continue to grow until all applications are required to be lodged using this platform.

Development applications and determinations

The protection of Ku-ring-gai's character, heritage and natural environment is important to the Ku-ring-gai community. Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations.

Figure 32 shows the total value of development applications for 2019/20 in comparison to the previous seven years.

Value of determination applications	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	\$405 million	\$348 million	\$560 million	\$650 million	\$464 million	\$622 million	\$608 million	\$565 million

Figure 32: Total value of determined development applications

During 2019/20, applications determined had a total estimated value of approximately \$565 million*, which is a 7% decrease from the 2018/19 value of \$608 million. Figure 33 shows the breakdown of the number of determinations by land use type for 2019/20 in comparison to the previous seven years.

* These figures are based on the estimated value of all determined applications.

Development application (type)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Single residential	75%	78%	79%	81%	82%	82%	84%	85%
Commercial and community	13%	14%	12%	7%	9%	7%	7%	7%
High density residential	5%	2%	4%	7%	5%	7%	5%	4%
Other	7%	6%	5%	5%	4%	4%	4%	4%
Total	100%	100%	100%	100%	100%	100%	100%	100%
Total value	\$405,242,278	\$348,787,277	\$560,560,993	\$650,000,000	\$464,188,395	\$622,664,137	\$608,818,142	\$564,891,762

Figure 33: Total development applications by land use type

While development remains steady in Ku-ring-gai, particularly for single residential applications, there were some changes to Council's determination of applications:

- the proportion of high density residential development applications (DAs) decreased from 5% to 4%
- the number of DAs in the high density residential category are a mix of residential flat buildings and multi-unit (townhouse) dwelling developments including development lodged under the provisions of the *State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004*, and
- there were 540 DAs determined during the financial year either by Council, the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel. Further information on the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel can be found at krg.nsw.gov.au. The majority of CDCs are determined by private certifiers. Apart from DAs, Council also processed modification applications (S4.55 and S4.56) and requests for review of determinations (S8.2) as shown in the Figure 34 below.

Application type	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
CDC (complying development certificates)	514	597	664	757	696	607	596	691
DA (development applications)	529	514	544	602	589	691	600	563
S96 (modifications to development applications)	255	235	221	238	209	313	235	216
S82a (reviews of determinations)	15	1	3	6	5	12	4	5

Figure 34: Total number of development applications by type

Development application median processing times

The median processing time for all Council applications has increased for the 2019/20 year as shown in Figure 35 below. The determination time can be attributed partly to the time required to assess more complex applications, with many simpler development works now being approved through private certification.

The more complex applications, requiring input from various disciplines, are often determined by the Local or Regional Planning Panel or the Land and Environment Court, which can add to processing times. Council is also focussing on assistance to applicants, allowing amendments to applications and resolving concerns through mediation to achieve positive outcomes.

Development application median processing time (days)	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	47	52	54	74	78	78	76	88

Figure 35: Development application median processing time



November storm damage at The Crest, Killara.
Photographer: H. Koch-Lowndes

THE YEAR AHEAD

- Progress construction of Lindfield Village Green
 - Progress tender process for Lindfield Village Hub
 - Complete delayed capital works projects
 - Complete Structure Plans for local centres
 - Continue development of the Heritage Strategy
 - Complete the St Ives Regional Playground
 - Finalise the Sports Facilities Plan of Management
 - Progress Visual and Local Character Study of Ku-ring-gai
 - Continue negotiations for a joint use indoor sports facility at St Ives High School.
-

SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council's progress during 2019/20 including QBL performance indicators, Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic, environmental and social indicators for the 2019/20 year, under this theme, compared to the previous four years.

ECONOMIC							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Water consumption (Council)	\$	321,000	438,419	343,232	326,269	334,781 ¹	◀▶
Electricity consumption (Council) buildings	\$	945,781	916,466	862,344	924,865	882,103 ²	▼
Fuel cost	\$	472,098	460,770	493,572	518,755	513,497 ³	●
Development related legal costs	\$	1,256,887	1,054,747	1,267,706	1,648,229	1,916,921 ⁴	▲
Street light maintenance costs	\$	1,678,918	1,571,375	1,495,649	1,442,769	1,016,005	▼
ENVIRONMENTAL							
EPA registered contaminated land sites	No.	3	3	3	3	3	◀▶
Noise complaints	No.	150	143	163	151	145	◀▶
Water consumption (Council)	kL	102,555	183,573	141,721	156,860	100,451	◀▶
Electricity consumption (Council) buildings	kWh	5,581,000	5,124,000	4,837,000	4,625,000	4,176,000	▼
SOCIAL							
Provision of new local open space	m ²	0	0	0	0	1,031 ⁵	▲
Non-Aboriginal heritage sites	Sites	946	991	994	994	994	◀▶

◀▶ stable ▲ increasing trend ▼ decreasing trend ● monitor

1. While consumption decreased, the cost of water increased during 19/20 due to operation of the NSW Government's Desalination Plant and its associated charges to users.
2. From July 2019, 30% of Council's electricity was supplied by the Moree Solar Farm, under an 11.5 year power purchase agreement (PPA).
3. Less fuel was used overall in 2019/20 due to staff working from home to comply with COVID-19 restrictions.

4. There has been an increase in appeals of larger types of applications that require specialist officers which has added to the increase in costs.
5. Council acquired 58 Stanley Street, St Ives on 9 June 2020 and continues to negotiate the acquisition of 60 Stanley Street to complete its requirement for a new park adjoining Bedes Forest.

Performance against Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council's ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 3: Places, spaces and infrastructure 		
<i>A range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.</i>	 PROGRESS WITH COVID-19 IMPACTS	 PROGRESS WITHOUT COVID-19 IMPACTS
TERM ACHIEVEMENTS	75% progressing as scheduled 19% behind schedule 6% on hold	88% progressing as scheduled 6% behind schedule 6% on hold
TASKS	59% completed 12% on track 22% behind schedule 5% significantly behind schedule 2% on hold	73% completed 8% on track 12% behind schedule 5% significantly behind schedule 2% on hold
PERFORMANCE INDICATORS	73% achieved 27% not achieved	82% achieved 18% not achieved

Term achievements (four-year)

	Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.
	Place making programs are being implemented for selected neighbourhood centres.
	Land use strategies, plans and processes are in place to effectively manage the impact of new development.
	A high standard of design quality and building environmental performance is achieved in new and existing development.
	Community confidence has continued in our assessment, regulatory and environmental processes.
	Plans to revitalise local centres are being progressively implemented and achieve quality design and sustainability outcomes in collaboration with key agencies, landholders and the community.
	Commence construction of Lindfield Village Green.
	Secure a development partner for Lindfield Village Hub.
	Secure a development partner for Turramurra Community Hub. <i>Term Achievement currently placed on hold as resolved by Council 19 May 2020 (min 96).</i>
	Strategies, plans and processes are in place to effectively protect and preserve Ku-ring-gai's heritage assets.
	A program is being implemented to improve existing recreation, sporting and leisure facilities and facilitate the establishment of new facilities.
	Partnerships are established with community groups and organisations to optimise the availability and use of sporting, recreation and leisure facilities. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i>
	The condition and functionality of existing and new assets is improved.
	Usage of existing community buildings and facilities is optimised. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i>
	Our public infrastructure and assets are planned, managed and funded to meet the community expectations, defined levels of service and address intergenerational equity.
	Programs for infrastructure and asset maintenance management are delivered in accordance with adopted Asset Management Strategy and Plans.

LEGEND  progress on track  behind schedule  significantly behind schedule  on hold

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Percentage of tree management requests actioned within agreed service delivery standards.	70%	70%	▼	●
Comment: Due to large and destructive storms, service levels were at times slower than those agreed.				
Number of trees planted across Ku-ring-gai to support the establishment of green corridors.	373 trees	460 trees	▲	●
Percentage of Land and Environment Court matters that result in improved environmental outcomes.	95%	100%	▲	●
Median processing time for development application determination times.	90 days	88 days	▲	●
Percentage of completed playground safety audit programs.	100%	100%	◄►	●
Potable water consumption (kL) from Council operations.	183,573kL	100,451kL	▼	●
Water reuse/recycling (kL) used by Council operations.	134,562kL	120,461kL	▲	●
Comment: Whilst the volume of water reused/recycled decreased compared to the baseline year, there was an increase from 2018/19 and the percentage of total demand across sites being met by reused/harvested water is steadily increasing from 86% in 2017/18 to 88% in 2018/19 and 91% in 2019/20.				
Electricity consumption (MWh) of Council's fixed assets.	5,124MWh	4,176MWh	▼	●
Greenhouse gas emissions (tonnes CO ₂ -e) from Council operations.	10,589 tonnes	6,818 tonnes	▼	●
Comment: This is a 29% reduction relative to last year's GHG emissions and a 24% reduction relative to Council's baseline GHG emissions from 2000. It sees Council achieve its 2020 target of lowering emissions by 20% relative to 2000 levels. The contributing factors include: procurement of the recent Power Purchase Agreement to source 30% of electricity from the Moree Solar Farm; continuing implementation of energy efficiency measures for Council buildings; energy efficiency improvements of street lighting; and efforts to reduce emissions from Council's fleet).				
Utilisation percentage of community halls and meeting rooms.	81%	23%	▼	●
Comment: Halls and meeting rooms closed from 23 March to 12 June 2020 due to NSW Public Health Orders. Many groups also decided voluntarily to stop operating during this period. 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.				
Percentage completion of capital works programs for roads, footpaths and drains.	95%	91%	▲	●
Comment: 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.				

LEGEND ● achieved ● not achieved ◄► stable ▲ increased ▼ decreased ◐ monitor

FURTHER READING
The Delivery Program and Operational Plan bi-annual progress reports for 2019/20 are available at krg.nsw.gov.au



Spring flowers celebration.



Theme 4

ACCESS, TRAFFIC AND TRANSPORT

This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Services provided under this theme

- Traffic and transport strategy and research
- Road safety
- Engineering design
- Civil works and maintenance

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Access, Traffic and Transport** within the Revised Delivery Program 2018–2021.

Strategic long-term traffic and transport planning continued for Ku-ring-gai and the Sydney North District during the year. This included consultation with other North District councils and government agencies. Parking improvements were also pursued for the local centres and key transport interchanges.

Improvements to Ku-ring-gai's road network, transport connections and accessibility were progressed through planning, works completed at various locations within the local government area (LGA) and advocacy to external stakeholders and other levels of government.

Due to negative impacts of the COVID-19 pandemic on Council's income and expenditure for the 2019/20 financial year the capital works program budget for roads, footpaths, carparks and drainage was reduced by \$1 million to cover budget short falls. All program works were completed to the maximum extent with the remaining budget.

Road network improvements

Council spent \$9.6 million on the upgrade, construction and reconstruction of existing roads during 2019/20. The roads rehabilitation program was completed to 100% of budget.

Council also spent \$2 million on new and upgraded footpaths with over 3.0 kilometres of new footpath constructed.

Long term traffic and transport planning

A revised Traffic and Transport Policy was exhibited between December 2019 and February 2020 and adopted by Council in March 2020. The policy includes a number of new measures to slow traffic in residential and pedestrian areas and manage parking around new developments. Key changes include:

- speed cushions made from recycled rubber to slow down traffic in residential streets. These allow buses and emergency vehicles with wider axles to straddle them with minimal impact

- new parking restrictions around driveways in new developments on busy roads
- loading areas for delivery vehicles in driveways of multi-unit developments containing 12 or more units, and
- the creation of a car sharing policy to be publicly exhibited later in 2020.

Council also considered the introduction of a resident parking permit scheme in some residential areas, however this has not been progressed due to local roads not meeting state government requirements for the implementation of such schemes.

Ku-ring-gai's first Local Strategic Planning Statement, which came into effect in March 2020, includes future transport infrastructure needs for Ku-ring-gai, which were identified from current traffic and transport policies as well as traffic studies undertaken as part of the revitalisation of Ku-ring-gai's local centres.

Local centres

Traffic and transport works in the Ku-ring-gai Contributions Plan 2010, in response to developments in local centres, have been included in Council's Long Term Financial Plan, along with indicative timings. These works are typically development or Council project driven, and will depend on development occurring in the local centres. Progress on planning and implementation of traffic and transport related works included:

Gordon local centre

- completion of the Dumaresq Street to Moree Street Road link in Gordon (known as Hanson Way), which is providing full vehicular, pedestrian and bicycle access between Moree Street and Dumaresq Street, as well as access to other adjoining residential developments, and
- preparation of a concept plan for the reconstruction of Wade Lane in Gordon, including new/widened footpaths, which integrates with the station area and proposed works as part of the St Johns Avenue Streetscape project. A concept plan was also developed for improvements in Werona Avenue between Park Avenue and the Gordon railway underpass. Elements of these concept plans have attracted a funding offer from Transport for NSW (TfNSW) as part of the High Pedestrian Activity Area scheme around the Gordon railway station.

Lindfield local centre

- preparation of a concept plan for a signalised intersection at Lindfield Avenue and Tryon Road, and other pedestrian and streetscape improvements. This also includes a separated/off-road cycling facility in Lindfield Avenue and improvements to bus stops within the project area with initial stakeholder engagement.

Turrumurra local centre

- preparation of a draft concept Public Domain Plan for the Turrumurra local centre incorporating provision for the key traffic and transport measures identified in the Contributions Plan, as well as improved footpaths, pedestrian crossing facilities and cycling facilities.

Local road efficiency and parking network

A revised 10 Year Traffic and Transport Plan 2019-2028 was adopted by Council on 26 March 2019. Although Council did not deliver any projects from the plan during 2019/20, Council sought funds under Federal Government/State Government programs for some of the identified projects.

One of the projects identified in the 10 Year Traffic and Transport Plan is the construction of a protected right turn bay and upgrade of road surface to non-skid surface at the intersection of Burns Road and Ellalong Road, North Turrumurra. This project was re-nominated in the 2020/21 Black Spot Program, and in February 2020 Council received 100% funding from TfNSW to design and construct over a two-year period. An amount of \$80,000 was offered for design and documentation in 2020/21 and \$468,000 for construction in 2021/22. This funding has been accepted and design work will commence in 2020/21.

Limited progress was made on the implementation of the Parking Management Strategy during 2019/20 apart from experiences shared with Lane Cove Council and contact made with relevant parking management technology providers in March 2020 to inform contracting and engagement aspects and revenue collection. Investigations are continuing on staged implementation, an appropriate fee structure and preferred ownership/operator model for the Council managed basement car park levels of the Lindfield Village Green project. This work will also inform other major project car parks and potentially off-street car parks.

Commuter parking

During 2019/20, Council staff continued to work with TfNSW towards the provision of commuter parking in the Lindfield Village Green major project. Progress included the finalisation of a funding and lease agreement deed between Council and TfNSW for the commuter parking component of the underground car park. This now gives certainty to the commuter parking component of the project, which is expected to commence in 2020. Staff continued to pursue opportunities with TfNSW to provide commuter parking at Turrumurra and other railway stations in the LGA.

Pedestrian access and safety

There were a number of pedestrian access and safety improvements completed or progressed during the year. They included:

Traffic calming measures in St Ives

A series of traffic calming measures were installed around the shopping area in St Ives during the year.

This followed consultation with the community and funding assistance of \$461,000 from Roads and Maritime Services (RMS) through the NSW Safe Speeds in High Pedestrian Activity and Local Areas program for the 2019/20 financial year. The series of traffic calming strategies for the shopping and bus interchange areas were exhibited in August 2020 and businesses and residents in the area were notified of the proposed changes and invited to comment. The new facilities approved under this program were constructed by the end of June 2020. In Cowan Road a 40 km/h speed limit between Mona Vale Road and Kanoona Avenue was implemented, along with speed cushions and a roundabout at the Village Green Parade intersection.

In Memorial Avenue a 40 km/h speed limit was implemented between Mona Vale Road and Killeaton Street along with speed cushions. A pedestrian refuge island was also installed between Village Green Parade and Killeaton Street.

Accessible bus stops

Council has a five-year program to progressively upgrade bus stops in accordance with the Disability Discrimination Act requirements.

During 2019/20, six bus stops along Ryde Road were completed as well as stops that tie in with works being undertaken under the footpath program.

Railway station upgrades

There are eight railway stations located within the Ku-ring-gai LGA which service increasing numbers of residents living in a mix of housing and multi-unit residential accommodation.

TfNSW has been progressively upgrading pedestrian access and safety at Ku-ring-gai's railway stations over some years, as part of an upgrade program across the Sydney Metropolitan area.

Over that time, Council staff have actively liaised with TfNSW to ensure that upgrade designs fully integrate with Council's plans for improvements to surrounding streetscapes, transport connections and pedestrian access in addition to considerations of building design and heritage. Progress on station upgrades during 2019/20 included:



Improving
PEDESTRIAN
SAFETY FOR
SCHOOL 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.

- **Warrawee station upgrade**

The TfNSW appointed contractor completed site establishment and early works. A new lift, roofing and canopies were craned into place in May. Other planned work included installing screens to the stairs and pedestrian overbridge, installing a lift car, construction of a kiss and ride zone and footpath upgrades on Heydon Avenue and Warrawee Avenue with replacement of the old shelter on Heydon Avenue and continued fit out of the new family accessible and unisex ambulant toilet.

- **Wahroonga station upgrade**

Comments on the Review of Environmental Factors (REF) for the project closed in December 2019, and the project was determined in April 2020. TfNSW has advised that the design and preparation work will occur following determination, with major construction expected to start in late 2020.

- **Roseville station upgrade**

Following several meetings between Council and TfNSW the station upgrade proposal commenced public exhibition in June 2020.

- **Pymble station upgrade**

TfNSW has advised that planning is underway for an accessibility upgrade at Pymble Station with the project expected to be completed in 2023.



Lade Game Drive.

Road safety

Council employs a dedicated road safety officer and actively works with the NSW Roads and Maritime Services, NSW Police and other local councils to continue improving road safety for the Ku-ring-gai community. Campaigns and initiatives undertaken in 2019/20 included:

Slow down in our street

Slow Down in Our Street is an ongoing local road safety project jointly funded by TNSW and Ku-ring-gai Council. The project encourages residents to remind motorists to drive slowly and responsibly on our local streets by placing free Slow Down in Our Street bin stickers on their waste bins. Council continued to promote the slow down message via social media, outdoor advertising and police enforcement where possible.

Road safety calendar

A free Road Safety Calendar is produced annually by Hornsby, Ku-ring-gai, Lane Cove, North Sydney, Northern Beaches and City of Ryde Councils for local residents in these LGAs. First produced in 2001, the calendar was originally created for senior drivers aged 60 and over, but has been expanded to appeal to road users of all ages. Each calendar month features messages relating to road safety such as general courtesy, pedestrian awareness, driver distraction, heavy vehicles, motorcycle awareness and more. The calendar previously won an Engineering Excellence Award in the Local Government Excellence in Road Safety category.

Speed display program

Council has installed eight temporary speed display units in selected streets to alert motorists of the speed they are travelling. The units remain in a nominated street for approximately two - three months to allow enough time to have a positive impact on motorist behaviour. The aim is to provide a road safety benefit to the whole community by rotating the units between different locations. These speed awareness devices have proven to be highly effective at slowing motorists down and increasing pedestrian safety, particularly in school zones and neighbourhood streets.

Child car seat safety checks

Council holds two free child car seat safety check days throughout the year for Ku-ring-gai residents where child car seats are checked for correct fit by a Roads and Maritime Services authorised fitter.

Walking to school maps

To support safe and sustainable travel for students and their families Council created maps that can assist with walking safely to schools across the LGA. The maps were specially tailored for 41 participating schools that show estimated walking travel times, bus stops, train lines, pedestrian crossings, and school pedestrian entrances.

Safety around schools

Council provides free road safety resources to schools located in the Ku-ring-gai LGA to raise road safety awareness in school zones. The resources are provided free of charge to schools.

Driving sessions for learners booklet

Ku-ring-gai Council and the City of Ryde partnered to create a practical resource for young drivers and their supervisors. The Driving Sessions for Learners booklet is a collection of graded driving routes developed for the two LGAs to build skills and confidence in the different situations that young drivers will encounter.

Workshop for supervisors of learner drivers

Council regularly holds workshops to assist parents and supervisors with completing the Learner Driver Log Book, the new RMS Safer Drivers Course, current laws and restrictions for L and P licence holders, supervising learner drivers and young driver road safety issues as well as the benefits of supervised on-road driving experience.

Sustainable transport

Achievements in promoting the use of more sustainable transport options during 2019/20 included:

Annual Ride2Work Day

Ride2Work Day is Council's annual cycling promotion event, which was held on Wednesday 16 October 2019. As most people in Ku-ring-gai who ride to work, travel to other employment areas (typically North Sydney/City) staff collaborated with Council's communications team to trial social media tools in an attempt to engage with local employers/employees and increase local awareness of the option to cycle to work, rather than use private vehicles. Attendance to the event was very good with attendees rating it highly and appreciative of Council's support towards cycling through this event.

Education and awareness programs

Education and awareness programs, focussed on alternatives to private car use, continued to be delivered during the year to schools subject to the restrictions imposed by the COVID-19 health directives and modified to include delivery of hard copies of material. Council's next annual cycling promotion event, the Ride2Work Day, which is scheduled to occur nationally in October 2020, will be subject to any restrictions on outdoor gatherings/events at that time.

Regional advocacy

Council advocates and collaborates with other stakeholders for improved infrastructure and services in Ku-ring-gai and the Northern Sydney region.

During 2019/20, work by consultants continued on the development of the Northern Sydney Regional Organisation of Councils (NSROC) coordinated Northern Sydney Regional Transport Infrastructure Strategy and Plan. The project steering group (including representatives from Transport for NSW, the Greater Sydney Commission and Council) met in January 2020 to provide advice and guidance to the strategy. Council staff in the NSROC region assisted in assigning priorities to the case study projects. For the east-west public transport connection from Mona Vale to Macquarie Park, Ku-ring-gai Council provided patronage information to support the project. The draft strategy was presented to the NSROC Board at a meeting in May 2020.

THE YEAR AHEAD

- Continue consulting with Transport for NSW on projects to improve public transport access and connections
- Work with Transport for NSW to progress accessibility upgrades at Warrawee, Wahroonga and Roseville railway stations
- Work with Transport for NSW to improve pinch point locations on the arterial road network
- Continue advocating for on demand bus trial.

**DRINKS
2 KM AHEAD**



SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council's progress during 2019/20 including QBL performance indicators, Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic indicators for the 2019/20 year, under this theme, compared to the previous four years.

ECONOMIC							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Fuel cost	\$	472,098	460,770	493,572	518,755	513,497 ¹	◀▶
Street light maintenance costs	\$	1,678,918	1,571,375	1,495,649	1,442,769	1,016,005	▼

◀▶ stable ▲ increasing trend ▼ decreasing trend ● monitor

1. Less fuel was used overall in 2019/20 due to staff working from home to comply with COVID-19 restrictions.

Performance against Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council's ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 4: Access, traffic and transport



<i>Access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.</i>	 PROGRESS WITH COVID-19 IMPACTS	 PROGRESS WITHOUT COVID-19 IMPACTS
TERM ACHIEVEMENTS	71% progressing as scheduled 29% behind schedule	No impact
TASKS	86% completed 14% significantly behind schedule	No impact
PERFORMANCE INDICATORS	60% achieved 40% not achieved	No impact

Term achievements (four-year)

-  Connections are provided to public transport that are accessible to all age groups and match the travel needs of the community.
-  A network of safe and convenient links to local centres, major land uses and recreation opportunities is being progressively implemented.
-  Advocate to relevant government agencies and private companies for integrated public transport facilities and service improvements that meet community needs.
-  The community is informed, educated and encouraged to use alternative forms of transport.
-  Safety and efficiency of the local road and parking network are improved and traffic congestion is reduced.
-  A strategic access, traffic and transport plan is being implemented for the Northern Sydney Region.
-  Council engages with the State Government to upgrade regional roads and reduce congestion in the local road network.

LEGEND  progress on track  behind schedule  significantly behind schedule

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed.	8 facilities	11 facilities	▼	●
Number of new and upgraded bicycle facilities installed.	2 facilities	0 facilities	▼	●
<p>Comment: There were no new or upgraded bicycle facilities installed during the period. However, commencement of the Lindfield Village Green project in April 2020 makes provision for bicycle parking facilities as part of the public domain works. These are to be located along the edge of Chapman Lane and along the Kochia Lane shared path, near Havilah Lane and will likely be installed during 2020/21 as the project progresses.</p>				
Kilometres of additional footpath network constructed.	0.9 km	3.05 km	▲	●
Kilometres of additional cycleway network established.	0.06 km	0 km	◄►	●
<p>Comment: Council's plan was to deliver part of the Lindfield Avenue cycleway project, which as a minimum would have been works at the intersection of Lindfield Avenue and Havilah Road (made up of an upgraded pedestrian/cycle refuge crossing facility across the northern (Lindfield Avenue) leg of the intersection, and a new pedestrian/cycle crossing facility across the eastern (Havilah Road) leg of the intersection). 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 this project being deferred.</p> <p>Although not yet delivered, during the period, an opportunity was identified through the NSW Government's Streets as Shared Spaces funding program (a mobility response to COVID-19) to submit a funding application for a 1.1km section of cycleway between Turrumurra Station and Turrumurra Memorial Park (via Gilroy Road), as a pilot of the facilities being planned as part of the draft Turrumurra Public Domain Plan.</p>				
The number of recorded collisions involving vehicles or pedestrians.	284 collisions	237 collisions	▼	●
<p>Comment: Based on the latest data (2018/19) sourced from the Roads and Maritime Service.</p>				

LEGEND ● achieved ● not achieved ◄► stable ▲ increased ▼ decreased ◐ monitor

FURTHER READING
 The Delivery Program and Operational Plan bi-annual progress reports for 2019/20 are available at krq.nsw.gov.au



Ride2Work Day October 2019.
Photographer: E. Treadgold.





Theme 5

LOCAL ECONOMY AND EMPLOYMENT

This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Local Economy and Employment** within the Revised Delivery Program 2018–2021.

Business support and engagement

Ku-ring-gai Council is committed to supporting its local business community. Engaging with local businesses is key in developing understanding and providing support to facilitate a sustainable and vibrant local economy. To achieve this objective, Council delivers an ongoing program of business engagement that is both growing and diversifying.

Council continued to engage with businesses via the business e-news, face to face meetings and other communication mediums regarding local centre upgrades.

In April 2020 construction of the Lindfield Village Green commenced. To manage impacts on local business and to communicate key information, Zoom conference calls were arranged between project staff and key local business. Matters discussed included parking, access, signage, noise and dust. Staff also visited local businesses, where appropriate, and put measures in place to provide assistance during construction. This included the installation of direction and promotional signage and provision of free business advisory services.

Business survey

Council undertook its first annual business survey in January 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.

The survey was promoted via email using contacts from the Australian Business Register. Nearly 18,000 local Australian business number (ABN) holders were invited to participate in the survey which was conducted between 16 January and 16 February 2020. Subscribers to Council’s Monthly Business Connections Enews were also encouraged to take part.

570 people completed the survey and the top three business sectors represented were 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.



OPEN FOR
business

Face to face business connection events were cancelled in mid-March due to the COVID-19 crisis. In response a free webinar series was planned and developed within a two week period 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 commenced in mid-April and delivered free weekly sessions, 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.

The program aimed to assist local operators maintain and protect their businesses during the challenging times of the pandemic.

The program will continue into the 2020/21 financial year with face to face events likely to recommence in late 2020 as COVID-19 restrictions allow.

Local business partnerships

Ku-ring-gai has had a long-standing commitment to supporting local businesses in Ku-ring-gai. Council is a member of both NSW Small Business Commission's 'Small Business Friendly Council's Program' and Service NSW's 'Easy to do Business Program' that were joined in 2017 and 2018 respectively.

Being part of these programs has helped Council provide additional support to local business by connecting them with services provided at a state level. It has also allowed Council to help shape and influence the delivery of the programs. Council staff are in regular contact with state bodies to share knowledge as well as to seek partnership opportunities to deliver more programs that can help local businesses.

A recent example is the Small Business Commission's Home Based Business initiative. Council were involved in supporting the Commission 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 Home Based Business web resource was officially launched by Damien Tudehope MP, NSW Minister for Small Business and Finance, at the joint Ku-ring-gai, City of Ryde and CSIRO business event in October 2019.

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 role is valuable as many home based businesses have limited time and resources for training and often need support from business peers to maintain their success and wellbeing. It is anticipated that the group will meet on a regular basis.

2019 hornsby ku-ring-gai local business awards

Council was a major sponsor of the 2019 Hornsby Ku-ring-gai Local Business Awards.

Local businesses were nominated for an award in over 30 categories for their excellent service, range of products, innovation or any other reason that makes their business stand out for customers. A total of 36

finalists were nominated at the presentation with eight businesses from Ku-ring-gai taking out the top award in their chosen category. For award winners see **Awards and Recognition** on page 78.

Economic employment planning studies

Council's first Local Strategic Planning Statement (LSPS) came into effect in March 2020.

The LSPS plans for Ku-ring-gai's economic, social and environmental land use needs for the next 20 years and will provide guidance on a range of land use, environmental and infrastructure needs including support for the local economy.

As part of the preparation of the LSPS, Council is undertaking technical studies and preparation of strategies to provide evidence based research and assist in implementing priorities in the statement. Two of the studies and strategies, due for completion in 2019/20, included:

- **Retail and commercial centres study and strategy** – this will provide an updated analysis of current and future retail trends, commercial land use patterns and changes in businesses. The strategy will develop the local centres' hierarchy, future retail and commercial areas and floor space requirements.

While the study and draft strategy were largely completed in 2019/20 the final consultant report will be submitted to Council in 2020/21. This has allowed further work to be commissioned to assess potential impacts of COVID-19 on the retail sector. The study and strategy will be reported to Council with a recommendation to place it on public exhibition.

- **Employment lands study and strategy** – this will provide an update of the employment activities within Ku-ring-gai including the current and future floor space requirements, jobs, local businesses and the contribution of commercial lands to our local economy. It will explore the opportunities arising from new technologies and innovation, the role of home based employment and employment within the health and education sectors of Ku-ring-gai.

The Retail and Commercial Centres Study has provided base data for use in the Employment Lands Study. To avoid duplication and ensure consistency between the two studies, commencement of the Employment Lands Study and Strategy was delayed until completion of the Retail and Commercial Centres Study and Strategy.



Roseville Marina.
Photographer: Anson Lee.

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 until the year 2020. During 2019/20 over 49,800 people visited the Ku-ring-gai Wildflower Garden including the visitor centre, events and programs.

In response to the actions in the Destination Management Plan, Council established a new section to oversee activities as well as tourism visitation and events.

Progress during 2019/20 included:

- analysis of Ku-ring-gai's tourism assets and the establishment of strategic directions
- development of programs around nature based experiences, history and culture, festivals and events, recreation and leisure, hospitality and retail
- development of interactive maps for a destination network path, and
- consultation with Destination NSW which has supported the creation of a Ku-ring-gai Destination Network and engagement with support services available from Destination NSW.

Promoting local activities and events

Events are an important factor in attracting visitors to Ku-ring-gai and feature prominently in the development and marketing plans of most destinations. These events, which have the potential to attract visitors from all over Sydney and beyond, continued to be supported in 2019/20 through innovative marketing campaigns.

Highlights include the highly successful 2019 Medieval Faire and Twilight Concert.

Due to COVID-19 restrictions in the last quarter of the year some planned community events were suspended and resources re-focussed on the promotion of online activities and events delivered by various departments. This also included the cancellation of the 2020 Medieval Faire, due to the uncertainty around social distancing restrictions at that time.

Promotion of key events such as Australia Day and other planned community events proceeded through social media, videos, enews, the website and advertising. Following the suspension of most planned events from February/March, due to the COVID-19 pandemic, resources were focussed on providing urgent assistance across the organisation to promote various online events such as business webinars, livestreaming of library story times and online children's activities through the Life Online web portal. Community feedback on these innovations was very positive.

Events also provided opportunities for local businesses to promote their services, with the aim of strengthening local and neighbourhood business centres. A new round of sponsorship funding was planned and released to the Ku-ring-gai community in 2019/20 totalling \$84,500.

A major new event planned for 2019/20 was the inaugural Lunar New Year Festival.

For further information on events held during the year see **Events Program** on page pages 80-81.



Lunar NEW YEAR

Ku-ring-gai celebrated the Year of the Rat with Council's inaugural Lunar New Year Festival, despite a reduction in the planned program, due to COVID-19 pandemic limitations.

Lunar New Year is a festival typically celebrated in China and other Asian countries that begins with the first new moon of the lunar calendar and ends on the first full moon of the lunar calendar, 15 days later. The festival began with the Night Noodle Market where the community enjoyed an outdoor summer evening with a diverse range of Asian cuisine and street food, markets and amusement rides.

Other activities enjoyed by the community included cultural performances, a variety of traditional art activities and storytelling at the library and a calligraphy demonstration.

THE YEAR AHEAD

- Complete Retail and Commercial Centres Strategy
- Complete Employment Lands Strategy
- Implement the Destination Management Plan
- Continue supporting local business
- Continue developing visitor and tourism opportunities.

West Pymble Chinese.



SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council’s progress during 2019/20 including QBL performance indicators, Council’s Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic indicators for the 2019/20 year, under this theme, compared to the previous four years.

ECONOMIC							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Ku-ring-gai Wildflower Garden visits	No.	30,764	54,880	54,350	55,000	49,800 ¹	▲

◀ stable ▲ increasing trend ▼ decreasing trend ● monitor

1. Due to COVID-19 restrictions, 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.

Performance against Council’s Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council’s ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 5: Local economy and employment

<i>Creating economic employment opportunities through vital, attractive centres, business innovation and technology.</i>	 PROGRESS WITH COVID-19 IMPACTS	 PROGRESS WITHOUT COVID-19 IMPACTS
TERM ACHIEVEMENTS	67% progressing as scheduled 33% behind schedule	No impact
TASKS	56% completed 11% on track 22% behind schedule 11% significantly behind schedule	78% completed 11% behind schedule 11% significantly behind schedule
PERFORMANCE INDICATORS	67% achieved 33% not achieved	83% achieved 17% not achieved

Term achievements (four-year)

-  Ku-ring-gai’s opportunities and assets are promoted and strengthened to attract business and employment to the area.
-  Ku-ring-gai’s business community, government agencies and regional partners are working in an effective and integrated way to strengthen and develop Ku-ring-gai’s local economic base.
-  Tourism business has been strengthened and expanded.

LEGEND  progress on track  behind schedule  significantly behind schedule

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Number of businesses in the Ku-ring-gai Local Government Area.	14,004 businesses	14,931 businesses (ABS, 2019)	▲	●
Number of small business discussion sessions delivered and/or facilitated by Council.	7 sessions	18 sessions	▲	●
<p>Comment: In April 2020, the business event program was moved online due to COVID-19 restrictions. Eleven online sessions were held between April 15 and 30 June 2020. Online events resulted in significant savings of time and money by Council and attendees.</p>				
Number of local jobs in Ku-ring-gai Local Government Area.	37,542 local jobs	36,299 local jobs	▼	●
<p>Comment: This is the latest figure available from the National Institute of Economic and Industry Research and is reported as at 30 June 2019.</p>				
Number of participants involved in business engagement forums, work-shops and initiatives facilitated by Council.	500 participants	812 participants	▲	●
<p>Comment: The availability of online workshops significantly increased the numbers of workshops and participants.</p>				
Percentage participant satisfaction with business forums facilitated by Council.	80%	85%	◀▶	●
Number of visitors to the Ku-ring-gai Wildflower Garden.	54,880 visitors	49,800	▼	● Not achieved due to COVID-19 restrictions
<p>Comment: Due to COVID-19 restrictions, 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>				

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

FURTHER READING
 The Delivery Program and Operational Plan bi-annual progress reports for 2019/20 are available at krg.nsw.gov.au





*Ku-ring-gai sunsets.
Photographer: Rabab Rizvi.*



Theme 6

LEADERSHIP AND GOVERNANCE

This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs.

Services provided under this theme

- Financial management
- Integrated planning and reporting
- Property management
- Asset management
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

KEY ACHIEVEMENTS

The following provides an overview of key achievements during 2019/20 for the theme **Leadership and Governance** within the Delivery Program 2018–2021.

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 as the COVID-19 emergency unfolded to implement government health directives.

Council 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.

Further information on the organisation's management of the emergencies and work, health and safety responses can be found in **Community – our strength** on pages 10-27 and **Work, health and safety response to COVID-19** on pages 150 to 154.

Local government elections

Postponement of local government elections

In May 2020, the NSW Minister for Local Government advised councils, that in response to the COVID-19 pandemic, the September 2020 ordinary local government elections would be postponed until 4 September 2021.

The Minister also advised that current councillors would continue to hold their civic offices until the council elections are held in 2021 and subsequent elections will still proceed in September 2024.

Integrated planning and reporting changes

The postponement of the elections has required the following changes to the annual Integrated Planning and Reporting (IP&R) program:

- council's existing Delivery Program will apply for a further 12 months, maintaining the key themes and any activities not yet completed
- adoption of the new Operational Plan (2020-2021) was extended by one month to 1 August 2020, reflecting the existing Delivery Program
- IP&R documents can now be published on council's website and made available for inspection electronically or in such other form as determined by the council
- publishing of the 2019-2020 annual report was extended until 31 December 2020, and
- end of term reporting is deferred in line with the election cycle.

Despite the challenges presented by staff working from home from late March to June, the organisation prepared and exhibited a Revised Delivery Program 2018-2021 and Operational Plan 2020-2021, which were adopted on the 30 June 2020, within the usual statutory timeframe. A revised Resourcing Strategy was adopted by Council in April 2020.

CHANGES TO COUNCIL *meetings*

In 2019/20 Council introduced key changes on how it conducts Council meetings. These changes were required by the NSW Government and are outlined in detail in Council's new Code of Meeting Practice which was adopted by Council in June 2019.

Key changes put into effect from July 2019 included:

- monthly Council meetings on Tuesdays from 7pm
- the introduction of a monthly public forum. The forum provides the public the opportunity to speak on Council meeting agenda items, or any other matters in the public interest, and
- agendas for the monthly Council meetings are publicly available from the Wednesday preceding the public forum.

From April 2020, due to the COVID-19 restrictions, the following additional changes were made:

- all 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



- the suspension of monthly public forums with members of the public able to address Council in a written or online submission, video recording or audio recording, and
- committee meetings conducted online or with appropriate social distancing.

These changes were widely communicated to the community and successfully implemented.



FURTHER READING
krg.nsw.gov.au

Business system support

The organisation's information management team successfully responded to, and facilitated major changes to the way Council and the organisation operated in response to COVID-19 requirements, in workplaces and the delivery of local government services. Changes included:

- the prompt relocation of hardware and software for many staff and councillors to various locations to meet social distancing requirements
- establishment of an additional nine remote desktop servers to increase remote working capacity for staff and councillors
- remote desktop access testing undertaken by staff on 20 March 2020 to ensure the increased server capacity provided adequate performance

- significantly increased technical support by information management staff (on and offsite) due to flexible working arrangements with many staff working from home, and
- successful online video conferencing implemented in preparation for Council's April 2020 Ordinary Meeting and subsequent meetings.

As a result of this work and required ongoing information management support the team re-evaluated planned projects to accommodate the increased workload.

In addition to this work, Business Systems continued to maintain, update and support Council's core business systems in both a proactive and reactive manner. Over 500 information management helpdesk requests were received, resulting in more than 460 actions and improvements being completed.

Customer service

Council's customer service team maintained customer service standards despite experiencing an extremely busy and challenging year. Resources and inter-departmental cooperation continued to be focussed on dealing with customer service calls in relation to the clean ups from storm events in late 2019 and early 2020.

In late 2019, customer service received over 700 calls a day mainly in relation to tree clean ups after the impact of the first storm event. The customer service centre continued operating until late March 2020 when it closed due to the COVID-19 pandemic. Staff continued to provide quality customer service through this difficult time, working from home, with the support of information management staff and Council issued laptops.

From April 2020, call rates were similar on average compared with the previous year. The centre reopened on Monday 1 June with social distancing, hygiene measures and capacity limits in place. This included the installation of counter shields allowing staff to safely deal with customers. Initial visits to the counter area were steady but subsequently slowed as more customers took advantage of alternative options to interact in a contactless way including live chat, online application lodgement and online requests and payments.

Communication

The organisation very successfully communicated important health, safety and service information to the community during the period, initially in response to the bush fire crisis and storm damage and followed by the COVID-19 pandemic. This included information alerting the community to public health and safety advice, changes to Council services and other organisational contacts.

In direct response to COVID-19 restrictions on Council's services, particularly between April and June, the communications team focussed on alternative delivery methods such as coordinating a wide range of digital content across all channels including social media and the website. This included the creation of the Life Online portal and four videos regarding COVID-19, e-library resources and an educational video on abandoned shopping trolleys.

Community engagement

Council commenced a review of its consultation practices in 2019/20 to ensure stakeholder views continue to be captured through a range of consultation techniques. This review has included surveys and interviews with staff and the community.

The review also responds to the community's growing use of social media and technology to express their views on services and projects and will be informed by innovations introduced by Council during the COVID-19 restrictions on face to face engagement.

It is anticipated that the review will lead to a new community engagement policy, a suite of guidance materials and an internal communications framework will be developed to promote the delivery of best practice community engagement.

Workforce planning

From early 2020, staff resources were focussed on the implementation of health and safety directives in the workplace. While this work impacted on the completion of some workforce programs, a major part of the program was completed or substantially progressed.

Further information on workforce achievements can be found in **Workforce** on page 126.

Sustainable financial planning

During 2019/20, Council continued its focus on maintaining a strong and sustainable financial position, underpinned by a sound income base and commitment to control and delivery of services, facilities and infrastructure required by the community in an effective and efficient manner.

Operating result 2019/20

Council achieved a satisfactory financial result for 2019/20. Our net operating result for the financial year ended 30 June 2020 was a surplus of \$27.09 million (\$29.3m in 2018/19) including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$12.2 million (\$15.5m in 2018/19).

The operating surplus means that Council's revenue exceeded both the cost of running its day to day operations and the depreciation of its assets. This surplus is available for future capital works. Council currently manages \$1.55 billion worth of assets infrastructure including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

Investment returns

Council invests its surplus funds and continuously looks to maximise its return on investments. Council's investment portfolio is compared to industry benchmark targets on a monthly basis. Over the 2019/20 financial year, the total portfolio returned 2.36%, which outperformed the industry benchmark by 1.51%. This is a strong return given that over the past few years deposit rates have been very low.

Expenditure

During 2019/20, \$126.7 million was spent on services and operations (\$120m in 2018/19) and \$40 million (\$28m in 2018/19) on capital works to provide a diverse range of services to the community and to ensure the long-term sustainability of our assets.

Further details, including the financial challenges in 2019/20 can be found in **Financial Results** on pages 51-55.

Further details of Council's 2019/20 financial position can be found in **Financial Reporting** from page 301. Council's **Financial Statements** are available from page 307.

Expenditure from special rates

In 2019/20, Council had the following three special rates:

- **Infrastructure - primary rate**

This rate is used to maintain, renew and upgrade Council's infrastructure including roads, footpaths and other infrastructure assets. The Infrastructure - Primary Rate is levied on all rateable land within the Ku-ring-gai local government area. Funds of \$27.8 million were received from the Infrastructure Primary Rate in 2019/20.

- **Infrastructure - special rate variation**

This rate is used to maintain, renew and upgrade Council's infrastructure (road improvements program). In June 2014, Council was granted an approval from IPART for the permanent continuation of the Special Rate Variation for infrastructure.

The Infrastructure - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$2.7 million each year for improvements to local roads. The roads rehabilitation program was completed for 2019/20.

- **Environmental – special rate variation**

This rate is used to implement and continue a range of environmental programs. In May 2018, Council was granted an approval from IPART for the permanent continuation of the Environmental - Special Rate Variation, which came into effect from 1 July 2019.

The Environmental - Special Rate Variation is five per cent (5%) of the notional general income of Council. The rate is levied on all rateable land within the Ku-ring-gai local government area and contributes approximately \$3 million each year for environmental programs.

Further information on the expenditure of Environmental Levy funds in 2019/20 can be found in **Theme 2 - Natural Environment** on page 186.

Stormwater management charge

The Stormwater Management Charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses. Funds of \$1 million were received from the rate during 2019/20.

Other annual charges

Details of funds received from other annual charges for Waste Management and Section 611 - Gas Mains can be found on page 321 in the **Financial Statements**.



KMC 1, or Ku-ring-gai Charlie, is Council's own firefighting appliance. Pictured here with some of Ku-ring-gai Council's experienced firefighting crew.

Asset management planning

Council's infrastructure asset management priorities are managed in accordance with the adopted Asset Management Policy and Strategy, with reviews of several key asset management plans and the adopted Asset Management Strategy completed, along with reviews and updates to Council's current and future capital works plans to balance the management of financial resources with the delivery of key community services.

Asset management strategy

Council's Asset Management Strategy demonstrates to Ku-ring-gai residents and stakeholders how Council's asset portfolio supports the service delivery needs of the community both now and into the future (10 years). During 2019/20, Council revised its Asset Management Strategy which includes:

- an Asset Management Improvement Plan to ensure that organisational practices and procedures are continually improved
- current and preferred condition and value of all assets, and
- systems, resources, processes and financing options to achieve the preferred condition and level of service.



FURTHER READING **ASSET MANAGEMENT STRATEGY**
krg.nsw.gov.au

Asset portfolio

The replacement value of Council's infrastructure assets is currently \$1.55 billion. Infrastructure assets include:

- roads and transport (roads, footpaths, kerb and gutters, car parks, road structure, street furniture and bridges)
- buildings (non-specialised and specialised)
- stormwater drainage, and
- recreation facilities (sportsfields, parks and bushland).

Condition of our assets

Maintaining our infrastructure assets to an acceptable condition is a key challenge for Council. In 2014 community consultation identified roads, footpaths and stormwater drainage as the main Council service areas in need of additional resource allocation, with community buildings, parks and playgrounds also mentioned as priorities. Since obtaining the special rate variation (SRV) for roads Council has been able to invest heavily into local roads and has seen good results with

a reported 80.6% of roads assets in condition 3 or better (as a percentage of gross replacements costs). Work continued during 2019/20 to review the condition of our assets and to ensure that adequate funding was being allocated to maintenance and renewal, particularly with anticipated higher condition levels required by state government.

Infrastructure backlog

Funding shortfalls for infrastructure asset renewal is a well-documented problem facing local government. As a result of previous reviews and investment of additional funding into asset renewal a reduced backlog of \$24.7 million was achieved by the end of 2019/20.

Infrastructure renewal and maintenance funding

The review of Council's asset information and infrastructure backlog led to an internal review of capital and operational expenditure in 2017/18. As a result, additional funding has been allocated to improving our existing assets, whilst operational expenditure has also been reviewed and additional funding allocated towards asset maintenance.

Asset sales

Council will fund specific new civic and community projects partly through the sale of under-utilised or surplus assets (property). These projects will deliver new civic and community assets and infrastructure either through the acquisition and development of new facilities and/or through Council's co-contribution to deliver facilities and infrastructure identified in the Ku-ring-gai Contributions Plan 2010.

Divestment of under-utilised or surplus assets is necessary to ensure that Council meets the future needs of the community by providing purpose built facilities and maintaining financial sustainability. The Long Term Financial Plan identifies asset sales as a short, medium and long term funding strategy.

Local government benchmarks

All NSW councils are required to meet a number of financial and infrastructure benchmarks and ratios. The key financial indicators are industry accepted measures of financial health and sustainability. A summary of these indicators and benchmarks can be found on pages 304-306.

Corporate sustainability initiatives

Despite some limits imposed by the COVID-19 restrictions, sustainability continued to be integrated into Council's business framework through the implementation of environmental management training for staff; environmental plans, policies and strategies; environmental risk management processes; environmental assessment and Council's corporate sustainability program.

Achievements included:

- working with the Council Waste Services team to put a contract in place with Organic Recycling Group waste services, who will commence organic waste collection from a small number of sites in the coming months. This will begin with sites including the Ku-ring-gai Wildflower Garden, Ku-ring-gai Fitness & Aquatic Centre and Depot. This is a key part in delivering the Single-Use Plastic Policy and Sustainable Event Management Policy
- moving to 100% compostable ware at Council events. This will ensure that there is responsible disposal and will not contribute to landfill
- planning progressed on 'Sustainable Events Kits' to assist staff with hosting events, meetings and catering without using single-use plastics. A total of 23 kits will be distributed and all Executive Assistants have been briefed on this upcoming change, and
- a staff collection drive was held for school uniforms in February, which were donated to local small business Sustainable Schoolwear and will be recycled into new uniforms.

THE YEAR AHEAD

- Maintaining a satisfactory financial position
 - Continue review and monitoring of impacts of COVID-19 on Council operations
 - Continue communication on COVID-19 to the community
 - Continue online customer services
 - Support preparations for the 2021 local government elections
 - Complete review of community consultation practices
 - Complete new Council website.
-



Crop Swaps are held regularly as part of Ku-ring-gai Council's corporate sustainability initiatives.

SUMMARY OF PERFORMANCE 2019/20

The following pages provide a summary of Council's progress during 2019/20 including QBL performance indicators, Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020.

Performance against QBL indicators – trend analysis

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

The following table indicates our performance for key economic, governance and social indicators for the 2019/20 year, under this theme, compared to the previous four years.

ECONOMIC							
Measure	Unit	2015/16	2016/17	2017/18	2018/19	2019/20	5 year trend
Unrestricted Current Ratio	Ratio	2.58	3.21	3.05	3.65	3.42	◀▶
Restricted cash - internal	\$M	23,256	27,699	34,247	36,182	37,809	▲
Restricted cash - external	\$M	98,769	112,733	139,742	152,689	155,595	▲
Operating result before capital grants and contributions	\$M	6,819	18,823	5,559	15,530	12,176 ¹	●
Building and Infrastructure renewal expenditure	Ratio	0.82	0.76	0.61	0.66	0.86 ²	●
Rate income	\$M	58,246,000	59,653,000	61,298,000	63,647,000	66,136,000	▲
Loans/borrowings per year	\$M	0.66	0.58	0.00	0.00	2	●
Collection Performance (Rates, Annual, Interest and Extra Charges only)	%	3.16	3.27	2.96	3.75	4.12 ³	●
Re-votes expenditure	%	12	11	14	19	16	▲
Return on investment	%	3.25	3.05	3.07	2.98	2.36 ⁴	▼
Number of ratepayers	No.	42,336	42,906	44,006	44,656	45,236	▲
IPART rate increase approved (including special variations)	%	2.4	1.80	1.50	2.7	2.6	◀▶
Untied grants revenue	\$	3,801,000	5,616,000	3,903,000	3,746,000	3,854,000	◀▶
Specific purpose grants revenue	\$	4,500,000	4,364,000	6,036,000	4,034,000	8,076,000 ⁵	▲
Source of revenue from rates and annual charges	%	50	53	53	57	57	◀▶

GOVERNANCE

Customer requests completed	%	91.29	89	90	88	92.3	◀▶
Leadership Training Program	No.	49	0	427	58	118	▲
Induction Program	No.	4	4	3	3	3 ⁶	◀▶
Number of policies reviewed	No.	7	5	12	27	27 ⁷	▲

SOCIAL

Customer service requests received	No.	28,551	27,122	28,985	34,901	37,083 ⁸	▲
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◀▶ stable ▲ increasing trend ▼ decreasing trend ● monitor

- The decrease from the previous year is a result of the loss of income due to the COVID-19 pandemic and costs associated with two unforeseen natural disasters.
- The renewal ratio did not achieve benchmark but recorded an improvement from last financial year. Council continues to prioritise renewal capital works programs to achieve adequate renewal standards for its assets.
- There is a modest increase from the previous year mainly due to additional uncollected rates as a result of the impact of COVID-19 pandemic on some ratepayers.
- Council's return on investments has decreased compared to last financial year, however, Council's average return of 2.36% pa. for the financial year is considered strong given current conservative interest rates.
- The increase in 2019//20 was largely due to a capital contribution received from Transport for NSW towards construction costs of a multi-level car park as part of the Lindfield Village Green project, additional funding received for various programs associated with the COVID-19 pandemic and other transport/road safety grants received.
- 55 new staff participated in the corporate induction program across 3 sessions.
- The Policy Review project progressed well in the first three quarters of the period. As the COVID-19 pandemic evolved, and managers focussed on more urgent priorities, the progress of these reviews slowed affecting results.
- The increase in 2019/20 service requests is attributed to the severe weather events during the period.

Performance against Council's Revised Delivery Program 2018-2021 and Operational Plan 2019-2020

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The following represents our performance in completing what we said we would do under this theme during 2019/20.

During the reporting period the organisation responded to a catastrophic storm event, the NSW bush fire emergency, a second storm event, and the ongoing COVID-19 pandemic. Federal and state government health directives and restrictions required temporary closure of Council facilities and the termination or pausing of activities, programs, services and projects.

Whilst Council adapted quickly and implemented innovative solutions to enable service delivery and programs, this has impacted Council's ability to deliver, and resulted in modified and reduced delivery levels to those originally planned.

In light of the above, as part of the June bi-annual reporting process, items were assessed on the basis of both including and excluding COVID-19 impacts. These results are presented below.

Theme 6: Leadership and governance

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

**PROGRESS WITH COVID-19 IMPACTS****PROGRESS WITHOUT COVID-19 IMPACTS****TERM ACHIEVEMENTS**

92% progressing as scheduled
8% behind schedule

100% progressing as scheduled

TASKS

79% completed
11% on track
8% behind schedule
2% significantly behind schedule

90% completed
7% on track
3% behind schedule

PERFORMANCE INDICATORS

75% achieved
25% not achieved

83% achieved
17% not achieved

Term achievements (four-year)

	<p>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. <i>Progress of this Term Achievement was impacted by COVID-19 restrictions.</i></p>
	<p>Council leads the community by advocating, influencing and participating in policy development to the benefit of the local area.</p>
	<p>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>
	<p>Council maintains and improves its long term financial position and performance.</p>
	<p>Council's income and expenditure meets the needs of the community.</p>
	<p>Council maintains its commitment to infrastructure asset management priorities.</p>
	<p>Integrated risk management, compliance and internal control systems are in place to identify, assess, monitor and manage risks throughout the organisation.</p>
	<p>Council's governance framework is developed to ensure probity and transparency.</p>
	<p>Sustainability is integrated into Council's business framework.</p>
	<p>Council services and programs are provided on the basis of equity, community priorities, and best value for money within available resources.</p>
	<p>Innovative and effective community engagement fosters community participation and a better understanding of Council services, programs and facilities.</p>
	<p>Contribute to enhancing and protecting Council's reputation and public image.</p>

LEGEND progress on track behind schedule significantly behind schedule

Annual performance indicators 2019/20

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Percentage of Operational Plan tasks completed.	89%	76%	▼	 Not achieved due to COVID-19 restrictions
Comment: COVID-19 has impacted the completion of some tasks in the Operational Plan 2019 – 2020.				
Percentage of policies reviewed within 12 months of their due date.	70%	61%	▲	
Comment: In 2019/20, 31 policies were identified for review within 12 months. Of these, 19 were reviewed. Although the target figure of 70% was not achieved, the figure has almost tripled during this period compared with the previous financial year. The Policy Review project progressed well in the first three quarters of the period. As the COVID-19 pandemic evolved, and managers focussed on more urgent priorities, the progress of these reviews slowed affecting results.				
Number of active partnerships/collaborations Council has with external stakeholders.	40 partnerships/ collaborations	40 partnerships/ collaborations	◀▶	
Occupancy rate of Council property portfolio.	100%	100%	▲	
Comment: 2804 sqm of vacant commercial office space was leased at 828 Pacific Highway, resulting in 100% building occupancy. Old Headmasters Cottage at St Ives has also been leased to a restaurant operator. Various rent relief measures were offered to tenants who had demonstrated hardship during the COVID-19 pandemic.				
Debt Service Ratio (Council's ability to service debt).	4%	0.85%	▼	
Working Capital.	\$4 million	\$5.1 million	▲	
Unrestricted Current Ratio (liquidity).	2 ratio	3.65 ratio	◀▶	
Rates and Annual Charges Coverage Percentage (dependence on rates income).	60%	57%	◀▶	
Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	4%	4.12%	▲	 Not achieved due to COVID-19 restrictions
Comment: There is 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.				
Percentage of invoices paid to small businesses within 30 days from invoice date.	93%	93%	▲	
Building and Infrastructure Renewals Funding Ratio.	74 %	86.36%	▲	
Comment: A ratio of 86% indicates that the amount spent on renewing infrastructure assets is lower than the amount of depreciation. The ratio is an improvement on the 74% baseline and yearly target due to additional renewal expenditure on major projects capitalised at the end of financial year. Part of the renewal expenditure has been recognised in work in progress which does not form part of the ratio calculation. This places the ratio below the benchmark of >100% set by the Code of Accounting Practice and Financial Reporting. Council will continue to focus on appropriate asset standards for renewal of its assets and prioritise renewal capital works program.				

Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Percentage of Risk Management Reports presented to quarterly Audit Committee meetings consistent with Council's Enterprise Risk Management Framework.	100%	100%	◀▶	●
Council's Business Papers are accessible via Council's website in a timely manner.	100%	100%	◀▶	●
Percentage of requests for information applications completed within statutory timeframes.	100%	100%	◀▶	●
Percentage of Council's policies accessible via Council's website.	98%	82%	▲	●
Comment: Council has 63 policies identified for internal and external distribution. Of these, 53 are accessible via Council's website. Two policies identified for internal use are also available on the website (Procurement and Investment Policies). The Policy Review project progressed well in the first three quarters of the period. As the COVID-19 pandemic evolved, and managers focussed on more urgent priorities, the progress of these reviews slowed affecting results.				
Percentage turnover rate for permanent employees.	11%	12%	▼	●
Comment: A 12% turnover rate is very close to the yearly target, and consistent with long term retention goals.				
Percentage change in Lost Time Injuries per year.	22%	80% (reduction compared to the previous financial year)	▼	●
Comment: Lost Time Injuries are on a decline in 2019/2020 due to a decrease in injury severity. The decline was complemented by refined and targeted injury management strategies compared to previous financial years.				
Percentage of staff participation in learning and development activities.	50%	63%	▼	●
Comment: All non-essential training including the Leadership Development Program seminars planned for 2020 were cancelled. There was a significant reduction in external training in the last quarter of 2019/20. A hand hygiene/social distancing eLearning module was included in Council's eLearning induction program. Compulsory work, health and safety training was delivered with social distancing and reduced class numbers.				
Computer network availability.	98%	98.86%	▲	●
Comment: This figure takes into account outages due to a core network switch failure, the storm event as well as monthly scheduled maintenance. Capacity and performance of the network and internet link have proven to be robust and reliable even with most staff working from home due to the COVID-19 Public Health Order (2020) in place restricting movement and gathering.				
Customer service enquiries responded to within agreed service delivery standard.	85%	92.3%	▲	●
Customer requests actioned with-in agreed service delivery standard.	85%	87.5%	▼	●
Number of participants in community engagement activities facilitated by Council.	5,500 participants	4,500 participants	▼	●
Comment: Community engagement is usually project based and the number of people involved depends on the nature of the projects being undertaken.				

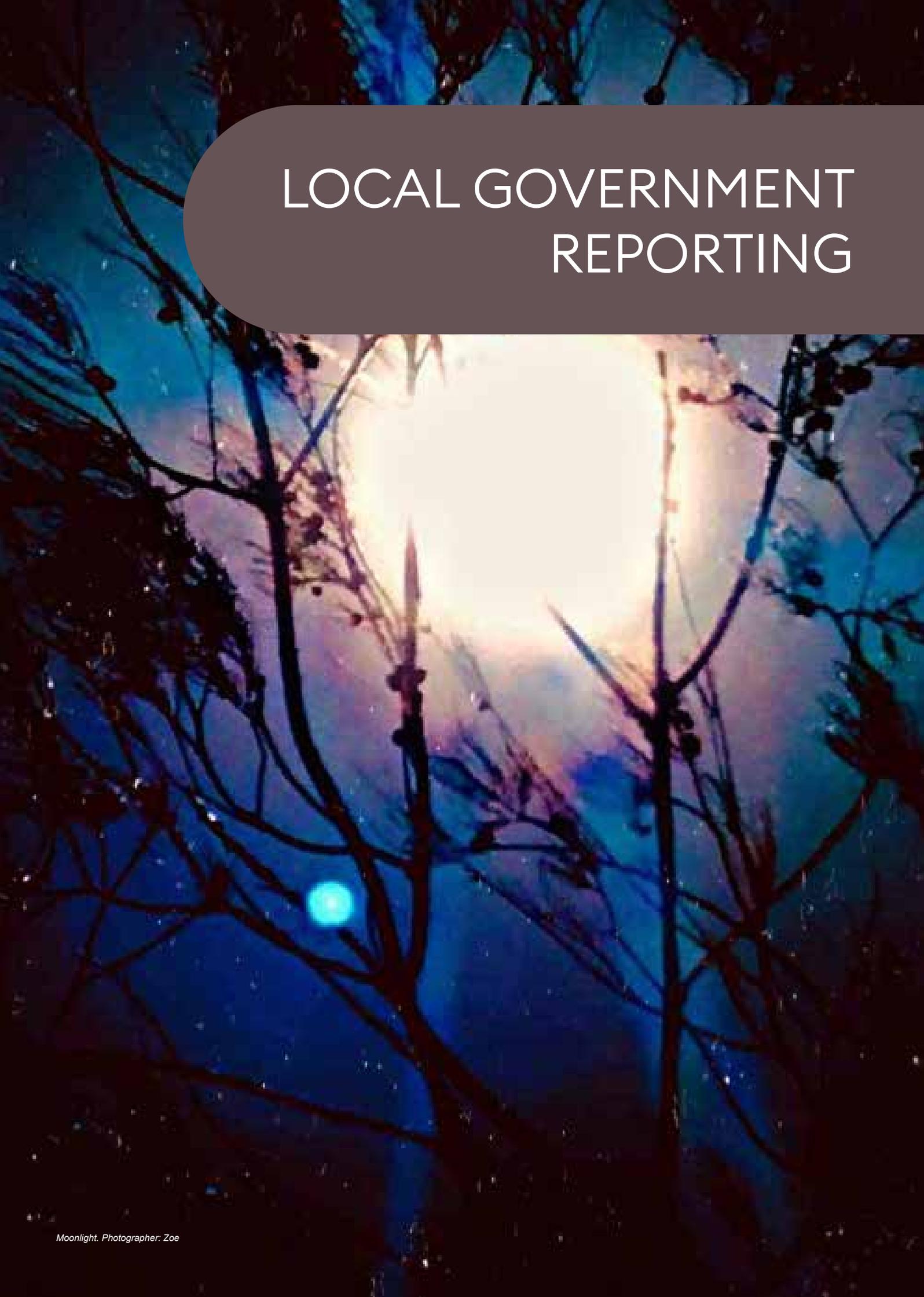
Description	Target	Achieved 2019/20	Change from 2018/19	Performance
Number of people following the Ku-ring-gai Council Facebook page and Twitter account.	7,292 people	14,726 people	▲	●
Comment: The large increase in followers is due to storm emergencies and the COVID-19 health crisis.				
Number of people subscribed to Council newsletters.	47,678 people	48,183 people	▲	●
Comment: Council produces a wide variety of targeted newsletters including those focussing on sustainability, library and arts services, business, children and youth services, events and projects.				

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



FURTHER READING

The Delivery Program and Operational Plan bi-annual progress reports for 2019/20 are available at krg.nsw.gov.au



LOCAL GOVERNMENT REPORTING

LOCAL GOVERNMENT REPORTING

Local Government Act 1993

Section 428(1) – Annual Report

Council must prepare an Annual Report within five months of the end of the financial year. The Annual Report is a report to the community and must outline Council's achievements in implementing its four-year Delivery Program and annual Operational Plan. The Annual Report must also contain Council's audited financial statements and notes and any information required by regulation or guidelines. The Annual Report is required to be posted onto Council's website with a copy forwarded to the Minister for Local Government.

Section 428(2) & 428A – End of Term Report and State of the Environment Report

The End of Term Report and State of the Environment Report are not required to be prepared for the 2019/20 reporting year. Due to COVID-19 impacts the NSW Government postponed NSW local government elections from September 2020 to September 2021. As a result the reports will be included in the Annual Report 2020/21, in the year of the elections.

Section 428(3) - Integrated Planning and Reporting Guidelines

The Annual Report has been prepared in accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW 2010 (revised 2013).

Section 428(4)(a) - Financial Statements

Ku-ring-gai Council's audited Financial Statements for the 2019/20 financial year are presented on pages 301 - 428 (see General Purpose Financial Statements and Special Purpose Financial Statements).

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

Ku-ring-gai Council's Annual Report for the 2019/20 financial year has been prepared in accordance to the guidelines and all relevant legislation and regulations.

Section 428(5) – Lodgement of Annual Report 2019/20

Ku-ring-gai Council's Annual Report 2019/20 will be posted on Council's website with a URL link e-mailed to the Office of Local Government by 31 December 2020.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council did not enter into any environmental upgrade agreements during 2019/20.

Special Rate Variation Guidelines 7.1 – Activities funded by Special Rate Variation of general income

Council has two Special Rate Variations for an Environmental Levy and Infrastructure Levy, which have funded a range of projects, programs and activities during 2019/20. All reporting requirements as per the Instrument of Approval, including outcomes achieved, are reported within Council's adopted Financial Statements and sections below:

- Environmental Levy – see **Natural Environment** on page 184.
- Infrastructure Levy – see **Access, Traffic and Transport** on page 220.

Local Government (General) Regulation 2005

Clause 217 of the Local Government (General) Regulation requires the following information to be included in the Annual Report.

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

The amount of rates written off during 2019/20 totalled \$6,522 which was mostly due to small balances write off, change of ownership, or immaterial misallocation of interest charged to an incorrect service address. There were no major charges written off (greater than \$10,000) during the financial year.

During the reporting period, Council's requests for financial hardship as a result of the COVID-19 pandemic were resolved by providing options to enter into payment plan arrangements.

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

This must include the purpose of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations).

Nil.

cl 217 (1)(a1) - Details of mayoral and councillor fees, expenses and facilities

This must include the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

- (i) Provision of dedicated office equipment allocated to councillors – \$4,148.00

This includes dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs)

- (ii) Communication costs (including telephone calls) – \$13,199.77

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

- (iii) Attendance of councillors at conferences and seminars – \$11,651.87 (including accommodation, conference registration, transport and meals)*

Below provides a summary of conferences attended by councillors during 2019/20.

Councillor	Part time	Plus casuals
Councillor Donna Greenfield	Liquid Learning – Women in Leadership	\$2,695
Councillor Christine Kay	Liquid Learning – Women in Leadership	\$2,710.50
	Local Government NSW Annual Conference	\$1,076.82
Councillor Peter Kelly	Smart Local Government Summit (interstate)	\$2,616.57
Councillor Sam Ngai	Local Government NSW Annual Conference	\$883.64
Total		\$9,982.53*

* Balance of costs as reported in Financial Statements reflect costs accrued during 2018/19 financial year, minor adjustments and conference costs for councillors attributed to the workshop in February 2020.

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

In 2017/18 Council’s Manager Records and Governance, in consultation with all councillors, prepared Individual Professional Development Plans outlining Councillor professional development for the duration of their term. Since its implementation, professional development was undertaken by Councillors in accordance with their plans.

During 2019/20 the NSW State Government moved local government elections from September 2020 to September 2021, due to the COVID-19 pandemic. This will see Council’s governance staff co-ordinating Councillor induction and preparing professional development plans during 2021/22.

Whilst not mandatory, the Office of Local Government considers it best practice to prepare professional

development plans for councillors and council will ensure they are prepared in line with the Office of Local Government Councillor Induction and Professional Development 2018 Guidelines. The reporting of Mayor and Councillor professional development will continue to be reported through Council’s Annual Report.

Councillors receive regular briefings from staff, external consultants and experts as well as participate in workshops on a range of complex matters that require their input or decisions. These include long and medium-term strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative change. These briefings and workshops can cover technical, legislative and financial issues and are an important part of councillor professional development at Ku-ring-gai. The following table includes key briefings and workshops that were provided to councillors during 2019/20.

July 2019

Major Projects Consultation Forum

Councillor Code of Conduct training

Lindfield Village Hub councillor briefing

Question and answer session for councillors on Lindfield Village Hub and new Code of Meeting Practice

August 2019

Lindfield Village Hub councillor workshop

Single Use Plastics and Sustainable Event Management Policy councillor briefing

September 2019

Meals on Wheels and KOPWA councillor briefing

Lindfield Village Green councillor briefing

Marian Street Theatre councillor briefing

Simtable (simulation tool used for community engagement to focus on extreme weather events) councillor briefing

October 2019

Draft Urban Forest Policy councillor briefing

Ku-ring-gai Housing Strategy councillor briefing

Business event – ‘Home sweet home – your business domain! Home based business forum

Draft Masterplan for Robert Pymble Park councillor briefing and update on St Johns Avenue streetscape

Question and answer session for councillors on Recreation in Natural Areas Strategy and draft Voluntary Planning Agreement for Roseville Memorial Club

November 2019

Councillor briefings on Ku-ring-gai Playground Strategy, LSPS, Climate Change Policy and Emissions Plan and feedback on Rofe Park synthetic turf upgrade

Suburb marker design councillor workshop

Ku-ring-gai draft Waste Strategy councillor briefing

Open Space Acquisition Strategy councillor briefing

Councillor briefing and question and answer session for councillors – Lindfield Village Hub Tender

Question and answer session for councillors on the Local Strategic Planning Statement, Rofe Park/Mimosa sportsground upgrade and planning proposal – Turramurra

December 2019

Question and answer session for councillors on St Ives High School indoor sports facility joint use proposal with NSW Department of Education and Rofe Park/Mimosa sportsground upgrade

February 2020

Ravenswood School masterplan councillor briefing

Question and answer session for councillors on St Ives High School joint use proposal with NSW Department of Education and site specific DCP to support planning proposal at 45-47 Tennyson Avenue and 105 Eastern Road Turramurra

Housing Strategy councillor workshop

March 2020

Open Space Acquisition Strategy and Climate Change Policy and Action Plan councillor briefing

Question and answer session for Councillors on draft Housing Strategy, LSPS and Recreation in Natural Areas Strategy

June 2020

Housing Strategy councillor briefing (via zoom)

Major Projects consultation forum (via zoom)

Councillor workshop – February 2020

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

- Housing Strategy
- St Ives basketball joint use proposal
- Marian Street Theatre
- Major projects – Turramurra and Lindfield Hubs
- Information and Communications Technology (ICT) and Customer Experience (CX) Strategies
- Capital works projects
- Lindfield Village Green
- Footpath priority program
- Signage project
- Integrated Planning and Reporting – next cycle
- Community satisfaction research results
- Financial landscape and Long Term Financial Plan
- Department service reviews
- 2020/21 budget

LOCAL GOVERNMENT REPORTING

- (iv) Training of mayor and councillors and provision of skill development – \$12,741.00**

Councillor	Training	Course costs
Councillor Christine Kay	Local Government New South Wales (LGNSW) Improving Report Writing course (<i>due to inability to attend the course in September 2019 no refund</i>)	\$700
	Local Government New South Wales (LGNSW) Speed reading course	\$700
	Local Government New South Wales (LGNSW) Improving Report Writing course	\$700
	Local Government New South Wales (LGNSW) Executive Certificate for Elected Members (<i>Block 1 completed 2019/20 with Block 2 being completed 2020/21</i>)**	\$3,500
Councillor Peter Kelly	Local Government New South Wales (LGNSW) Executive Certificate for Elected Members (<i>Both blocks completed during 2019/20</i>)	\$3,500
Councillor Sam Ngai	Local Government New South Wales (LGNSW) Audit Risk & Improvement	\$700
Mayor and Councillors	Code of Conduct training	\$2,941
TOTAL		\$12,741.00

** Cost reported during 2019/20 with course completion due during 2020/21.

- (v) Interstate visits by councillors while representing the council, including cost of, transport, accommodation and other out of pocket travelling expenses – Nil
- (vi) Overseas visits by councillors while representing the council, including cost of, transport, accommodation and other out of pocket travelling expenses – Nil
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties – \$364.27 spouse expenses

This includes expenses of any spouse, partner (whether of the same or the opposite sex) or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time.

- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor, to allow the councillor to undertake his or her civic functions – Nil

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

The total amount of money spent on mayoral and councillor fees was \$326,430.48.

The above figures are GST exclusive (unless otherwise stated) and consistent with Council's adopted 2019/20 Financial Statements.

Council advisory and reference committee representation

The following representation was resolved at the Ordinary Meeting of Council held 21 September 2017 for the 2017-2019 Mayoral Term (GB.3 - min 227) which included part of the 2019/20 financial year – 1 July 2019 to 16 September 2019:

That Council make appointments to its Reference and Advisory Committees for the 2017-2019 mayoral term as outlined below:

- A. Council elect the Mayor, Councillor Anderson to the position as Chairperson and Councillor Smith as the Deputy for the **Heritage Reference Committee**.
- B. Council elect Councillor Spencer as Chairperson and Councillor Kelly as Deputy for the **Ku-ring-gai Traffic Committee**.
- C. Council elect Councillors Ngai and Smith as members of the **Audit and Risk Committee** (noting that the committee is chaired by an independent community member, Mr John Gordon) and further, that other Councillors are invited to attend as observers as previously has occurred.
- D. Council elect Councillor Clarke as Chairperson and Councillor Ngai as Deputy for the **Flood Risk Management Reference Committee**.

The following representation was resolved at the Ordinary Meeting of Council held 16 October 2018 in relation to the establishment of the Marian Street Theatre Community Reference Committee (GB.1 - min 308):

- A. That the Terms of Reference for the Marian Street Theatre Community Reference Committee be amended as follows:

Membership

The committee's membership will consist of:

- o Two (2) Councillors, one of whom will be the Mayor, who will chair the Committee. The other will be Cr Spencer as per the Council resolution of 14 August 2018.
 - o Four (4) community representatives with demonstrated knowledge of the performing arts and associated industries and/or relevant cultural and community projects.
 - o Two (2) representatives from the Save Marian Street Theatre Committee.
- B. That Council approve the four (4) community representatives recommended in Confidential Attachment 2 of this report.
 - C. That Council approve the two (2) Save Marian Street Theatre Committee representatives recommended in Confidential Attachment 2 of this report.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2019/20

The following table includes contracts approved by Council as part of a tender process.

This includes contracts exceeding \$150,000 not including employment contracts. It must include the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Payee name	Contract amount (\$)	Description	Contract description
<ul style="list-style-type: none"> • Blackcomb Constructions P/L • Citibuild Design & Construction P/L • CC Consulting Services Inside Design P/L • Makki Constructions P/L • MBR Painting & Maintenance • Progroup Management Pty Ltd • R&J Construction and Excavation Pty Ltd • Regement (NSW) P/L • State Constructions P/L • Sudiro Constructions P/L • Yunz Contracting P/L • Westbury Constructions P/L 	* Schedule of Rates	** Building - Panel	Building works - various
Northern Contract Cleaning Pty Ltd	645,918	Cleaning	Council buildings and amenities
Growth Civil Landscapes Pty Ltd	317,404	Playground upgrade	Irish Town Grove, Turramurra
Kane Constructions	25,646,320	Design and construction	Select tender for Lindfield Village Green
Elite Golf NSW Pty Ltd	300,000 + 8% green fees	Golf professional and management Services	North Turramurra Golf Course
Kimbriki Environmental Enterprises Pty Ltd	550,000	Processing and marketing recyclables	Waste services
Suez Recycling and Recovery Pty Ltd	3,140,700	Processing and marketing green waste	Waste services
Undercover Landscapes Pty Ltd	425,710.74	Playground upgrade	Gordon Recreation Ground, Gordon
L.LILA Holdings Pty Ltd	370,500	Lease	Old Headmasters Cottage: 175 Rosedale Road St Ives
Undercover Landscapes Pty Ltd	550,873.11	Playground upgrade	Putarri Reserve, St Ives
Avant Constructions Pty Ltd	603,327.14	Tennis pavilion	Roseville Park, Roseville - masterplan
2020 Projects Pty Ltd	784,753	Community hall	St Ives Village Green
Fulton Hogan Industries Pty Ltd	* Schedule of Rates	Northern Sydney Regional Organisation of Councils (NSROC) Asphalt Tender RFT-2020	Profiling, supply, delivery and laying of asphaltic concrete
ANJ Paving	* Schedule of Rates	Northern Sydney Regional Organisation of Councils (NSROC) Asphalt Tender RFT-2020	Excavation and heavy patching

Payee name	Contract amount (\$)	Description	Contract description
<ul style="list-style-type: none"> Bitupave Ltd T/as NSW Boral Asphalt Downer EDI Works Pty Ltd Fulton Hogan Industries Pty Ltd 	* Schedule of Rates	Northern Sydney Regional Organisation of Councils (NSROC) Asphalt Tender RFT-2020	Supply or supply and delivery of ex-bin asphaltic concrete
Complete Line Marking Services Pty Ltd Workforce Road Services Pty Ltd	* Schedule of Rates	Northern Sydney Regional Organisation of Councils (NSROC) Asphalt Tender RFT-2020	Line marking
GJs Landscapes	216,748	Playground upgrade	Abingdon Road Reserve, Roseville

* Schedule of rates applies to tenders where a panel of service providers is established and the rates are used when obtaining quotations for work to be done.

** Panel refers to an arrangement where multiple entities have been invited to provide services of similar kind and at rates advised in the tender process, each would have their own contract with Council. Quotes are obtained prior to work being issued under panel arrangements.

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

Payee name	Contract amount (\$)	Description	Contract description
Armsign Pty Ltd	289,145	Installation of street signs across LGA	Street name and community sign replacement contract
Autopool Pty Ltd	173,107	New vehicles	New Isuzu truck
CBRE Pty Limited	230,450	Commercial advisor Request for Tender	Lindfield Village Hub
CBRE Pty Limited	195,525	Commercial advisor	Gordon Civic Hub
DFSI Valuation Services	201,101	Land valuation services	Greater Sydney Area - Council LGA
Fabranamics Pty Ltd	210,694	Restroom	St Ives Showground
Furnass Landscaping Enterprises Pty Ltd	350,727	Playground upgrade	Lindfield Soldiers Memorial Park
JDH Architects Pty Ltd	389,291	Design consultancy services	St Ives Indoor Sports Complex
Makki Constructions Pty. Ltd.	190,050	Amenities upgrade	Roseville Chase Oval
Northern Sydney Councils Waste Services	8,200,000	Waste disposal payments	Northern Sydney Councils Waste Services Agreement - regional disposal contract
NSW Local Government Jardines Liability	719,732	Public liability -professional indemnity	Insurance renewal
NSW Local Government Jardines Liability	297,562	Property (30/06/2019 - 30/06/2020)	Insurance renewal

Payee name	Contract amount (\$)	Description	Contract description
NSW Local Government Jardines Liability	450,637	Fleet motor vehicle	Insurance renewal
Origin Energy	1,200,000	Street lighting	LGA
Performance Civil Holdings Pty Ltd	409,486	Neighbourhood Centre upgrade project	Babbage Road, Roseville Chase
Planet Civil Pty Ltd	211,513	Kerb and gutter drainage	Carinya Road, Pymble
Specialised Pavement Services Pty Ltd	195,970	Street sweeping	LGA
Statecover Mutual Limited	452,077	Worker's compensation	Insurance
Statewide Civil Pty Ltd	242,503	Roundabout construction - Stage 1	Henry Street, Gordon
Statewide Civil Pty Ltd	284,831	Havilah Lane widening civil works	Lindfield Village Green construction
Sudiro Constructions Pty Ltd	242,528	Structural building works	East Lindfield Community Hall
Technology One Limited	490,395	Annual maintenance and support	Core Enterprise Suite - TechnologyOne system
The Trustee For Blue Op Partner Trust &	2,000,000	Australian Energy Regulator determination	Street light component charges
The Trustee For Choi Ropiha Fighera Unit	204,556	Cultural and Environmental Education Centre - design	St Ives
The Trustee For John Family Trust	163,255	Roof No 4 replacement - remove and replace	Council chambers, Gordon
The Trustee For John Family Trust	207,892	Roof No 5 - construct new framework and roof including gutters and downpipes	Council chambers, Gordon
The Trustee For Moree Terraces Unit Trust	621,823	Voluntary Planning Agreement for new Road - Section 7.11 contribution agreement	Moree Street, Gordon
Tonkin Zulaikha Greer Pty Ltd	457,515	Design consultancy services	Marian Street Theatre, Killara
Tpg Network Pty Ltd	228,096	Internet connections	Council facilities
Veolia Environmental Services	5,491,868	Waste collection Services	LGA
Wsn Environmental Solutions Pty Limited	1,233,522	Vegetation and litter control disposal	LGA
Yunz Contracting Pty Ltd	245,070	Southern pump station access road - concrete as per minor works rates	North Turrumurra Leachate southern pump station access road
Yunz Contracting Pty Ltd	225,043	Community hall - electrical, doors, painting scaffolding insulation	West Lindfield
Yunz Contracting Pty Ltd	330,000	Emergency stormwater pipe replacement works	Eastern Road, Turrumurra

cl 217(1)(a3) - Amounts incurred by Council in relation to legal proceedings

This includes a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which

are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

Land and environment court (planning appeals):

The total cost incurred in the 2019/20 financial year was \$1,892,040. The amounts received for costs recovered totalled \$219,545.

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs (\$)
Council ats Bunnings Properties Pty Ltd	Upheld (amended proposal)	2,244
Council ats Vigor Master Pty Ltd	Discontinued	7,274
Council ats Prestige Locations Pty Ltd	Resolved by agreement	394
Council ats Pathways Property Group Pty Ltd	Upheld	39,672
Council ats Damian Muzi	Resolved by agreement	106
Council ats Buyozo Pty Ltd	Resolved by agreement	5,210
Council ats Pymble Villas Pty Ltd	Dismissed	3,229
Council ats Bunnings Properties Pty Ltd	Discontinued	220,000
Council ats Bunnings Properties Pty Ltd	Resolved by agreement	1,320
Council ats Rosewood Australia Pty Ltd	Upheld	35,661
Council ats Bellevue Projects Pty Ltd	Not concluded	28,772
Council ats WZ Capital	Upheld (amended proposal)	51,451
Council ats Crawford Education Pty Ltd	Upheld	7,278
Council ats CL Westbrook Pty Ltd	Resolved by agreement	4,149
Council ats Goldfields Central Pty Ltd	Upheld (amended proposal)	78,854
Council ats Saha Builders Pty Ltd	Dismissed	65,060
Council ats Lumex Property Group Pty Ltd	Resolved by agreement	14,777
Council ats HMR Developments Pty Ltd	Resolved by agreement	22,470
Council ats Barua Coonanbarra Pty Ltd	Not concluded	37,120
Council ats Azalea Gardens Pty Ltd	Resolved by agreement	14,774
Council ats Ali Parsanejad	Upheld (amended proposal)	60,454
Council ats Lolita Younes	Not concluded	49,366
Council ats Lindvest DM Pty Ltd	Not concluded	23,971
Council ats XLJ Investment Group Pty Ltd	Upheld (amended proposal)	477
Council ats XLJ Investment Group Pty Ltd	Not concluded	35,936
Council ats Coles Property Group Development Pty Ltd	Resolved by agreement	7,813
Council ats CL Junction	Not concluded	40,596
Council ats Daniel Roberts	Not concluded	27,569
Council ats King 9 International Pty Ltd	Resolved by agreement	36,805

LOCAL GOVERNMENT REPORTING

Proceedings	Result	Costs (\$)
Council ats Arcare Pty Ltd	Resolved by agreement	30,480
Council ats Arcare Pty Ltd	Resolved by agreement	6,424
Council ats Tony and Katrina Zdrilic	Upheld (amended proposal)	20,783
Council ats Mackenzie Architects International Pty Ltd	Discontinued	66,956
Council ats St Lucy's School	Discontinued	3,213
Council ats Gelder Architects	Not concluded	71,934
Council ats Mackenzie Architects International Pty Ltd	Discontinued	6,188
Council ats Amanda Hasib	Not concluded	19,548
Council ats Anthony Cardilo	Discontinued	1,633
Council ats Captive Vision Pty Ltd	Dismissed	7,409
Council ats Nanda Kishor Kooloth	Dismissed	8,550
Council ats Jie Chen and Changdan Zhu	Resolved by agreement	59,785
Council ats Lynette Tyson, Zhen Yang and Rick Yu-hsieh Peng	Resolved by agreement	30,690
Council ats Maureen O'Mahoney	Not concluded	2,790
Council ats Angus Rimmer and Yue Yue Wang	Resolved by agreement	6,675
Council ats Woodhouse & Danks Pty Ltd	Not concluded	92,884
Council ats Cowan Development 40 Pty Ltd	Not concluded	125,109
Council ats Thompson Health Care Pty Ltd	Not concluded	73,707
Council ats Shivesh Singh T/A Metris Urban Planning	Not concluded	10,564
Council ats Friya Kermani	Resolved by agreement	22,219
Council ats Mackenzie Architects International Pty Ltd	Resolved by agreement	51,388
Council ats Kerolos Zaki	Upheld (amended proposal)	17,643
Council ats HMR Developments Pty Ltd	Not concluded	45,268
Council ats Evergordon Pty Ltd	Not concluded	9,555
Council ats Alexandra Attard	Upheld (amended proposal)	26,119
Council ats WFM St Ives	Not concluded	26,514
Council ats Zachary Attard	Resolved by agreement	9,872
Council ats John W Codling	Not concluded	1,943
Council ats Roseville Returned Servicemen's Memorial Club	Not concluded	41,239
Council ats Anglican Community Services	Resolved by agreement	12,551
Council ats Kekatos and Kopoulas	Not concluded	7,262
Council ats Sutherland No.7 Pty Ltd	Not concluded	22,826
Council ats SlushY Pty Ltd	Not concluded	10,093
Council ats Yi Wan	Not concluded	3,735
Council ats JJ and KJ Moran	Not concluded	13,359

Proceedings	Result	Costs (\$)
Council ats Lumex Property Group Pty Ltd	Not concluded	1,060
Council ats Howe Architects	Not concluded	1,270
	TOTAL	1,892,040

Nature of proceedings – Supreme Court

There were no Supreme Court legal proceedings during 2019/20.

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

Council is required to provide a summary of resolutions made under Section 67(2)(b) of the Act concerning work carried out on private land, including details or a summary of such work, if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

During the 2019/20 year, Council completed the following work on private property:

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

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

Works undertaken by Council staff at Eryldene Historical House totalled \$1,050, which included stump grinding, removing tree debris and exterior cleaning.

cl 217(1)(a5) - Contributions/grants to organisations and individuals

Each year, Council provides financial assistance

to community and cultural groups in Ku-ring-gai in accordance with Section 356 of the Act. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations, promote the development of artistic pursuits in Ku-ring-gai, increase resident participation in community activities and deliver small community based environmental projects at a neighbourhood level.

During 2019/20 Council resolved/confirmed to allocate funding, however, all funding may not have been expended this financial year due to the COVID-19 pandemic and associated legislative guidelines potentially impacting the delivery of projects or programs.

Community project grants

Every year Council provides financial assistance to community and cultural groups in Ku-ring-gai with projects funded under the Community Grants Program 2019/20 covering a diverse range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds.

The grants awarded to community and cultural groups provide services to the people of Ku-ring-gai. The aim of this program is to provide residents with the opportunity to engage with and develop interests which will benefit the local community.

A total of \$97,800 was allocated in 2019/20. The following tables detail the recipients, projects and funding.

Summary - recipients and funding allocations

Group	Purpose	Amount (\$)
Community and Cultural Groups	Various (recipients and funding are detailed in the following tables)	93,570
Eryldene Historic House	Rates, garbage rebate (standing resolution of Council)	4,230
	TOTAL	\$97,800

Community and cultural groups - Details of recipients and funding allocations

1. Category: Small equipment

Name of organisation or group	Amount (\$)
1st Gordon Scout Troop – The Scout Association of Australia, NSW Branch	2,000
Parkinson's NSW – Hornsby Ku-ring-gai Parkinson Group	1,784
Easy Care Gardening	1,844
1st East Lindfield Girl Guides	2,000
StreetWork Australia	2,000
1st Pymble Scout Group – The Scout Association of Australia, NSW Branch	2,000
Pymble Playgroup NSW	1,999
Lindfield Football Club	2,000
CASS Care Ltd	1,125
Fighting Chance Australia Limited	1,877
KU Fox Valley Preschool	416
Ku-ring-gai Community Workshop 'The Shed' Inc	1,738
Pymble Turramurra Preschool	2,000
1st Lindfield and 1st Cromehurst (Special Needs) Scout Groups – The Scout Association of Australia, NSW Branch	2,000
Ku-ring-gai Meals on Wheels Service	2,000
Ku-ring-gai Stealers Baseball League Inc	771
TOTAL	\$27,554

2. Category: Community development

Name of organisation or group	Amount (\$)
NSW SLASA INC	3,061
Parkinson's NSW – Hornsby Ku-ring-gai Support Group	1,000
StreetWork Australia	1,850
2nd St Ives Scout Group	5,000
CASS Care Ltd	3,905
KU Fox Valley Preschool	2,400
KYDS Youth Development Service Incorporated	2,000
Early Education (EarlyEd) Inc.	4,975
Pymble Turramurra Preschool	4,685
Phoenix House Youth Services	4,750
Rotary Club of St Ives INC	5,000
TOTAL	\$38,626

3. Category: Arts/cultural

Name of organisation or group	Amount (\$)
Pymble Playgroup	4,830
KU Fox Valley Preschool	2,160
Ku-ring-gai Youth Orchestra	1,500
The Cathedral Singers Incorporated	3,000
StreetWork Australia Limited	3,650
Studio ARTES	5,000
St Ives High School Parents & Citizens Association	5,000
Hornsby Ku-ring-gai Community College	2,250
TOTAL	\$27,390

Environment project grants

Council's Environmental Levy funds a small grants scheme, which provides money to community groups or individuals to complete projects that benefit Ku-ring-gai's natural environment. During 2019/20,

Council awarded 23 grants valued at \$59,999, for works that included bush regeneration and erosion control, animal protection and various sustainability initiatives. The following table details the recipients, project and funding under this program.

Environmental Levy Community Small Grants Scheme 2019/20

Recipient organisation or group	Name of project	Amount (\$)
St Ives Barra Brui Preschool	Barra Brui native beehive	635
Department of Environmental Sciences, Macquarie University	Habitat Stepping Stones - native plants and education program	1,800
Water Streetcare group	Water Streetcare	1,200
Larkin Streetcare group	Larkin Streetcare - erosion control to improve flora and fauna	3,000
Turrumurra North Public School	Turrumurra North Public School - wildlife corridor extension, information and monitoring project	2,500
Guari Maini	Uralba Place storm water control - street garden	2,300
Christine Hooton	Ku-ring-gai plant rescue	3,000
Melissa Pacque and Lucinda Freeman	Keeping Ku-ring-gai clean group	1,300
Crop Swap Sydney	Sydney Edible Garden Trail	5,000
Hampshire Avenue Bushcare Group	Hampshire Ave - Bushcare site	3,000
Boomerang Bags Ku-ring-gai	Boomerang Bags - recycling	3,559
Lady Game Community Garden	Lady Game Community Kindergarten - native bee and insect garden	700

Recipient organisation or group	Name of project	Amount (\$)
Newington College	Newington College - native bee hive installation and garden	2,000
Sydney Adventist Organisation	Coups Creek environmental corridor	3,000
Quarry Creek Bushcare, FLCNP and NPWS	Quarry Creek Bushcare - protection of high value native vegetation along Quarry Creek, West Pymble	3,000
Centre for Ecosystem Science, University of NSW	Ecology of critically endangered <i>Hibbertia spanantha</i>	4,047
Abington / Longford Bushcare Group	Consolidation of core area of Abingdon/Longford Bushcare site	3,000
Kimo Bushcare Group	Kimo Bushcare - bandicoot bungalows	400
Nancy Pallin	Paddy Pallin Reserve - madeira vine and camphor laurel	4,873
Minamurra Bushcare Group	Minnamurra Bushcare - woody vine and invasive weed removal	3,000
Bicentennial Park Bushcare Group	Bicentennial Park Bushcare - consolidation of bush regeneration at source of Quarry Creek	3,000
Ku-ring-gai High School	Ku-ring-gai High School - species survey of endangered bushland	3,685
WildThings NSW	WildThings - insect hotels workshops	2,000
TOTAL		\$59,999

Heritage home grants

Council's Heritage Home Grants is an annual funding program available to owners of heritage items and contributory properties located within heritage conservation areas.

During 2019/20, the Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation. Council resolved to award the following grants under this program.

Address	Description of works	Amount (\$ up to)
29 Bobbin Head Road, Pymble	Replace rotted/degraded ceiling boards, eave boards and barge boards on front porch.	3,100
19 Bobbin Head Road, Pymble	Repair of façade brickwork and roof valleys, pointing and ridge capping.	3,100
1 Lister Street, North Wahroonga	Replace outer fibreglass skin of sliding doors and standing windows (9 panes - 6 sliding - 3 fixed) - external doors with fibreglass cladding mounted on a frame made of wood.	3,100
16 Kintore Street, Wahroonga	<ul style="list-style-type: none"> urgent repair to foundation of building (salt cancer) repair damage to study room from water penetration restore essential dilapidated window sills and shutters. remedy gaps by subsiding paving, and restoration of front garden gates. 	3,100

Address	Description of works	Amount (\$ up to)
38 Rosebery Road, Killara	Removal of concrete flooring to north-east corner verandah and replacement with timber flooring. Reinstating balustrade to north-east verandah. Repair of roofing on both north-east and south-east verandah. Repair of balustrade to south-east verandah.	2,000
12 Boolarong Road, Pymble	Replacement of disintegrated shingles (on front, rear and sides).	2,000
1 Pibrac Avenue, Warrawee	Repair/restore and paint front ornate metal fence and front door - make consistent and match original.	2,000
7 Wellesley Road, Pymble	Repairing of rotting timber ceiling on verandah. Damaged by rainwater and age. Repair using matching timber.	2,000
2 Garden Square, Gordon	Painting of exterior front gable, all eaves, fascia boards, of the top storey of the house, and hire of scaffolding and 'Tiger Tails' to lower exposed power lines.	2,000
27 Woodlands Avenue, Pymble	Remove six leadlights from front door and temporarily fit textured glass. Dismantle and remake/restore six leadlights, replacing lead and cracked glass. Glaze six leadlights to door.	1,315
72 Woodlands Road, East Lindfield#	<ul style="list-style-type: none"> the 2 off main beams for the upper floor have sagged slightly over the years and cracked the fibrous plaster ceiling - need to fit a new plasterboard ceiling with small gap to allow for movement sand and repolish floorboards, and replace broken glass in window. 	3,100
58 Middle Harbour Road, Lindfield#	Maintenance of original brickwork and sandstone on front and side facades. Repoint brick work and sandstone to original quality.	2,000
24 Powell Street, Killara#	Repair/refurbish existing timber bay windows (rails/sashes) and rotting/disintegrating due to water damage, reseal windows with putty (oriel window façade).	2,000
16 Kelburn Road, Roseville#	Tuck pointing original brickwork/repointing sand-stone foundations.	2,000
56 Middle Harbour Road, Lindfield#	<ul style="list-style-type: none"> replacement of cracked windows removal of asbestos at front, replace with new materials and painting fix leaking roof causing internal damage, and wall repairs. 	2,000*
TOTAL		\$34,815

* Funding offered for structural engineering report only.

Indicates applicants which subsequently withdrew from the process and chose not to proceed with accepting the funding. This represents a total of \$11,100 in funding.

Sponsorship program

Council provides funding to a number of public and private sector activities under the adopted Sponsorship Policy. The annual program provides funding for activities that provide benefits to Council in the form of community information stalls, Council logo on promotional material, signage and press releases.

During the financial year, Council considered sponsorship requests above \$5,000, in line with the Sponsorship Policy, and resolved to award the funding under this program as outlined below.

Organisation	Sponsorship awarded (\$)
Wahroonga Food & Wine Festival	8,000
Welcome Basket Pty Ltd	8,500
Carols in the Park	10,000
Ku-ring-gai Philharmonic Orchestra*	25,000
TOTAL	\$51,500

* At the Ordinary Meeting of Council held 10 December 2019, Council considered and approved a late sponsorship application from the Ku-ring-gai Philharmonic Orchestra.

In addition to the above allocation, funding was approved for successful requests under the \$5,000 threshold, which are not required to be approved by Council. See table below.

Organisation	Sponsorship awarded (\$)
Bobbin Head Cycle Classic	5,000
Marian Street Theatre 50th Birthday	3,000
Bare Creek Trail Run	5,000
Ku-ring-gai Art Society	2,000
Special Olympics – Ku-ring-gai Chase & Barry Easy Walk	5,000
Sacred Heart Catholic Primary School Fair	3,000
St Ives Preschool Kindergarten	2,000
Wahroonga Public School Fair	3,000
St Ives Food and Wine Festival	5,000
TOTAL	\$33,000

Ku-ring-gai COVID-19 community organisation hardship and assistance grants program

Council awarded funding to 20 local community organisations valued at \$79,390 to provide assistance in dealing with impacts from the COVID-19 pandemic or to help those groups experiencing hardship.

Recipient	Description	Amount (\$)
Hornsby Connect Incorporated	Provide the Ku-ring-gai Connect project, including food bank grocery services and pre-packaged hampers for distribution to Ku-ring-gai residents.	5,000
St Ives Football Club	To provide weekly online training sessions to 88 young players of the St Ives FC SAP League players, encouraging activity during isolation.	3,000
West Pymble Bicentennial Club	To assist in the ongoing sustainability and extension of current contactless community offering including online programs and provision of coffee van.	5,000
St Ives Occasional Care	To assist in the operations and to review practices as to what the community needs are now. Having quality, flexible care for young children will allow parents and families to focus on other facets of this new normal they face.	5,000
Ku-ring-gai Community Workshop "The Shed" Inc	Provide online training and committee meetings. Establishing and practicing Worksafe protocols by procuring medically approved personal protection gear, cleaning materials and equipment.	2,120
The Scout Association of Australia/1st Lindfield Scouts	To assist in the printing of the quarterly newsletter, Kookaburra's Outlook to inform members of activities and updates relating to remote scouting.	650
Cerebral Palsy Alliance	To assist in the support of three vulnerable Ku-ring-gai families with a Telepractice Support Pack, to enable them to access therapy from home. Telepractice pack will include Samsung tablet, data/sim pack and therapist time.	4,220
Uniting Church in Australia Property Trust on behalf of Gordon-Pymble Uniting Church	To assist tenants to have another stream of income and help encourage them return to our premises when they recommence usual rental activities. Additionally seeking funding for provision of PPEs, cleaning materials and cleaning costs to limit the transference of germs.	5,000
St Lucy's School	To assist welfare team to deliver vital assistance to our 'at risk' families at our Wahroonga campus. This assistance would be in the form of food hampers, cooked meals and supplies such as nappies and other hygiene products. These funds will also be used to provide additional psychological support to many of our families who are 'at risk'.	5,000
Special Olympics Sydney Upper North Shore	To assist in the development of plain English/pictorial resources to be available at each venue for our coaches and volunteers to use with our athletes. Also seeking funding to purchase hand sanitiser to enable us to disinfect our sports equipment before and after use.	5,000
Killara Bowling Club Limited	To assist in the management of bowling in a safe manner under the changed conditions. In particular, it will allow the club to reduce the need to share items by providing additional jacks and mats. It will also provide hand sanitiser on the greens and enable increased cleaning.	1,600

Recipient	Description	Amount (\$)
Studio ARTES	Provision of art supplies for the 'Art in Isolation' program and will allow Studio ARTES to purchase and deliver much needed packages of art supplies to 65 members in their homes, many across the Ku-ring-gai area.	4,000
UTS Football Club	Provision of IT equipment, training resources and training personnel for online training sessions. Purchase of other sporting equipment and cleaning products.	4,500
Marian St Theatre for Young People	To assist in the employment of professional cleaners to clean in between face to face classes. Classes will be limited to adhere to government restrictions.	5,000
Dae Hahn Culture School	To assist in moving educational classes online, including, choir practice, book reviews and dance classes to keep the community connected	5,000
KYDS Youth Development Service	To assist all KYDS clinicians to continue to work from home, maintaining provision of uninterrupted therapeutic support for their clients. This funding will also allow KYDS as an organisation to provide appropriate support, training and resources to our clinicians as they deliver this important service.	4,800
Ku-ring-gai Meals on Wheels Service Ltd	Deliver produce to support frontline workers or those disadvantaged or homeless persons affected due to COVID-19 circumstances in providing nutritiously balanced meals.	3,000
StreetWork Australia Limited	To assist in increasing service capacity for the PRIDE Empowerment Program and better respond to young people experiencing mental health concerns, social isolation and financial hardship. Funds will part-fund Youth Case Workers to provide on-on-one case management support.	5,000
The Eryldene Trust	Provide support and exposure to allow Eryldene to regain necessary income, prepare for its annual Christmas Fair (our main fundraiser) and safely and imaginatively re-open for public enjoyment and education in response to changed circumstances.	5,000
Ku-ring-gai Toastmasters	To assist in promoting the club to source new local members (both online and offline). Pay for digital subscriptions required to operate during social isolation. Purchase equipment for in-person meetings when social isolation is restricted.	1,500
TOTAL		\$79,390

cl 217(1)(a6) - A statement of all external bodies that exercised functions delegated by Council during the year

Nil return

cl 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council (whether alone or in conjunction with other councils) held a controlling interest during the year

Nil return

cl 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which Council participated during the year

Listed below.

- **Aboriginal Heritage Office**

Council is a member, along with Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby councils, which preserves and protects Aboriginal heritage sites across northern Sydney.

- **Better Business Partnership program**

The program is a joint initiative with Ku-ring-gai, North Sydney and Willoughby Councils, together with Sydney Water and the NSW Government (via its Environmental Trust). This is a free business sustainability program providing independent advice/ support to businesses be more sustainable.

- **Biodiversity Stewardship Agreement**

The Biodiversity Stewardship Agreement in Comenarra Park, Rofe Park and Sheldon Forest was established in 2014 and covers 98.9ha. The agreement will provide for the permanent protection and management of biodiversity through the funding of biodiversity management activities.

- **Cooperative Research Centre (CRC)**

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

- **Hornsby Ku-ring-gai Bushfire Management Committee**

Bush Fire Management Committees are established under the *Rural Fires Act 1997* and the Rural Fires Regulation 2013 for each area in the State which is subject to the risk of bush fires. Members from the Hornsby and Ku-ring-gai areas have experience and technical expertise as well as local knowledge to work together for bush fire management purposes.

- **Hornsby/Ku-ring-gai Local Emergency Management Committee**

Council is a member of the Hornsby Ku-ring-gai Local Emergency Management Committee as part of Council's implementation and reporting on the local emergency plan.

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

The Minister for Planning made it mandatory for Local Planning Panels to operate in the Greater Sydney Region from 1 March 2018. Council provides administrative support and remuneration to the Panel and council officers complete assessment of development applications with recommendations for the Panel's consideration and determination.

- **Ku-ring-gai Hornsby Meals on Wheels Service Inc**

The Ku-ring-gai Meals On Wheels is a community based service that delivers nutritious meals to people's homes and assists them to remain independent in their own community. It is a preventative care model developed to assist people short or long-term who are frail, recovering from an illness or have a disability, and those carers who assist them to stay in their home longer. It provides three services in one, a meal (nutrition), a safety and wellbeing check (monitoring of physical and psychological wellbeing) and social cohesiveness (strengthening communities/ locals helping locals). The service is synonymous with volunteerism and provides opportunities for engagement (delivering, cooking, coordinating, governance of local boards) and builds social capital.

- **Commonwealth Home Support Program (CHSP)**

The Commonwealth Home Support Program (CHSP) provides all funding with Council supporting the service through three Council officers participating as board members additional staff advising on policy and procedures.

- **Northern Sydney Regional Organisation of Councils (NSROC)**

Ku-ring-gai Council is a member of NSROC along with Hunter's Hill, Hornsby, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby. The eight councils work together to address issues affecting northern Sydney.

- **Northern Sydney Waste Alliance**

A tender agreement for waste disposal through an external contractor with Hunters Hill, Ku-ring-gai, Lane Cove, City of Ryde and Willoughby Councils.

- **Saving Our Species Sites**

Saving Our Species Sites are formal collaborations for conservation between Council and the Department of Planning Industry and Environment. Within Ku-ring-gai, Council has agreements to undertake recovery actions at seven sites.

- **Shared internal audit service**

Ku-ring-gai Council hosts a shared internal audit service with Hunters Hill, Lane Cove, Mosman, North Sydney and Strathfield Councils to achieve cost efficiencies, sharing of knowledge and improved audit practices and outcomes for all councils.

- **Sporting groups and clubs**

Council has well established relationships with local sporting groups and clubs. For more information see Places, Spaces and Infrastructure on page 202.

- **Stakeholders**

Refer to page 105 for details of relationships Council has with stakeholders and how we collaborate with them.

- **Statecover**

StateCover is a mutually-owned provider licensed to provide workers compensation insurance to local councils across NSW.

- **Statewide Mutual Insurance**

StateWide Mutual is a local government self-insurance pool which offers insurance schemes, risk management program and industry-specific claims management.

- **Sydney North Planning Panel (SNPP)**

Ku-ring-gai is part of the panel which make decisions on significant development that affects the local region, including projects with a value of over \$10 million.

Activities to implement Equal Employment Opportunity management plan

cl 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan

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

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

Equity

Within Ku-ring-gai we expect that all employees will:

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination
- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path, and
- have access to relevant training and development opportunities.

Diversity

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Achievements

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

The four main objectives of the plan are:

1. recruitment and selection
2. learning and development
3. promotions and transfers, and
4. conditions of service.

Under each objective is a list of initiatives that aim to address EEO issues and drive awareness by actively promoting diversity and respect within the workplace.

With a number of items already achieved in previous years, the focus for 2019/20 was to complete and bring to fruition the remaining activities identified under the Equal Employment Opportunity Management Plan 2016-2020.

The majority of activities have either been implemented or will continue to be rolled out to ensure best practice EEO is successfully embedded and managed throughout our organisation.

The following two outstanding activities were planned for completion during early 2020 however their implementation has been delayed due to the COVID-19 pandemic, current government advice in relation to gathering and movement and resultant Workplace, Health and Safety (WH&S) considerations;

1. *Ensure all staff involved in the recruitment and selection processes are trained in merit based selection.* The revised recruitment and selection training package has been developed however all non-essential face to face training has been suspended at this time. We are looking at e-learning options in order to progress with the rollout of this training package.
2. *Inform staff of the contents of relevant family friendly policies through the total rewards program.* The Total Rewards Program has been developed and approved however a number of the initiatives contained within the program have been suspended at this time.

A new four year EEO Management Plan has been drafted for 2020-2024 which builds on current best practice EEO and introduces new strategies and initiatives that will further drive the organisation's commitment to equity, diversity and respect.

See **Workforce** for more details on page 124.

cl 217(1)(b) and (c) (i), (ii), (iii) (iv) (v) - Senior staff remuneration packages

Senior officers	Gross (salary component)	Statutory superannuation contributions	Non-cash benefits	FBT payable by Council	Total
General Manager	\$371,337.95	\$15,521.97	\$6,492.10	\$10,231.88	\$403,583.90
Directors	\$1,196,893.30	\$104,781.53	\$29,561.63	\$45,536.15	\$1,376,772.61

cl 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services

The stormwater management charge is used to fund new and upgrade drainage works across the Ku-ring-gai Local Government Area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2019/20, Council completed the following works, funded by the stormwater management charge:

- pipe relining and repair – Gordon Recreation Ground, Gordon
- pit and pipe upgrade – main trunk line – Killara Avenue, Killara
- pit and pipe upgrade and installation – Wattle Street, Killara
- new pit and pipe installation – Hesperus Street, Pymble
- pit and pipe upgrade – main trunk line – Carrington Road, Wahroonga

- pit and pipe replacement and upgrade – main trunk line – Eastern Road, Turramurra
- pit upgrade – Provincial Road, Lindfield
- minor drainage works – upgrades to existing pits and pipes across the local government area
- CCTV Condition Assessment Program – this ongoing project will see the condition of Council's stormwater network (various types of pipes and pits) being assessed over time along with pipe clearing works, and
- regular maintenance of 140 enviropods and 76 gross pollutant traps as part of the stormwater pollution control device maintenance contract, funded by the stormwater charge. This maintenance removed approximately 22.44 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.

cl 217(1)(e1) - A statement providing information on the coastal protection services provided by Council during the year

Ku-ring-gai Council does not levy for coastal protection services.

Companion Animal Act 1998

Clause 217(1)(f) of the *Local Government (General) Regulation 2005* requires a detailed statement, prepared in accordance with relevant guidelines, of Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the regulations under that Act.

Companion Animals Management

During 2019/20, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2017-2020 and Council's adopted Compliance Policy. Council's new Companion Animals Management Plan 2020-2025 was developed during this reporting period. The plan is scheduled to be adopted and implemented in the reporting period 2020/21.

Council was unable to hold the annual Dogs Day Out event this reporting period due to the COVID-19 pandemic imposed restrictions. Council actively participates and promotes The Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking dog on lead, polite greetings and basic commands. Council also scheduled four talk sessions within our local dog parks this reporting period however these sessions were also cancelled due to COVID-19 social distance restrictions.

Lifetime pet registration has seen a slight increase (2.85%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 96.07%, up from 93.4% in the 2018/19 period.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2019/20, the Companion Animal Unit managed 964 complaints regarding companion animal issues, which represents a 7.23% increase from the previous year. The following breakdown assesses changes from the previous year's figures:

- 141 complaints relating to stray or roaming dogs – 4% decrease from the previous year
- 344 companion animal enquiries – 371% increase from the previous year
- 104 dog attack reports – 22% increase from the previous year, and
- 178 barking dog complaints – 40% decrease from the previous year.

Notably, the above statistics show a significant increase in companion animal enquiries. The significant increase was due to Council conducting four registration audits during the reporting period. Also with the amended legislation and introduction of 'permits' for non-desexed cats, Council was proactive in our approach to the legislative changes and notified approximately 600 affected Ku-ring-gai residents of the proposed changes. This saw a significant increase in enquiries and demand on Council staff.

The above statistics also show a slight increase in reported dog attacks. The increase was due to the COVID-19 pandemic restrictions where dog owners would more frequently visit Council's 20 dog off-leash parks. After investigations of the reports, many of the reported dog attacks were not defined as 'attacks'.

Received barking dog complaints were also significantly reduced. Again, this could be due to COVID-19 restrictions with more people working from home and being with their companion animals.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government (survey of council seizures of cats and dogs)

Statistics supplied below cover three quarters of the reporting period of 2019/20. Due to the Office of Local Government's upgrade of the Companion Animals Register, which commenced in June 2020, Council is currently unable to extract statistics for the period April-June 2020.

Further to the Office of Local Government Circular (20-35 / 7 September 2020 / A717788), Council will lodge data on the Companion Animals Register via www.olg.nsw.gov.au when able to do so.

A total of 47 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2019/20. 19 animals were transferred by Council staff and 28 animals were surrendered by members of the public.

A total of 47 animals were released from the facility which included 44.69% released to their owners, 44.68% sold from the facility and 10.63% euthanized.

This demonstrates that our local vet services and Council are proactively reuniting pets with their owners and reducing the resources required to impound animals. Our high registration rates also assist in the efficient return of animals to their owners.

16.2 (b) - Lodgement of data about dog attacks with the Office of Local Government

Data could not be supplied for this reporting period 2019/20 due to the Companion Animals Register upgrade and maintenance conducted by the Office of Local Government from June 2020. Further to the Office of Local Government Circular (20-35/7 September 2020/A717788), Council will lodge data on the Companion Animals Register via www.olg.nsw.gov.au when able to do so.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion Animal Management expenditure amounted to a total of \$228,320. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$65,190. Income for the group was \$257,889, mainly attributed to registration fees of \$147,894 and fine income of \$109,995.

16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Council continued to promote and educate the community on companion animal legislation through the website, social media, e-newsletters, information within rates notices and targeted pamphlet distribution.

Council was unable to hold the annual Dogs Day Out event this reporting period due to the COVID-19 pandemic imposed restrictions. Council actively participates and promotes The Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking dog on lead, polite greetings and basic commands. Council also scheduled four talk sessions within our local dog parks this reporting period but once again these sessions were cancelled due to COVID-19 restrictions.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

During 2019/20, Council had a special focus on the impact of cats on wildlife through the distribution of educational material, hosting a cat expo with focus on cat containment, cat vet talks, displays at libraries and a feral cat trapping program including targeted pamphlet distribution to cat owners in the vicinity of the trapping areas.

16.2 (e) - Council's strategies for complying with the requirement under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals

Thornleigh Veterinary Hospital continued to act as Council's animal impounding service provider. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals are advertised for adoption through Thornleigh Veterinary Hospital's social media pages, website, flyers and newspaper articles if needed. In addition, if animals cannot be adopted they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

16.2 (f) - Off leash areas provided in the council area

There are currently 20 Off Leash Dog Parks and a full list of these areas are available at krg.nsw.gov.au

16.2 (g) - Detailed information on fund money used for managing and controlling companion animals in its area

Council was a non-recipient of any special fund monies. Activities of the Companion Animals Management Plan were funded from Council's recurrent budget, of which registration monies contribute.

Office of Local Government Capital Expenditure Guidelines – Capital Works projects with a capital expenditure review

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the NSW Premier and Capital Expenditure guidelines, December 2010.

In December 2019, Council submitted a capital expenditure review to the NSW Office of Local Government for the proposed St Ives Indoor Sports Stadium joint use proposal with the Department of Education located at St Ives High School, Yarrabung Road, St Ives. More information on this project can be viewed in the **Places, Spaces and Infrastructure** on page 202.

Council previously prepared and submitted a capital expenditure review during 2018/19 for the Lindfield Village Green, Tryon Road, Lindfield. Information on this project can be viewed in **Major Projects** on page 69.

Carers Recognition Act 2010

Section 8(2) – Human Services Agency

Ku-ring-gai Council is not considered a Human Services Agency under the *Carers Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these see **Performance – delivering the vision** on page 165.

Disability Inclusion Act 2014

Under section 13(1) of the *Disability Inclusion Act 2014* Council is required to report on the implementation of the Access and Disability Inclusion Plan.

During 2019/20, Ku-ring-gai Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2019-2023.

Exploration art exhibition

In conjunction with Settlement Services Australia and TAFE, Council put on the Exploration Art Exhibition at the Ku-ring-gai Art Centre. The Mayor opened the exhibition which was made up of artists from the local community who all had a disability. A total of 67 artists entered the exhibition with many pieces sold. As part of the exhibition, a people's choice award was presented.

Carer's week

To celebrate Carer's Week and to recognise the contribution they make to our community, Council and Ability Links put on a Carer's Pamper Day. The day included free massages, manicures, facials and lunch. Council also provided a crèche to look after dependants so that carer's could relax and enjoy their day.

R U OK? Day

To create awareness of mental illness and support community members and staff, Council ran a R U OK? Day awareness campaign and programs.

Twilight sensory tent

A sensory tent was provided at the Twilight Concert hosted by Council. The tent aims to make events more inclusive for people with disabilities and their carers. The tent reduces sensory input, removes distractions and provide a safe and non-stimulating space for people with disabilities to calm down. The tent also provides mobility equipment for people to use and noise cancelling headphones.

St John's avenue, gordon streetscape

St John's Avenue, Gordon is being upgraded to create an 'eat street'. To ensure access and inclusion were considered in the planning stages of the upgrade, an access auditor assessed the plans and made recommendations to make the street more accessible and inclusive for people with disabilities.

Play space strategy consultation

To ensure the views of people with disabilities and relevant stakeholders within the disability field were heard, community consultation was held regarding Council's Play Space Strategy. Access improvements and related feedback provided by stakeholders were incorporated in the plan.

COVID-19 resilience workshops

To support carer's of people with a disability through the lockdown period of the COVID-19 pandemic, Council conducted online sessions with a registered psychologist. The sessions were designed to create connections between carers, assist carers to look after their mental health, provide practical strategies to manage home schooling, and encourage them and their family members to stay connected throughout the lockdown period.

In addition, online resilience workshops facilitated by a registered psychologist were held for seniors throughout the lockdown period as they were identified as a vulnerable group.

Music and art therapy

Council held weekly online music and art therapy for children with a disability through the COVID-19 lockdown period. The classes were run to provide a stimulating and therapeutic activity for children and to offer parents and carers with some respite while the classes were run.

Youth group

To provide opportunities for young people with a disability to socialise and meet youth workers, Council started a youth group for people with disabilities. The group meets monthly and runs different recreational and entertainment related activities each month.

Emergency evacuation centres

Following the recent bush fires, Council completed an audit of the emergency evacuation centres to determine what venues are accessible in the case of an emergency. This information was incorporated into the emergency management plans and made public so community members can make an informed decision should they need to evacuate in an emergency.

During 2019/20, the implementation and/or delivery of the below programs, projects and services were affected due to the COVID-19 pandemic:

- Climate Wise Workshops to prepare emergency evacuation plans for people with disabilities
- Men's Health Week activities to raise awareness of the physical and mental health needs of men
- Formation of a Dementia Alliance to develop an action plan to make the Ku-ring-gai Local Government Area a dementia friendly community, and
- Assess modifications to Bannockburn Oval so children with disabilities can participate in school sports carnivals.

Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2019/20 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

No Planning Agreements were entered into during the 2019/20 financial year.

Current Planning Agreements are listed as follows:

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0226/16 for 900 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 900 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 5 July 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 5 July 2018. The Planning Agreement was subsequently executed by the developers and is now current. A modified Development Application was approved by the Land and Environment Court on 22 July 2020.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0180/14 for 870- 898 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Current – due for finalisation.

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development has completed construction and has been strata subdivided. The Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening has been registered with Land Registry Services. The land subdivision and dedication took place on 3 May 2019. The Planning Agreement can be formally finalised.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0407/13 for 904-914 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 904-914 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. This Planning Agreement was executed on 24 February 2017 in counterparts which were then exchanged. Each part forms the whole.

Executed: 24 February 2017

Status: Finalised

Additional Information: Land subdivision and dedication took effect on 4 January 2018. The development has completed construction and been strata subdivided. Removal of the Planning Agreement from title was also effected on 4 January 2018.

Planning Agreement for the delivery of a public road (part) on 33 Moree Street, Gordon

Associated Development Application: DA0095/11 for 29, 29A and 31 Moree Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 33 Moree Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development.

Executed: 23 November 2017

Status: Current

Additional Information: The Moree section of the link road was completed in July 2019. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way for the new road. The road formally opened on 27 August 2019 and gazettal action will occur once a plan of subdivision is completed to establish title and a separate Lot to the residual land that is surplus to the road. Following the completion of the defects liability period, the Planning Agreement can be formally finalised.

Planning Agreement for the delivery of a public road (part) on 32 Dumaresq Street, Gordon

Associated Development Applications: DA0501/12 later superseded by DA0434/15 for 28-30 Dumaresq Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 32 Dumaresq Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development. It also provides for the divestment by Council at an agreed market value of a strip of residual land between the road and the 28-30 Dumaresq Street, Gordon subject property. The first related Development Application DA0501/12 was determined on 23 May 2014. The Planning Agreement was executed on Monday, 25 September 2014. DA0501/12 lapsed and was replaced by a subsequent Development Application. Development Application DA0434/15 was determined on 24 March 2016.

Executed: 25 September 2014

Novated: 21 November 2014

Status: Current – due for finalisation in 2020/2021

Additional Information: The Dumaresq section of the link road had completed construction by December 2018. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson

Way for the new road. The road formally opened on 27 August 2019. Following the completion of the defects liability period, the Planning Agreement can be formally finalised. The sale of a small residual amount of land was completed on 14 January 2015.

Planning Agreement for the dedication of land for the future widening of Havilah Lane, Lindfield

Associated Development Application: DA0175/17 for 51, 55 and 55A Lindfield Avenue, Lindfield

Commentary: This Planning Agreement provides for the dedication of land along the Havilah Lane rear frontage of 51, 55 and 55A Lindfield Avenue, Lindfield for the purposes of widening Havilah Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 3 September 2018.

Executed by the Developer: 3 October 2018.

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The Planning Agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development is under construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield. The land was provided for roadway use prior to the completion of the construction to enable the conversion of Havilah Lane for two-way traffic to facilitate the construction of the Lindfield Village Green.

Planning Agreement for the provision of community facilities, a sportsfield and public roads on the former University of Technology Sydney site on Eton Road in Lindfield

Associated Development Application: DA0677/11 for Edgelea Development 100 Eton Road, Lindfield NSW 2070 (also known as the former University of Technology Sydney Ku-ring-gai)

Executed: 6 September 2012

Status: Current

Additional Information: Charles Bean sportsfield opened in December 2013. Two roads were dedicated in 2014/15. The community building (and land) known as the Blair Wark Community Centre was transferred to Council ownership on 14 August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed in 2022.

Planning Agreement for the dedication of land for the future widening of Post Office Lane, Pymble

Associated Development Application: DA0039/16 for 1017 Pacific Highway, Pymble

Commentary: This Planning Agreement provides for the dedication of land along the Post Office Lane rear frontage of 1017 Pacific Highway, Pymble for the purposes of widening Post Office Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. It also provides for an easement in gross for a public pedestrian through site link between the Pacific Highway and Post Office Lane.

Executed: 6 March 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development is currently under construction.

Fisheries Management Act 1994 S220ZT(2) – Recovery and threat abatement plans

Ku-ring-gai Council does not have any responsibilities in relation to recovery and threat abatement plans.

Private swimming pools

In accordance with the *Swimming Pools Act 1992* s 22F(2) and *Swimming Pools Regulation 2018* (SP Reg) Cl 23 Council is required to report on the details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 0
- number of inspections that were of premises with more than 2 dwellings – 8
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 173, and
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 59.

Government Information Public Access Act 2009

In accordance with section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), Ku-ring-gai Council is required to prepare an annual report of its compliance with obligations under the GIPA Act. Schedule 2 (cl 8) of the *Government Information (Public Access) Regulation 2018* outlines the annual reporting requirements for capturing statistical information, and is to be used as the framework for this report.

1. Review of proactive release program – Clause 8(a)

Under section 8(3) of the GIPA Act, NSW agencies must annually review their programs for the proactive release of government information.

This review was undertaken by examining what information is already being made available to the public, as well as observing the types of information requested under both informal and formal requests for information. Staff also considered current matters that Council is involved in or that could be considered of interest to the public.

The website continues to provide timely reporting on current matters. The website also includes information on the status of development applications (DA) with details about new applications and those that have recently been determined via Council's DA tracking system.

Governance staff continued to monitor trends in informal requests for information for documents that could be more efficiently disclosed proactively. Despite the high number of informal requests received, the same information is rarely sought by a number of different members of the public. Informal requests can also now be made electronically on Council's website.

Over the past four years, Council has employed an initiative to reactively scan archived files, making it easier, quicker and more cost effective to locate and provide this information. This process is known as Scan on Demand. Instead of hard copy files being recalled from archives, the file is scanned and delivered as an electronic (PDF) document, which is then stored in Council's electronic document record management system and delivered to the applicant as a secured electronic file.

As there is an increasing percentage of informal applications that enquire about the age of properties, or request copies of modifications to DAs, or request copies of Private Certifier Complying Development Certificates, Council has also committed funds to scanning a number of hard copy building registers and uploading them to the website. Together with copies of registers already scanned, this will give members of the public access to a list of building applications from 1927-1982. Publishing this information will reduce the number of informal applications received, and make it easier for members of the public to access the information.

A public access computer kiosk is located in the foyer area of Council's Administration Building. This computer provides free access to electronic information on current development applications and all other information on our website.

Following the review, it was determined that the proactive release of information to the public by Ku-ring-gai Council is considered appropriate at this time.

In December 2019, Council undertook a major review of its Information Guide. The changes to Council's Information Guide included:

- adjustments to reflect changes to Council's organisational structure
- a more detailed expansion of the public participation section to include the KLPP and new Council Meetings/Public Forum structure
- redefining of Council's functions to bring the guide into line with the functions identified under the *Local Government Act 1993*, and
- revision of the access to information section to better reflect Council's current access to information procedures, including the new online form for Informal Requests.

The new Information Guide was approved by Council's General Manager and Directors and submitted to the Information and Privacy Commissioner as required under Section 22(1) of the GIPA Act. The new Information Guide was also published on Council's public website.

2. Number of access applications received – GIPA Regulation - Clause 8(b)

During the reporting period, Ku-ring-gai Council received 35 formal access applications (including withdrawn applications but not including invalid applications). Of these applications, 4 were withdrawn by the applicants.

3. Number of refused applications for Schedule 1 information – GIPA Regulation - Clause 8(c)

During the reporting period, Ku-ring-gai Council refused three formal access applications because the application was for the disclosure of information referred to in Schedule 1 of the GIPA Act.

4. Access applications made during the year – GIPA Regulation - Clause 8(d), Schedule 2

The following tables represent details regarding access applications received during the reporting year.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	1	1	3%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	4	2	0	2	0	0	0	0	8	22%
Members of the public (other)	12	5	4	0	2	1	0	3	27	75%
Total	16	7	4	2	2	1	0	4	36	
% of Total (rounded)	44%	19%	11%	6%	6%	3%	0%	11%	100%	

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	0	0	0	1	3%
Access applications (other than personal information applications)	14	4	4	2	2	1	0	4	31	86%
Access applications that are partly personal information applications and partly other	1	3	0	0	0	0	0	0	4	11%
Total	16	7	4	2	2	1	0	4	36	
% of total	44%	19%	11%	6%	6%	3%	0%	11%	100%	

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	2	100%
Invalid applications that subsequently became valid applications	2	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	3	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Information about complaints to Judicial Commission	0	0%
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	0	0%
Information about authorised transaction under Land and Property In-formation NSW (Authorised Transaction) Act 2016	0	0%
Total	3	100%

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful*	% of total
Responsible and effective government	3	25%
Law enforcement and security	1	8%
Individual rights, judicial processes and natural justice	5	42%
Business interests of agencies and other persons	3	25%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	12	100%

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	36	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	36	100%

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	0	1	1	33%
Review by Information Commissioner*	2	0	2	67%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0	0%
Total	2	1	3	
% of Total	67%	33%	100%	

* The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	3	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	3	

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred	% of total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%

Public Interest Disclosures Act 1994

Under s31 of the *Public Interest Disclosures Act 1994* and cl 4 of the *Public Interest Disclosures Regulation 2011*, Council is required to provide information on interest disclosure activity.

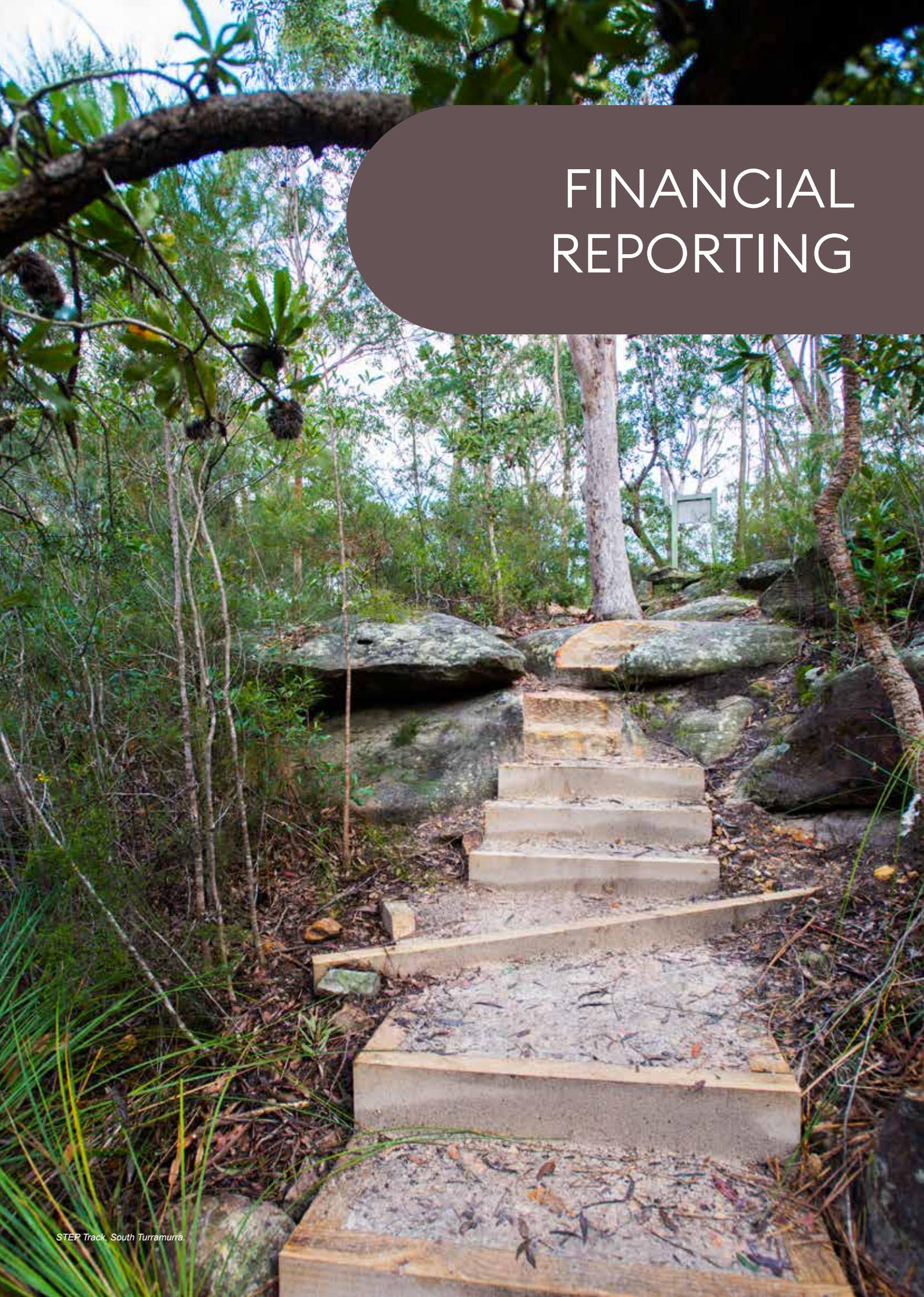
Council has an internal reporting policy to bring an organisation-wide approach to managing reporting on fraud and corruption. The policy is based on the NSW Ombudsman's guidelines and model policy, and applies to all officials of Council. The policy ensures that as a public authority, the Council meets its responsibilities when receiving, assessing and dealing with public interest disclosures under section 6D of the *Public Interest Disclosures Act 1994* (the Act).

Council supports public interest disclosures and ensures that all appropriate steps are taken to see matters dealt with in accordance with the Act and all associated Council policies. During 2019/20, Council conducted a review of the Public Interest Disclosures Policy with the revised version adopted by Council at the Ordinary Meeting of Council 28 April 2020. The policy was updated to align with the *Public Interest Disclosures Act 1994* and NSW Ombudsman Model Policy.

A number of actions were undertaken by Council to make staff aware of the policy and the protections under the Act for a person who makes a public interest disclosure. The actions include awareness to staff during induction training.

Under section 31 of the Act, Council prepares an annual report on its statistics on public interest disclosures. The below table represents statistics for the 2019/20 financial year.

	Number made by public officials performing their day to day functions	Number made by public officials under a statutory or other legal obligation	Number of all other public interest disclosures
Number of public officials who made public interest disclosures to Council	0	0	0
Number of public interest disclosure received by Council	0	0	0
Public interest disclosures received primarily about:			
• corrupt conduct	0	0	0
• maladministration	0	0	0
• serious and substantial waste	0	0	0
• government information contravention	0	0	0
• local government pecuniary interest contravention	0	0	0



FINANCIAL REPORTING

INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2019/20.

Council's operating result for the financial year ended 30 June 2020 was a surplus of \$27.09 million including Grants and Contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$12.2 million.

The Financial Statements for the year ended 30 June 2020 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting (Update No 28). The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules (independently audited)

Reporting officer's comments

In 2019/20, Council maintained a satisfactory financial position with an operating surplus of \$27.09 million, including capital grants and contributions, and available working capital stood at \$5.1 million. This surplus contributes to funding for Council's capital works program.

As of 30 June 2020, \$126.7 million was spent on services and operations and \$40 million on capital projects, despite the challenges experienced with extreme bush fire and storm events as well as the ongoing COVID-19 pandemic. Whilst financial impacts were experienced, Council continued to deliver programs and services in line with Federal and State COVID-19 restrictions.

It is anticipated that 2020/21 will be another challenging year and we will need to continue to monitor and manage the financial challenges associated with COVID-19.

Council's end of financial year result was satisfactory taking into account all financial indicators and impacts from extreme weather events and the COVID-19 pandemic. To the best of my knowledge Council's financial statements present fairly the Council's operating result and financial position for the year.

Council received an unqualified report from the NSW Auditor General for its 2019/20 Financial Statements.



Angela Apostol
Manager Finance

Financial position of Council – summary (as at 30 June 2020)

The following table provides a summary of the financial results from the Financial Statements 2019/20:

Income Statement \$'000	Actual 2020	Actual 2019
Income from Continuing Operations	153,838	149,833
Expenses from Continuing Operations	126,745	120,442
Net Operating Result for the Year	27,093	29,391
Net Operating Result for the year before Grants and Contributions for Capital purposes	12,176	15,530
Statement of Financial Position \$'000	Actual 2020	Actual 2019
Current Assets	108,375	93,288
Non-Current Assets	1,712,865	1,587,553
Total Assets	1,821,240	1,680,841
Current Liabilities	39,663	47,569
Non-Current Liabilities	23,395	1,383
Total Liabilities	63,058	48,952
Net Assets	1,758,182	1,631,889
Total Equity	1,758,182	1,631,889
Statement of Cash Flows \$'000	Actual 2020	Actual 2019
Net Cash Flow from Operating Activities	41,744	44,763
Net Cash Flow used in Investing Activities	(60,787)	(22,482)
Net Cash Flow used in Financial Activities	1,240	(1,066)
Net Increase/(Decrease) in Cash	(17,803)	21,215
Plus: Cash at beginning of year	38,357	17,142
Cash at end of Year	20,554	38,357
Plus: Investments on hand at end of year	178,000	154,250
Total Cash and Investments	198,554	192,607

Figure 36: Summary of the financial results from the Financial Statements 2019/20



FURTHER READING

on financial results can be found in the **Financial Statements** on page 307-428.

Performance measurement indicators

The Statement of Performance Measurement (See Note 28 of the Financial Statements on pages 384-386) provide ratios used to assess various aspects of Council’s financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2019/20.

The Infrastructure Asset ratios listed in ‘Special Schedules - Report on Infrastructure Assets’ are Building and Infrastructure Renewal Ratio, Infrastructure Backlog Ratio, Asset Maintenance Ratio and Cost to bring assets to agreed service level. These can be found on page 428 in the Special Schedule section of the Financial Statements.

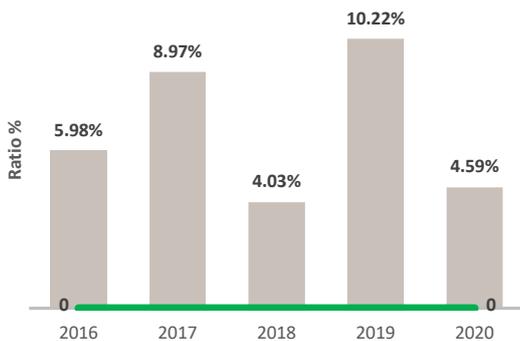
The results of all financial indicators, including asset ratios, providing five year comparisons and commentary, are detailed in the following graphs.

1. Operating performance ratio

This ratio measures Council’s achievement of containing operating expenditure within operating revenue.

2019/20 ratio: 4.59%

Council’s Performance Ratio is above the benchmark of >0%, which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The decrease from the previous financial year is mainly due to reduced income and higher operational expenditure, as a result of the COVID-19 pandemic revenue loss and additional expenditure from two storms during the year.



Benchmark: — Minimum >0.00%

Figure 37: Operating performance ratio

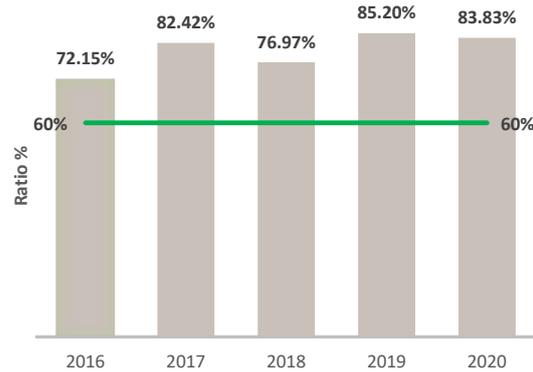
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

2. Own source operating revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

2019/20 ratio: 83.83%

Council’s Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last five years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.



Benchmark: — Minimum >60.00%

Figure 38: Own source operating revenue ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting #28

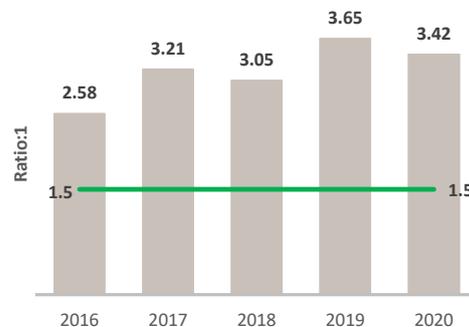
3. Unrestricted current ratio

This ratio assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

2019/20 ratio: 3.42x

Council’s Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming the benchmark for the last five years. Council’s liquidity is good and it can readily pay its debts as they fall due.

The ratio remains stable with only a minor decrease from previous year.



Benchmark: — Minimum >1.50x

Figure 39: Unrestricted current ratio

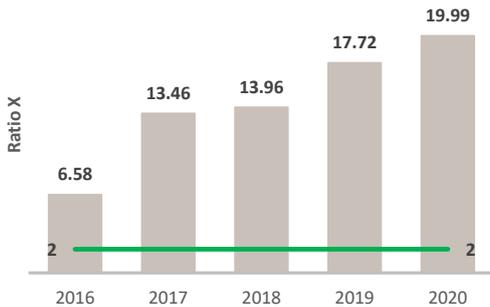
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

2019/20 ratio: 19.99x

The Debt Service Cover Ratio has increased from previous year and is above the benchmark of >2x mainly due to decreased principal and interest repayments during the financial year compared to the previous year.



Benchmark: — Minimum >2.00x

Figure 40: Debt service cover ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting #28

5. Rates, annual charges, interest and extra charges outstanding percentage

This percentage assesses the impact of uncollected rates and annual charges on Council’s liquidity and the adequacy of recovery efforts.

2019/20 ratio: 4.12%

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council’s ratio of 4.12% is satisfactory and is better than the benchmark of ‘less than 5%’. A modest increase from the previous financial year is noticed mainly due to additional uncollected rates as a result of the impact of the COVID-19 pandemic on some ratepayers.



Benchmark: — Maximum <5.00% Metro

Figure 41: Rates, annual charges, interest and extra charges outstanding percentage

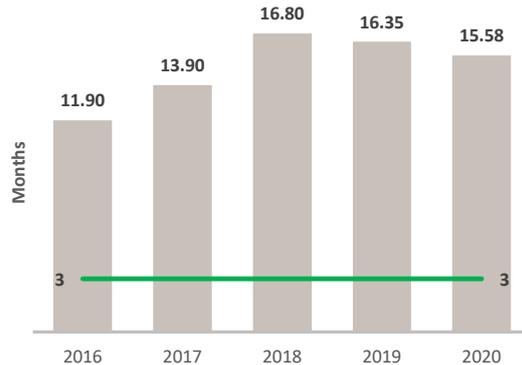
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

6. Cash expense cover ratio (months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

2019/20 ratio: 15.58 months

Council’s Cash Expense Cover Ratio is satisfactory and above benchmark of ‘greater than 3 months’. This ratio has slightly decreased compared to last year as a result of reduced current cash and investments compared to last year.



Benchmark: — Minimum >3.00mths

Figure 42: Cash expense cover ratio

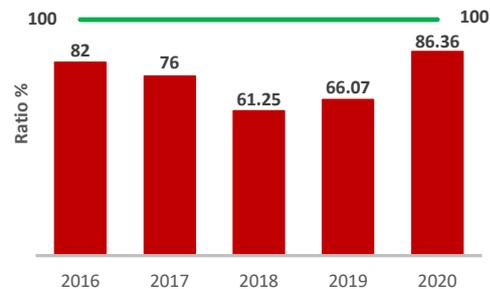
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

7. Buildings and infrastructure renewals expenditure ratio

This ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating.

2019/20 ratio: 86%

The ratio is an improvement from the previous financial year due to additional renewal expenditure on major projects capitalised during the year. Part of the renewal expenditure has been recognised in work in progress. 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 prioritise renewal capital work programs.



Benchmark: — Minimum >=100.00%

Figure 43: Buildings and infrastructure renewals expenditure ratio

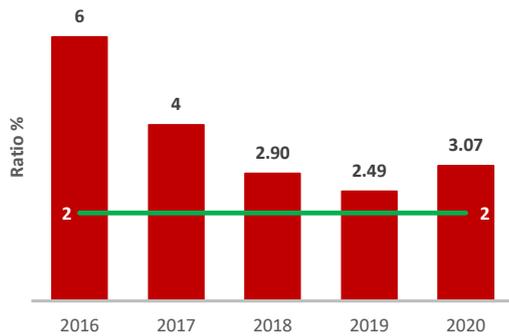
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

8. Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council’s infrastructure.

2019/20 ratio: 3.07%

Council achieved a backlog ratio of 3.07% at the end of 2019/20 financial year, which is an increase from the last financial year, mainly due to reassessment of asset conditions within the kerb and gutter assets register. The ratio indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.



Benchmark: — Maximum <2.00%

Figure 44: Infrastructure backlog ratio

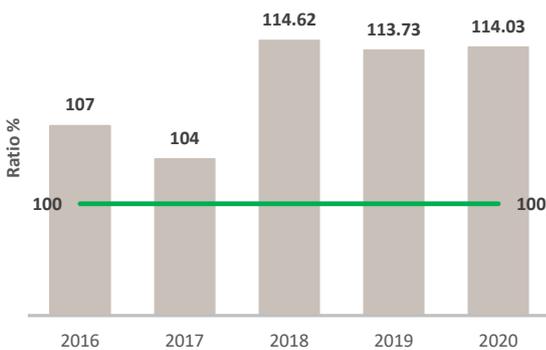
Source for benchmark: Code of Accounting Practice and Financial Reporting #28

9. Asset maintenance ratio

This ratio compares actual versus required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds to stop the infrastructure backlog growing.

2019/20 ratio: 114.03%

A ratio of 114.03% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%. Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.



Benchmark: — Minimum >100.00%

Figure 45: Asset maintenance ratio

Source for benchmark: Code of Accounting Practice and Financial Reporting #28

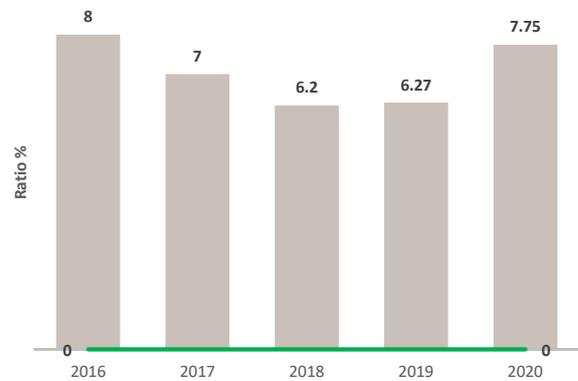
10. Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council’s care and stewardship.

2019/20 ratio: 7.75%

The cost to bring to agreed level of service is an estimate of the cost to renew existing assets that have reached the condition-based intervention level. The ratio is an increase on the prior financial year mainly due to the reassessment of asset conditions within the infrastructure assets class.

Council is committed to increase expenditure on assets renewal in future years and reduce the cost to bring to agreed level of service and this is reflected in Council’s Long Term Financial Plan and Asset Management Strategy.



Benchmark: — > 0.00%

Figure 46: Cost to bring assets to agreed service level

Source for benchmark: Code of Accounting Practice and Financial Reporting #28

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

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Overview

Ku-ring-gai Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

818 Pacific Highway
Gordon NSW 2072

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note 2(b).

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: <http://www.kmc.nsw.gov.au>.

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Understanding Council's Financial Statements

Introduction

Each year, individual Local Governments across New South Wales are required to present a set of audited financial statements to their council and community.

What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2020.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, Property, Plant and Equipment.

3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

About the Auditor's Reports

Council's annual financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the Audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

General Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Statement by Councillors and Management
made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

The attached General Purpose Financial Statements have been prepared in accordance with:

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board,
- the *Local Government Code of Accounting Practice and Financial Reporting*.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 22 September 2020.



Jennifer Anderson
Mayor
22 September 2020



Cedric Spencer
Deputy Mayor
22 September 2020



John McKee
General Manager
22 September 2020



Angela Apostol
Responsible Accounting Officer
22 September 2020

Primary Financial Statements

Income Statement

FOR THE YEAR ENDED 30 JUNE 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
87,700	Rates and annual charges	3a	88,273	85,483
21,199	User charges and fees	3b	19,753	21,474
5,588	Other revenues	3c	4,654	13,116
8,316	Grants and contributions provided for operating purposes	3d,3e	8,971	8,021
19,303	Grants and contributions provided for capital purposes	3d,3e	14,917	13,861
5,119	Interest and investment income	4	5,052	5,887
750	Net gains from the disposal of assets	6	1,057	–
–	Fair value increment on investment properties	12	5,027	1,991
6,011	Rental income	15e	6,134	–
153,986	Total income from continuing operations		153,838	149,833
	Expenses from continuing operations			
42,871	Employee benefits and on-costs	5a	41,713	39,410
718	Borrowing costs	5b	439	700
44,867	Materials and contracts	5c	50,675	45,797
17,279	Depreciation, amortisation and impairment	5d	17,438	16,895
18,282	Other expenses	5e	16,480	17,484
–	Net losses from the disposal of assets	6	–	156
124,017	Total expenses from continuing operations		126,745	120,442
29,969	Operating result from continuing operations		27,093	29,391
29,969	Net operating result for the year		27,093	29,391
10,666	Net operating result for the year before grants and contributions provided for capital purposes		12,176	15,530

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Income Statement should be read in conjunction with the accompanying notes.

Statement of Comprehensive Income

FOR THE YEAR ENDED 30 JUNE 2020

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\$ '000	Notes	2020	2019
Net operating result for the year (as per Income Statement)		27,093	29,391
Other comprehensive income:			
Amounts which will not be reclassified subsequently to the operating result			
Gain on revaluation of IPP&E	11	99,337	41
Total items which will not be reclassified subsequently to the operating result		99,337	41
Total other comprehensive income for the year		99,337	41
Total comprehensive income for the year		126,430	29,432

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Statement of Financial Position

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	2020	Restated 2019	Restated 1 July 2018
ASSETS				
Current assets				
Cash and cash equivalents	7(a)	20,554	38,357	17,142
Investments	7(b)	67,500	41,250	73,501
Receivables	8	17,074	10,622	9,709
Inventories	9a	207	164	190
Other	9b	3,040	2,515	2,057
Current assets classified as 'held for sale'	10	–	380	–
Total current assets		108,375	93,288	102,599
Non-current assets				
Investments	7(b)	110,500	113,000	86,750
Receivables	8	102	111	107
Infrastructure, property, plant and equipment	11	1,553,427	1,434,352	1,424,765
Investment property	12	46,170	39,866	37,500
Intangible Assets	13	927	224	294
Right of use assets	15a	1,739	–	–
Total non-current assets		1,712,865	1,587,553	1,549,416
Total assets		1,821,240	1,680,841	1,652,015
LIABILITIES				
Current liabilities				
Payables	16	15,899	15,060	14,955
Income received in advance	16	–	2,504	1,713
Contract liabilities	14	11,652	–	–
Lease liabilities	15b	65	–	–
Borrowings	16	560	19,603	1,065
Provisions	17	11,487	10,402	10,644
Total current liabilities		39,663	47,569	28,377
Non-current liabilities				
Lease liabilities	15b	1,690	–	–
Borrowings	16	21,420	1,081	20,685
Provisions	17	285	302	496
Total non-current liabilities		23,395	1,383	21,181
Total liabilities		63,058	48,952	49,558
Net assets		1,758,182	1,631,889	1,602,457
EQUITY				
Accumulated surplus	18	898,374	871,418	842,027
Revaluation reserves	18	859,808	760,471	760,430
Total equity		1,758,182	1,631,889	1,602,457

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2020

	as at 30/06/20			as at 30/06/19		
	Accumulated surplus	IPP&E revaluation reserve	Total equity	Accumulated surplus	IPP&E revaluation reserve	Total equity
\$ '000						
Opening balance	871,418	760,471	1,631,889	842,027	744,261	1,586,288
Correction of prior period errors	–	–	–	–	16,169	16,169
Changes due to AASB 1058 and AASB 15 adoption	(137)	–	(137)	–	–	–
Changes due to AASB 16 adoption	–	–	–	–	–	–
Restated opening balance	871,281	760,471	1,631,752	842,027	760,430	1,602,457
Net operating result for the year	27,093	–	27,093	29,391	–	29,391
Net operating result for the period	27,093	–	27,093	29,391	–	29,391
Other comprehensive income						
– Gain on revaluation of IPP&E	–	99,337	99,337	–	41	41
Other comprehensive income	–	99,337	99,337	–	41	41
Total comprehensive income	27,093	99,337	126,430	29,391	41	29,432
Equity – balance at end of the reporting period	898,374	859,808	1,758,182	871,418	760,471	1,631,889

Notes

18b
18c-ii
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The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2020

Original unaudited budget 2020	\$ '000	Notes	Actual 2020	Actual 2019
Cash flows from operating activities				
Receipts:				
87,106	Rates and annual charges		87,819	84,729
21,199	User charges and fees		21,938	24,107
19,093	Investment and interest revenue received		5,430	5,511
27,619	Grants and contributions		24,784	23,040
–	Bonds, deposits and retention amounts received		3,629	3,004
11,499	Other		16,402	18,096
Payments:				
(42,491)	Employee benefits and on-costs		(40,727)	(40,136)
(38,126)	Materials and contracts		(54,701)	(50,101)
(718)	Borrowing costs		(439)	(700)
–	Bonds, deposits and retention amounts refunded		(3,641)	(1,810)
(23,716)	Other		(18,750)	(20,977)
61,465	Net cash provided in operating activities	19b	41,744	44,763
Cash flows from investing activities				
Receipts:				
–	Sale of investment securities		65,250	88,501
750	Sale of infrastructure, property, plant and equipment		2,546	892
Payments:				
–	Purchase of investment securities		(89,000)	(82,501)
–	Purchase of investment property		(1,277)	(375)
(59,978)	Purchase of infrastructure, property, plant and equipment		(37,530)	(28,981)
–	Purchase of intangible assets		(776)	(18)
(59,228)	Net cash (used in) investing activities		(60,787)	(22,482)
Cash flows from financing activities				
Receipts:				
–	Proceeds from borrowings and advances		2,000	–
Payments:				
(1,213)	Repayment of borrowings and advances		(704)	(1,066)
–	Lease liabilities (principal repayments)		(56)	–
(1,213)	Net cash flow (used in) financing activities		1,240	(1,066)
1,024	Net increase (decrease) in cash and cash equivalents		(17,803)	21,215
6,596	Plus: cash and cash equivalents – beginning of year	19a	38,357	17,142
7,620	Cash and cash equivalents – end of the year	19a	20,554	38,357
151,935	plus: Investments on hand – end of year	7(b)	178,000	154,250
159,555	Total cash, cash equivalents and investments		198,554	192,607

The Council has not restated comparatives when initially applying AASB 1058 *Income of Not-for-Profit Entities*, AASB 15 *Revenue from Contracts with Customers* and AASB 16 *Leases*. The comparative information has been prepared under AASB 111 *Construction Contracts*, AASB 118 *Revenue*, AASB 1004 *Contributions*, AASB 117 *Leases* and related Accounting Interpretations.

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Contents of the Notes accompanying the Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

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Note 1 Basis of preparation

FOR THE YEAR ENDED 30 JUNE 2020

These financial statements were authorised for issue by Council on 22 September 2020.

Council has the power to amend and reissue these financial statements.

The principal accounting policies adopted in the preparation of these financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity for the purpose of preparing these financial statements.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes are clearly marked.

- Income statement
- Statement of cash flows
- Note 23 – Material budget variations

(a) Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment and investment property.

(b) Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- estimated fair values of investment properties refer Note 12,
- estimated fair values of infrastructure, property, plant and equipment refer Note 11,
- employee benefit provisions refer Note 17.

Significant judgements in applying the council's accounting policies

- Impairment of receivables

Council has made a significant judgement about the impairment of a number of its receivables in Note 8.

continued on next page ...

Note 1 Basis of preparation (continued)

FOR THE YEAR ENDED 30 JUNE 2020

COVID 19 Impact

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2020, which was reported to Council in April and May 2020, and is expected to further impact the following financial year. As at the end of the current reporting period Council estimated a loss from COVID 19 of approximately \$1.8m, mainly from the use 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, other fines and others. Council provided rental relief packages to commercial and community leasing portfolio based on evaluation of requests received. The financial impact of the rent relief packages has been accounted for and reflected in the financial statements under relevant income category. No material changes have been noted in asset values and collection of rates.

Monies and other assets received by Council

(a) The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and other assets received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

(b) The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and other assets received by the Council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies. Trust monies and other assets subject to Council's control have been included in these reports.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority are presented as operating cash flows.

Volunteer services

Council makes use of volunteers for library services, community events, programs etc. These services have not been recognised in the Financial Statements as they are not significant and cannot be measured reliably.

Note 1 Basis of preparation (continued)

FOR THE YEAR ENDED 30 JUNE 2020

New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2020 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2019:

- AASB 16 Leases
- AASB 15 Revenue from contracts with customers and associated amending standards.
- AASB 1058 Income of Not-for-profit entities

Further information on the newly adopted standards which had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures can be found at Note 18.

Note 2(a) Council functions/activities - financial information

FOR THE YEAR ENDED 30 JUNE 2020

Income, expenses and assets have been directly attributed to the following functions or activities.
Details of those functions or activities are provided in Note 2(b).

	Income from continuing operations		Expenses from continuing operations		Operating result from continuing operations		Grants included in income from continuing operations		Carrying amount of assets, ¹	
	2020	2019	2020	2019	2020	2019	2020	2019	2020	2019
	\$ '000									
Functions or activities										
Access, Traffic and Transport	3,387	3,117	1,938	2,181	1,449	936	782	119	825	157
Community, People and Culture	11,902	13,106	23,349	24,286	(11,447)	(11,180)	2,851	2,199	64,989	59,990
Leadership and Governance	83,953	78,217	21,000	17,510	62,953	60,707	3,883	3,792	334,808	336,256
Local Economy and Employment	—	3	159	158	(159)	(155)	—	—	11,666	12,690
Natural Environment	21,979	22,784	27,507	26,204	(5,528)	(3,420)	286	372	12,293	10,469
Places, Spaces and Infrastructure	32,617	32,606	52,792	50,103	(20,175)	(17,497)	4,128	1,298	1,396,659	1,261,279
Total functions and activities	153,838	149,833	126,745	120,442	27,093	29,391	11,930	7,780	1,821,240	1,680,841

(1) This column has been restated

Note 2(b) Council functions/activities - component descriptions

FOR THE YEAR ENDED 30 JUNE 2020

Details relating to the Council's functions/activities as reported in Note 2(a) are as follows:

Access, Traffic and Transport

This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Service provided under this theme - Traffic and transport strategy and research, Road safety, Engineering design, Civil works and maintenance.

Community, People and Culture

This theme is about creating a healthy, safe, and diverse community that respects our history and celebrates our differences in a vibrant culture of learning.

Services provided under this theme – Children's services, Youth services, Aged services, Disability services, Cultural development, Community events, Libraries and Art Centre, Community health, Safety and wellbeing programs, Community facilities and halls management, Sports grounds and parks bookings and Emergency management support.

Leadership and Governance

This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs.

Services provided under this theme – Financial management, Integrated planning and reporting, Property and asset management, Revenue accounting, Governance, Procurement, Risk management, Customer services, Communication, Community engagement, Human Resources, Information management, Administration and records and Civic support.

Local Economy and Employment

This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Services provided under this theme – Economic and social development, Marketing and Events coordination.

Natural Environment

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

Services provided under this theme – Environment Levy programs and initiatives, Corporate sustainability program, Biodiversity and bushland management programs, Bush fire management program, Water conservation, reuse and water quality management program, Environmental education and sustainable living programs, Environmental volunteering program, Climate change adaptation program, Energy management program, Waste management, recycling and education.

Places, Spaces and Infrastructure

This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Services provided under this theme – Urban design and planning, Heritage planning, Development assessment, Development compliance and regulation, Open space projects, Landscape design, Drainage works and maintenance, Strategic asset management, Building asset works and maintenance, Parks and sports field works maintenance, Tree preservation and maintenance.

Note 3 Revenue from continuing operations

FOR THE YEAR ENDED 30 JUNE 2020

321

\$ '000	AASB	2020	2019
(a) Rates and annual charges			
Ordinary rates			
Residential	1058 (1)	30,947	30,045
Business	1058 (1)	4,746	4,377
Less: pensioner rebates		(607)	(615)
Pensioner rate subsidies received	1058 (1)	245	252
Total ordinary rates		35,331	34,059
Special rates			
Environmental levy	1058 (1)	3,080	2,802
Infrastructure levy	1058 (1)	27,891	26,952
Less: pensioner rebates		(166)	(166)
Total special rates		30,805	29,588
Annual charges (pursuant to s.496, s.496A, s.496B, s.501 & s.611)			
Domestic waste management services	1058 (1)	21,296	20,998
Stormwater management services	1058 (1)	1,009	999
Section 611 charges	1058 (1)	85	100
Less: pensioner rebates		(423)	(439)
Pensioner subsidies received:			
– Domestic waste management	1058 (1)	170	178
Total annual charges		22,137	21,836
TOTAL RATES AND ANNUAL CHARGES		88,273	85,483

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

Council has used 2017 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy for rates and charges

Rates and annual charges are recognised as revenue when the Council obtains control over the assets comprising these receipts which is the beginning of the rating period to which they relate.

Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are in substance a rates payment.

2019 Accounting Policy

Control over assets acquired from rates and annual charges is obtained at the commencement of the rating year as it is an enforceable debt linked to the rateable property or, where earlier, upon receipt of the rates.

Note 3 Revenue from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	AASB	2020	2019
(b) User charges and fees			
Other user charges and fees			
(i) Fees and charges – statutory and regulatory functions (per s.608)			
Building regulation	15 (1)	2,123	2,180
Certificates	15 (1)	716	629
DA advertising fees	15 (1)	53	59
Driveway application fees	15 (1)	683	505
Outstanding notices	15 (1)	190	190
Regulatory application fees	15 (1)	457	511
Tree preservation charges	15 (1)	114	80
Total fees and charges – statutory/regulatory		4,336	4,154
(ii) Fees and charges – other (incl. general user charges (per s.608))			
Art centre	15 (1)	375	503
Bus shelters	15 (1)	432	343
Compliance Levy	15 (1)	770	1,071
Golf courses (Gordon and Turrumurra)	15 (1)	1,763	1,462
Halls	15 (1)	320	402
Holiday activities	15 (1)	441	459
Leaseback fees – Council vehicles	15 (1)	399	357
Library	15 (1)	69	93
Restoration charges	15 (1)	1,422	1,485
Nursery and wildflower garden	15 (1)	63	56
Parks	15 (1)	899	1,120
Sale of documents	15 (1)	1	2
Showground	15 (1)	597	537
Swimming centre	15 (1)	4,097	5,209
Tennis courts	15 (1)	311	302
Thomas Carlyle children centre and family day care	15 (1)	923	1,260
Trade waste charges	15 (1)	1,803	1,823
Other	15 (1)	732	836
Total fees and charges – other		15,417	17,320
TOTAL USER CHARGES AND FEES		19,753	21,474

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

Accounting policy for user charges and fees

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

2019 Accounting Policy

User charges and fees are recognised as revenue when the service has been provided.

continued on next page ...

Note 3 Revenue from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

323

\$ '000	AASB	2020	2019
(c) Other revenues			
Rental income – investment property		–	1,702
Rental income – other council properties (2019 only)		–	4,579
Fines – parking	1058 (1)	1,873	1,998
Fines – other	1058 (1)	785	869
Legal fees recovery – rates and charges (extra charges)	15 (1)	31	52
Legal fees recovery – other	15 (1)	260	253
Commissions and agency fees	15 (1)	10	10
Credit card surcharge	15 (1)	191	175
Dog registration fees	15 (1)	148	56
Insurance claims recoveries	15 (1)	39	–
Domestic waste other income	15 (1)	211	193
Other	15 (1)	499	381
Licence income	15 (1)	223	213
Program fees	15 (1)	179	225
Recycling income (non-domestic)	15 (1)	122	522
Legal proceedings settlements	1058 (1)	83	1,148
Recovered costs from doubtful debts	1058 (1)	–	740
<u>TOTAL OTHER REVENUE</u>		<u>4,654</u>	<u>13,116</u>

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

15 (1) indicates income recognised under AASB 15 “at a point in time”,

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

Accounting policy for other revenue

Where the revenue relates to a contract with customer, the revenue is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

Where the revenue relates to a contract which is not enforceable or does not contain sufficiently specific performance obligations then revenue is recognised when an unconditional right to a receivable arises or the cash is received, whichever is earlier.

2019 Accounting Policy

Council recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the Council and specific criteria have been met for each of the Council’s activities as described below. Council bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.

Parking fees and fines are recognised as revenue when the service has been provided, or when the penalty has been applied, whichever occurs first.

Note 3 Revenue from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(d) Grants					
General purpose (untied)					
Current year allocation					
Financial assistance	1058 (1)	1,871	1,839	–	–
Payment in advance - future year allocation					
Financial assistance	1058 (1)	1,983	1,907	–	–
Total general purpose		3,854	3,746	–	–
Specific purpose					
Better waste and recycling fund	1058 (2)	141	146	–	26
Community care	1058 (1)	29	29	56	–
Community centres	1058 (1)	2,352	1,786	–	–
Library	1058 (1)	328	251	38	42
Environmental protection	1058 (2)	140	256	–	–
LIRS subsidy	1058 (1)	4	18	–	–
Recreation and culture	1058 (2)	118	35	2,596	517
NSW rural fire services	1058 (1)	70	62	–	–
Road safety	1058 (1)	372	63	711	–
Street lighting	1058 (1)	305	299	–	–
Transport	1058 (1)	107	437	709	67
Total specific purpose		3,966	3,382	4,110	652
Total grants		7,820	7,128	4,110	652
Grant revenue is attributable to:					
– Commonwealth funding		6,152	5,822	717	13
– State funding		1,668	1,306	3,393	639
		7,820	7,128	4,110	652

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

1058 (2) indicates income recognised under AASB 1058 “over time”.

\$ '000	Notes	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
(e) Contributions						
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):						
Cash contributions						
S 7.11 – contributions towards amenities/services		1058 (1)	–	–	9,921	12,907
Total developer contributions – cash			–	–	9,921	12,907
Total developer contributions	27		–	–	9,921	12,907
Other contributions:						
Cash contributions						
Contribution to works		1058 (1)	1,151	893	63	302
Total other contributions – cash			1,151	893	63	302

Note 3 Revenue from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

325

\$ '000	Notes	AASB	Operating 2020	Operating 2019	Capital 2020	Capital 2019
Non-cash contributions						
Roads and bridges			–	–	823	–
Total other contributions – non-cash			–	–	823	–
Total contributions			1,151	893	10,807	13,209
TOTAL GRANTS AND CONTRIBUTIONS			8,971	8,021	14,917	13,861

The **AASB** notation (above) identifies the revenue recognition pattern for material items of Council revenue:

1058 (1) indicates income recognised under AASB 1058 “at a point in time”, while

Accounting policy for grants and contributions

Accounting policy from 1 July 2019

Grant income under AASB 15

Where grant income arises from an agreement which is enforceable and contains sufficiently specific performance obligations then the revenue are recognised when control of each performance obligations is satisfied.

The performance obligations are varied based on the agreement but include events, programs, specific projects etc. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Each performance obligation is considered to ensure that the revenue recognition reflects the transfer of control and within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Grant income

Assets arising from grants in the scope of AASB 1058 is recognised at the assets fair value when the asset is received. Councils considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

Capital grants

Capital grants received to enable Council to acquire or construct an item of infrastructure, property, plant and equipment to identified specifications which will be under Council’s control and which is enforceable are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979*.

continued on next page ...

Note 3 Revenue from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but the Council may apply contributions according to the priorities established in work schedules.

Accounting policy prior to 1 July 2019

Control over grants and contributions is normally obtained upon their receipt (or acquittal) and revenue is recognised at this time and is valued at the fair value of the granted or contributed asset at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner, or used over a particular period, and those conditions were un-discharged at reporting date, the unused grant or contribution is disclosed in Note 3(f).

A liability is recognised in respect of revenue that is reciprocal in nature to the extent that the requisite service has not been provided at reporting date.

\$ '000	2020	2019
(f) Unspent grants and contributions – external restrictions		
Certain grants and contributions are obtained by Council on condition that they be spent in a specified manner due to externally imposed restrictions.		
Operating & Capital grants		
Unexpended at the close of the previous reporting period	661	371
Add: operating grants recognised as income in the current period but not yet spent (2019 only)	2,279	1,479
Less: operating grants recognised in a previous reporting period now spent (2019 only)	(469)	(1,189)
Less: operating grants received in a previous reporting period now spent and recognised as income	(120)	–
Unexpended and held as externally restricted assets (operating & capital grants)	2,351	661
Contributions		
Unexpended at the close of the previous reporting period	134,510	125,137
Add: contributions recognised as income in the current period but not yet spent	1,837	9,373
Unexpended and held as externally restricted assets (contributions)	136,347	134,510

Note 4 Interest and investment income

FOR THE YEAR ENDED 30 JUNE 2020

327

\$ '000	2020	2019
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges (incl. special purpose rates)	174	129
– Cash and investments	4,878	5,759
Amortisation of premiums and discounts		
– ‘Held to maturity’ investments	–	(1)
Total Interest and investment income	5,052	5,887
Interest revenue is attributable to:		
Unrestricted investments/financial assets:		
Overdue rates and annual charges (general fund)	174	129
General Council cash and investments	649	1,042
Restricted investments/funds – external:		
Development contributions		
– Section 7.11	3,397	3,974
Restricted investments/funds – internal:		
Internally restricted assets	832	742
Total interest and investment revenue recognised	5,052	5,887

Accounting policy for interest and investment revenue

Interest income is recognised using the effective interest rate at the date that interest is earned.

Note 5 Expenses from continuing operations

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020	2019
(a) Employee benefits and on-costs		
Salaries and wages	33,563	30,761
Employee leave entitlements (ELE)	5,408	5,781
Superannuation	3,828	3,677
Workers' compensation insurance	827	505
Fringe benefit tax (FBT)	269	243
Other	163	85
Total employee costs	44,058	41,052
Less: capitalised costs	(2,345)	(1,642)
TOTAL EMPLOYEE COSTS EXPENSED	41,713	39,410

Accounting policy for employee benefits and on-costs

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a Defined Benefit Plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note 17 for more information.

\$ '000	2020	2019
(b) Borrowing costs		
Interest bearing liability costs		
Interest on leases	38	–
Interest on loans	401	700
Total interest bearing liability costs expensed	439	700
TOTAL BORROWING COSTS EXPENSED	439	700

Accounting policy for borrowing costs

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

continued on next page ...

Note 5 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

329

\$ '000	2020	2019
(c) Materials and contracts		
Raw materials and consumables	3,735	3,657
Contractor and consultancy costs	43,409	38,633
Auditors remuneration ²	61	72
Lease expense	244	331
Legal expenses:		
– Legal expenses: planning and development	2,079	2,378
– Legal expenses: other	284	156
Expenses from short-term leases (2020 only)	14	–
Expenses from leases of low value assets (2020 only)	325	–
Operating leases expense (2019 only):		
– Operating lease rentals: minimum lease payments ¹	–	379
Other	524	191
TOTAL MATERIALS AND CONTRACTS	50,675	45,797

Accounting policy for materials and contracts

Expenses are recorded on an accruals basis as the council receives the goods or services.

Operating leases (2019 only)

Leases in which a significant portion of the risks and rewards of ownership are not transferred to Council as lessee are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the income statement on a straight-line basis over the period of the lease.

1. Operating lease payments are attributable to:

Computers	–	379
	<u>–</u>	<u>379</u>

2. Auditor remuneration

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

Auditors of the Council - NSW Auditor-General:

(i) Audit and other assurance services

Audit and review of financial statements	61	72
Remuneration for audit and other assurance services	61	72
Total Auditor-General remuneration	61	72

continued on next page ...

Note 5 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	2020	2019
(d) Depreciation, amortisation and impairment			
Depreciation and amortisation			
Plant and equipment		1,229	1,003
Office equipment		163	164
Furniture and fittings		43	35
Land improvements (depreciable)		147	158
Infrastructure:	11		
– Buildings – non-specialised		149	133
– Buildings – specialised		3,037	2,939
– Other structures		237	233
– Roads		6,353	6,245
– Bridges		158	164
– Footpaths		697	694
– Stormwater drainage		1,682	1,659
– Swimming pools		30	28
– Other open space/recreational assets		2,711	2,704
Right of use assets	15	72	–
Other assets:			
– Library books		591	576
– Other		66	72
Intangible assets	13	73	88
Total depreciation and amortisation costs		17,438	16,895
<u>TOTAL DEPRECIATION, AMORTISATION AND IMPAIRMENT / REVALUATION DECREMENT COSTS EXPENSED</u>		17,438	16,895

Accounting policy for depreciation, amortisation and impairment expenses of non-financial assets

Depreciation and amortisation

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note 11 for IPPE assets and Note 13 for intangible assets and Note 15 for right of use assets.

continued on next page ...

Note 5 Expenses from continuing operations (continued)

FOR THE YEAR ENDED 30 JUNE 2020

331

\$ '000	2020	2019
(e) Other expenses		
Advertising	351	501
Training costs (other than salaries and wages)	242	228
Bad and doubtful debts	86	8
Bank charges	331	344
Commissions and management fees	440	514
Computer software charges	1,395	1,309
Conferences	144	127
Contributions/levies to other levels of government		
– Department of planning levy	441	432
– Emergency services levy (includes FRNSW, SES, and RFS levies)	2,324	2,073
Corporate events	42	39
Councillor expenses – mayoral fee	69	67
Councillor expenses – councillors' fees	258	246
Councillors' expenses (incl. mayor) – other (excluding fees above)	48	46
Donations, contributions and assistance to other organisations (Section 356)	296	222
Election expenses	3	120
Electricity and heating	986	1,157
External plant hire	111	60
Family day care (child care assistance)	750	768
Insurance	1,513	1,441
Insurance excess	28	54
Postage	281	294
Rate issue costs	36	43
Rental rebates	1,784	2,406
Street lighting	1,605	2,010
Subscriptions and publications	291	304
Sydney water	351	365
Telephone and communications	358	314
Valuation fees	226	225
Vehicle registration	189	181
Other	1,501	1,586
<u>TOTAL OTHER EXPENSES</u>	<u>16,480</u>	<u>17,484</u>

Accounting policy for other expenses

Other expenses are recorded on an accruals basis as the Council receives the goods or services.

Note 6 Gains or losses from the disposal of assets

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	2020	2019
Plant and equipment	11		
Proceeds from disposal – plant and equipment		1,052	892
Less: carrying amount of plant and equipment assets sold and written off		(869)	(1,005)
Net gain on disposal		<u>183</u>	<u>(113)</u>
Infrastructure	11		
Less: carrying amount of infrastructure assets sold and written off		(118)	(43)
Net loss on disposal		<u>(118)</u>	<u>(43)</u>
Financial Assets	7(b)		
Proceeds from disposal/redemptions/maturities – financial assets		65,250	88,501
Less: carrying amount of financial assets sold/redeemed/matured		(65,250)	(88,501)
Net gain/(loss) on disposal		<u>–</u>	<u>–</u>
Non-current assets classified as ‘held for sale’	10		
Proceeds from disposal – non-current assets ‘held for sale’		1,374	–
Less: carrying amount of ‘held for sale’ assets sold/written off		(403)	–
Net gain on disposal		<u>971</u>	<u>–</u>
Community Land			
Proceeds from disposal – land assets		120	–
Less: carrying amount of land assets sold/written off		(21)	–
Net gain on disposal		<u>99</u>	<u>–</u>
Buildings - Specialised			
Less: carrying amount of Buildings - Specialised assets sold/written off		(78)	–
Net loss on disposal		<u>(78)</u>	<u>–</u>
<u>NET GAIN ON DISPOSAL OF ASSETS</u>		<u>1,057</u>	<u>(156)</u>

Accounting policy for disposal of assets

The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

Note 7(a) Cash and cash equivalents

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020	2019
Cash and cash equivalents		
Cash on hand and at bank	20,554	38,357
Total cash and cash equivalents	<u>20,554</u>	<u>38,357</u>

Accounting policy for cash and cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand; deposits held at call with financial institutions; other short-term investments with original maturities of three months or less that are readily convertible to known amounts of cash and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

Note 7(b) Investments

FOR THE YEAR ENDED 30 JUNE 2020

b. 'Financial assets at amortised cost'	67,500	110,500	41,250	113,000
Total Investments	<u>67,500</u>	<u>110,500</u>	<u>41,250</u>	<u>113,000</u>
TOTAL CASH ASSETS, CASH EQUIVALENTS AND INVESTMENTS	<u>88,054</u>	<u>110,500</u>	<u>79,607</u>	<u>113,000</u>
Financial assets at amortised cost				
Long term deposits	53,000	81,000	37,000	81,000
FRN's (with maturities > 3 months)	14,500	29,500	4,250	32,000
Total	<u>67,500</u>	<u>110,500</u>	<u>41,250</u>	<u>113,000</u>

Accounting policy for investments

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Classification

Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

(a) Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the Statement of Financial Position.

continued on next page ...

Note 7(b) Investments (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Note 7(c) Restricted cash, cash equivalents & investments

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Total cash, cash equivalents and investments	88,054	110,500	79,607	113,000
attributable to:				
External restrictions	45,095	110,500	39,689	113,000
Internal restrictions	37,809	–	36,182	–
Unrestricted	5,150	–	3,736	–
	88,054	110,500	79,607	113,000

\$ '000	2020	2019
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Details of restrictions

External restrictions – included in liabilities

Specific purpose unexpended grants – general fund (2020 only)	2,005	–
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External restrictions – included in liabilities	2,005	–
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External restrictions – other

Developer contributions – general	136,347	134,510
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Specific purpose unexpended grants (recognised as revenue) – general fund	346	661
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Environmental levy	3,591	3,340
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Specific purpose unexpended loan – LIRS	–	54
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Domestic waste management	13,306	14,124
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External restrictions – other	153,590	152,689
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Total external restrictions	155,595	152,689
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Internal restrictions

Employees leave entitlement	2,289	2,140
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Carry over works	2,575	1,443
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Deposits, retentions and bonds	670	1,718
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Infrastructure and facilities	27,712	25,959
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Other	4,563	4,922
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Total internal restrictions	37,809	36,182
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TOTAL RESTRICTIONS	193,404	188,871
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Note 8 Receivables

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Purpose				
Rates and annual charges	3,428	56	2,960	70
Interest and extra charges	248	46	222	41
User charges and fees	3,383	–	2,612	–
Accrued revenues				
– Interest on investments	1,832	–	2,241	–
– Other income accruals	957	–	1,885	–
Government grants and subsidies	6,547	–	110	–
Net GST receivable	886	–	1,146	–
Other debtors	440	–	7	–
Total	17,721	102	11,183	111
Less: provision of impairment				
User charges and fees	(647)	–	(561)	–
Total provision for impairment – receivables	(647)	–	(561)	–
TOTAL NET RECEIVABLES	17,074	102	10,622	111

There are no restrictions applicable to the above assets.

\$ '000	2020	2019
Movement in provision for impairment of receivables		
Balance at the beginning of the year (calculated in accordance with AASB 139)	561	1,668
New provisions recognised during the year	86	(1,107)
Balance at the end of the year	647	561

Accounting policy for receivables

Notes on debtors above:

- (i) Rates and annual charges outstanding are secured against the property.
- (ii) Doubtful rates debtors are provided for where the value of the property is less than the debt outstanding.
An allowance for other doubtful debts is made when there is objective evidence that a receivable is impaired.
- (iii) Interest was charged on overdue rates and charges at 7.5% (2019 7.5%)
- (iv) Please refer to Note 22 for issues concerning credit risk and fair value disclosures.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, and when estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

continued on next page ...

Note 8 Receivables (continued)

FOR THE YEAR ENDED 30 JUNE 2020

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Council uses the presentation that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Council in full, without recourse by the Council to actions such as realising security (if any is held) or
- the financial assets (for non-rates debtors) are more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

COVID 19

Council's rate and annual charges collections have not been significantly impacted by the Covid 19 Pandemic and are comparable to prior years, therefore no adjustment has been made to the impairment provision. Cash flows and interest income may be impacted in 2020/21 due to the State Government legislating that rate instalment payments can be deferred until September 30 and no interest on outstanding rates can be charged for the first 6 months. The impact this may have is not able to be measured at this stage, however, it is not expected to be significant.

Note 9 Inventories and other assets

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
(a) Inventories				
(i) Inventories at cost				
Stores and materials	170	–	149	–
Trading stock	37	–	15	–
Total inventories at cost	207	–	164	–
<u>TOTAL INVENTORIES</u>	<u>207</u>	<u>–</u>	<u>164</u>	<u>–</u>
 (b) Other assets				
Prepayments	3,040	–	2,515	–
<u>TOTAL OTHER ASSETS</u>	<u>3,040</u>	<u>–</u>	<u>2,515</u>	<u>–</u>

Accounting policy for inventories and other assets

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods in respect of business undertakings are all stated at the lower of cost and net realisable value.

Costs are assigned to individual items of inventory on basis of weighted average costs.

Inventory held for distribution

Inventory held for distribution is held at cost, adjusted where applicable for any loss of service potential.

Note 10. Non-current assets classified as held for sale

FOR THE YEAR ENDED 30 JUNE 2020

(i) Non-current assets and disposal group assets

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Non-current assets 'held for sale'				
Land assets	–	–	380	–
Total non-current assets 'held for sale'	–	–	380	–
<u>TOTAL NON-CURRENT ASSETS CLASSIFIED AS 'HELD FOR SALE'</u>	–	–	380	–

(ii) Reconciliation of non-current assets 'held for sale'

\$ '000	2020 Assets 'held for sale'	2019 Assets 'held for sale'
Opening balance	380	–
Less: carrying value of assets/operations sold	(403)	–
Balance still unsold after 12 months:	(23)	–
Less: assets no longer classified as 'held for sale'	(23)	–
Closing balance of 'held for sale' non-current assets and operations	–	380

Accounting policy for non-current assets classified as held for sale

Non-current assets (or disposal groups) are classified as held for sale and stated at the lower of either (i) their carrying amount and (ii) fair value less costs to sell, if carrying amount will be recovered principally through a sale transaction rather than through continuing use.

The exception to this is plant and motor vehicles, which are turned over on regular basis. Plant and motor vehicles are retained in non-current assets under the classification of infrastructure, property, plant and equipment – unless the assets are to be traded in after 30 June and the replacement assets were already purchased and accounted for as at 30 June. For any assets or disposal groups classified as non-current assets "held for sale" an impairment loss is recognised at any time when the assets carrying value is greater than its fair value less costs to sell. Non-current assets "held for sale" are not depreciated or amortised while they are classified as "held for sale". Non-current assets classified as "held for sale" are presented separately from other assets in the balance sheet.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Note 11 Infrastructure, property, plant and equipment

FOR THE YEAR ENDED 30 JUNE 2020

	as at 30/06/19 ¹						Asset movements during the reporting period						as at 30/06/20	
	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ²	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Transfers	Other adjustments	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
Capital work in progress	19,024	–	19,024	3,415	10,621	–	–	(5,209)	–	–	–	27,851	–	27,851
Plant and equipment	14,268	(5,470)	8,798	2,692	36	(869)	(1,229)	52	–	–	–	14,254	(4,774)	9,480
Office equipment	1,481	(672)	809	217	15	–	(163)	–	–	–	–	1,713	(835)	878
Furniture and fittings	594	(346)	248	14	25	–	(43)	–	–	–	–	633	(389)	244
Land:														
– Operational land	159,230	–	159,230	–	1,730	–	–	–	–	–	–	160,960	–	160,960
– Community land	402,905	–	402,905	–	–	(21)	–	–	–	–	–	402,884	–	402,884
– Crown land	138,653	–	138,653	–	–	–	–	–	–	–	–	138,653	–	138,653
– Land under roads (post 30/6/06)	1,173	–	1,173	–	–	–	–	–	–	–	–	1,173	–	1,173
– Land improvements – depreciable	2,946	(1,083)	1,863	–	–	–	(147)	–	–	1	–	2,946	(1,229)	1,717
Infrastructure:														
– Buildings – non-specialised	7,865	(4,114)	3,751	10	786	–	(149)	–	–	1	–	8,662	(4,263)	4,399
– Buildings – specialised	152,422	(62,198)	90,224	2,598	114	(78)	(3,037)	14	–	–	–	154,977	(65,142)	89,835
– Other structures	15,936	(6,372)	9,564	354	76	(36)	(237)	193	(20)	543	–	17,626	(7,188)	10,438
– Roads	487,541	(231,577)	255,964	7,393	1,728	(14)	(6,353)	2,667	(1,922)	67,820	–	548,195	(220,911)	327,284
– Bridges	14,501	(6,463)	8,038	–	–	(68)	(158)	–	–	1	–	15,322	(5,299)	10,023
– Footpaths	50,662	(17,438)	33,224	283	954	–	(697)	655	27	–	–	71,816	(23,856)	47,960
– Bulk earthworks (non-depreciable)	59,894	–	59,894	247	–	–	–	–	–	15,250	–	75,391	–	75,391
– Stormwater drainage	238,543	(77,293)	161,250	681	627	–	(1,682)	223	1,402	–	–	242,009	(79,508)	162,501
– Swimming pools	2,985	(511)	2,474	22	–	–	(30)	–	–	–	–	3,007	(541)	2,466
– Other open space/recreational assets	127,200	(54,423)	72,777	1,412	1,919	–	(2,711)	863	513	–	–	131,713	(56,940)	74,773
Other assets:														
– Library books	6,708	(3,655)	3,053	685	–	–	(591)	–	–	–	–	7,393	(4,246)	3,147
– Other	5,919	(4,483)	1,436	–	–	–	(66)	–	–	–	–	5,919	(4,549)	1,370
Total Infrastructure, property, plant and equipment	1,910,450	(476,098)	1,434,352	20,023	18,631	(1,086)	(17,293)	(542)	–	5	99,337	2,033,097	(479,670)	1,553,427

(1) This column has been restated

(2) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Note 11 Infrastructure, property, plant and equipment (continued)

FOR THE YEAR ENDED 30 JUNE 2020

	Asset movements during the reporting period										as at 30/06/19 ²					
	as at 30/06/18 ¹	Gross carrying amount	Accumulated depreciation	Net carrying amount	Additions renewals ³	Additions new assets	Carrying value of disposals	Depreciation expense	WIP transfers	Transfers adjustments	Other adjustments	Tifs from/(to) 'held for sale' category	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation	Net carrying amount
\$ '000																
Capital work in progress	12,819	–	12,819	3,705	8,020	–	–	(5,498)	–	(22)	–	–	19,024	–	19,024	
Plant and equipment	13,345	(5,567)	7,778	2,894	18	(889)	(1,003)	–	–	–	–	–	14,268	(5,470)	8,798	
Office equipment	1,563	(722)	841	201	19	(116)	(164)	28	–	–	–	–	1,481	(672)	809	
Furniture and fittings	474	(311)	163	50	3	–	(35)	67	–	–	–	–	594	(346)	248	
Land:																
– Operational land	159,549	–	159,549	50	–	–	–	11	–	–	(380)	–	159,230	–	159,230	
– Community land	402,905	–	402,905	–	–	–	–	–	–	–	–	–	402,905	–	402,905	
– Crown land	138,653	–	138,653	–	–	–	–	–	–	–	–	–	138,653	–	138,653	
– Land under roads (post 30/6/08)	1,132	–	1,132	–	–	–	–	–	–	–	–	41	1,173	–	1,173	
Land improvements – depreciable	2,946	(925)	2,021	–	–	–	(158)	–	–	–	–	–	2,946	(1,083)	1,863	
Infrastructure:																
– Buildings – non-specialised	7,627	(3,981)	3,646	6	220	–	(133)	12	–	–	–	–	7,865	(4,114)	3,751	
– Buildings – specialised	149,841	(59,259)	90,582	1,824	120	–	(2,939)	637	–	–	–	–	152,422	(62,198)	90,224	
– Other structures	15,787	(6,158)	9,629	84	12	–	(233)	72	–	–	–	–	15,936	(6,372)	9,564	
– Roads	483,407	(229,663)	253,744	6,977	70	–	(6,245)	2,333	(915)	–	–	–	487,541	(231,577)	255,964	
– Bridges	14,499	(6,299)	8,200	2	–	–	(164)	–	–	–	–	–	14,501	(6,463)	8,038	
– Footpaths	50,192	(16,744)	33,448	196	189	–	(694)	85	–	–	–	–	50,662	(17,438)	33,224	
– Bulk earthworks (non-depreciable)	58,708	–	58,708	–	–	–	–	200	986	–	–	–	59,894	–	59,894	
– Stormwater drainage	236,539	(75,634)	160,905	113	655	–	(1,659)	1,236	–	–	–	–	238,543	(77,293)	161,250	
– Swimming pools	2,777	(483)	2,294	65	40	–	(28)	103	–	–	–	–	2,985	(511)	2,474	
– Other open space/recreational assets	125,132	(51,871)	73,261	511	1,112	(44)	(2,704)	711	(70)	–	–	–	127,200	(54,423)	72,777	
Other assets:																
– Library books	6,046	(3,079)	2,967	662	–	–	(576)	–	–	–	–	–	6,708	(3,655)	3,053	
– Other	5,932	(4,412)	1,520	–	(12)	–	(72)	–	–	–	–	–	5,919	(4,483)	1,436	
Total Infrastructure, property, plant and equipment	1,889,873	(465,108)	1,424,765	17,340	10,466	(1,049)	(16,807)	(3)	1	(22)	(380)	41	1,910,450	(476,098)	1,434,352	

(1) This column has been restated

(2) This column has been restated

(3) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

continued on next page ...

Note 11 Infrastructure, property, plant and equipment (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Accounting policy for infrastructure, property, plant and equipment

Infrastructure, property, plant and equipment are held at fair value. Independent comprehensive valuations are performed at least every five years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Stormwater assets	Years
Office equipment	10	Pits	10 to 100
Office furniture	2 to 10	Pipes	100 to 150
Computer equipment	4 to 10		
Vehicles	10	Other infrastructure assets	
Other plant and equipment	3 to 20	Bulk earthworks	NA
		Swimming pools	100
		Recreation assets	5 to 150
Transportation assets		Other Asset	
Road surface	20 to 100	Other Asset (Art Works)	NA
Road pavements	60 to 80	Library Books	10
Road structures	10 to 120		
Bridge	3 to 70	Buildings	
Other structure (Car Park)	25 to 60	Buildings	25 to 100
Kerb and Gutter	60 to 100		
Footpaths	40 to 80		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051 Land Under Roads.

Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 Property, Plant and Equipment.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Note 12 Investment properties

FOR THE YEAR ENDED 30 JUNE 2020

	2020	2019
Owned investment property		
Investment property on hand at fair value	46,170	39,866
Total owned investment property	46,170	39,866

(a) Reconciliation – owned investment property

Reconciliation of annual movement:

Opening balance	39,866	37,500
– Acquisitions	1,277	375
– Net gain from fair value adjustments	5,027	1,991
CLOSING BALANCE – OWNED INVESTMENT PROPERTY	46,170	39,866

(b) Valuation basis

The basis of valuation of the investment property is fair value, being the amount for which the properties could be exchanged between willing parties in arms length transaction, based on current prices in an active market for similar properties in the same location and condition and subject to similar leases.

The 2020 revaluation was based on independent assessment made by: Scott Fullarton Valuations Pty Ltd, Director Scott Fullarton, FAPI, Certified Practising Valuer, Registered Valuer No.2144.

(c) Contractual obligations at reporting date (2019 only)

Refer to Note 21 for disclosures relating to any capital and service obligations that have been contracted.

\$ '000	2020	2019
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(d) Leasing arrangements – Council as lessor (2019 only)

The investment property is leased to tenants under long-term operating leases with rentals payable monthly.

Future minimum lease payments receivable under non-cancellable investment property operating leases not recognised in the financial statements are receivable as follows:

Within 1 year	–	1,274
Later than 1 year but less than 5 years	–	1,524
Total minimum lease payments receivable	–	2,798

(e) Investment property income and expenditure – summary (2019 only)

Rental income from investment property:

– Minimum lease payments – 1,702

Direct operating expenses on investment property:

– that generated rental income – (680)

Net revenue contribution from investment property – **1,022**

plus:

Fair value movement for year – 1,991

Total income attributable to investment property – **3,013**

Note 13 Intangible assets

FOR THE YEAR ENDED 30 JUNE 2020

Intangible assets are as follows:

\$ '000	2020	2019
Software		
Opening values at 1 July		
Gross book value	1,750	1,732
Accumulated amortisation	(1,526)	(1,438)
Net book value – opening balance	224	294
Movements for the year		
– Purchases	776	18
– Amortisation charges	(73)	(88)
Closing values at 30 June		
Gross book value	2,526	1,750
Accumulated amortisation	(1,599)	(1,526)
Total software – net book value	927	224
<u>TOTAL INTANGIBLE ASSETS – NET BOOK VALUE</u>	<u>927</u>	<u>224</u>

Accounting policy for intangible assets

IT development and software

Systems and costs incurred in acquiring software and licenses that will contribute to future period financial benefits through revenue generation and/or cost reduction are capitalised to software and systems. Costs capitalised include software licenses.

Amortisation is calculated on a straight line bases over periods generally ranging from 5 to 10 years.

Note 14 Contract assets and liabilities

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	2020 Current	2020 Non-current
Contract liabilities			
Grants and contributions received in advance:			
Unexpended capital grants (to construct Council controlled assets)	(i)	8,111	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	141	–
Total grants received in advance		8,252	–
User fees and charges received in advance:			
Upfront fees	(iii)	2,157	–
Other		1,243	–
Total user fees and charges received in advance		3,400	–
Total contract liabilities		11,652	–

Notes

(i) Council has received funding to construct assets including sporting facilities, carparks, parks and other infrastructure. The funds received are under an enforceable contract which requires Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding receivable which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront membership fees for various program and classes do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue when the benefit or services are provided.

\$ '000	2020 Current	2020 Non-current
(i) Contract liabilities relating to restricted assets		
Externally restricted assets		
Unspent grants held as contract liabilities (excl. Water & Sewer)	8,253	–
Contract liabilities relating to externally restricted assets	8,253	–
Total contract liabilities relating to restricted assets	8,253	–
Total contract liabilities relating to unrestricted assets	3,399	–
Total contract liabilities	11,652	–

continued on next page ...

Note 14 Contract assets and liabilities (continued)

FOR THE YEAR ENDED 30 JUNE 2020

345

\$ '000	2020
(ii) Revenue recognised (during the financial year) from opening contract liability balances	
Grants and contributions received in advance:	
Operating grants (received prior to performance obligation being satisfied)	120
Total Revenue recognised during the financial year that was included in the contract liability balance at the beginning of the period	120

Significant changes in contract assets and liabilities

The contract liabilities have arisen on adoption of AASB 15 and AASB 1058. Previously income received in advance was recognised for reciprocal contracts. The increase in a contract liability is primarily due to grants in the scope of AASB 15 and capital grants received by Council to acquire or construct assets which will be under Council's control. Previously, revenue was recognised on receipt of the funds.

Accounting policy for contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before the payment is due, Council presents the work in progress as a contract asset, unless the rights to that amount of consideration are unconditional, in which case Council recognises a receivable.

When an amount of consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

Note 15 Leases

FOR THE YEAR ENDED 30 JUNE 2020

The Council has applied AASB 16 using the modified retrospective (cumulative catch-up) method and therefore the comparative information has not been restated and continues to be reported under AASB 117 and related Interpretations.

(i) Council as a lessee

Council has leases over a range of assets including land and IT equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Office and IT equipment

Leases for office and IT equipment are for multi-function devices. The lease term is for 5 years, the payments are fixed with renewal options available at the expiry of the lease term.

Land

Council leases Crown land from the State of New South Wales within the meaning of CLA. The term of the lease is 25 years with no renewal option but to continue the arrangement on a month to month basis on the expiration of the term of the lease.

\$ '000	Office and IT Equipment	Land	Total
Opening balance at 30 June 2019	-	-	-
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	54	1,757	1,811
Depreciation charge	(2)	(70)	(72)
<u>RIGHT OF USE ASSETS</u>	<u>52</u>	<u>1,687</u>	<u>1,739</u>

\$ '000	2020 Current	2020 Non-current
Lease liabilities	65	1,690
<u>TOTAL LEASE LIABILITIES</u>	<u>65</u>	<u>1,690</u>

(i) The maturity analysis

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
Cash flows	65	335	1,355	1,755	1,755

continued on next page ...

Note 15 Leases (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Current	2020 Non-current
(ii) Lease liabilities relating to restricted assets		
Total lease liabilities relating to unrestricted assets	65	1,690
<u>Total lease liabilities</u>	<u>65</u>	<u>1,690</u>

\$ '000	2020
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(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

Interest on lease liabilities	38
Depreciation of right of use assets	72
Expenses relating to short-term leases	14
Expenses relating to low-value leases	325
	<u>449</u>

(d) Statement of Cash Flows

Total cash outflow for leases	(94)
	<u>(94)</u>

Accounting policy

Accounting policies under AASB 16 – applicable from 1 July 2019

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

continued on next page ...

Note 15 Leases (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

(ii) Council as a lessor

(e) Operating leases

Council leases out a number of properties to community and commercial groups. These leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note 12) and IPP&E (refer note 11).

The amounts recognised in the Income Statement relating to operating leases where Council is a lessor are shown below:

\$ '000	2020
(i) Operating lease income	
Investment properties	
Lease income relating to variable lease payments not dependent on an index or a rate	2,159
Other lease income	
Community rental	3,975
Total income relating to operating leases	6,134
(ii) Operating lease expenses	
Investment properties	
Direct operating expenses that generated rental income	(845)
Total expenses relating to operating leases	(845)
(iii) Repairs and maintenance: investment property	
Contractual obligations for future repairs and maintenance	104
Total repairs and maintenance: investment property	104
(iv) Maturity analysis of contractual lease income	
Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:	
< 1 year	2,042
1–2 years	1,566
2–3 years	1,287
3–4 years	1,060
4–5 years	1,092
Total undiscounted contractual lease income receivable	7,047

Note 16 Payables and borrowings

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Current	2020 Non-current	2019 Current	2019 Non-current
Payables				
Goods and services – operating expenditure	6,643	–	5,564	–
Goods and services – capital expenditure	1,418	–	1,631	–
Security bonds, deposits and retentions	7,291	–	7,303	–
Other	547	–	562	–
Total payables	15,899	–	15,060	–
Income received in advance (2019 only)				
Payments received in advance	–	–	2,504	–
Total income received in advance	–	–	2,504	–
Borrowings				
Loans – secured ³	560	21,420	19,603	1,081
Total borrowings	560	21,420	19,603	1,081
<u>TOTAL PAYABLES AND BORROWINGS</u>	<u>16,459</u>	<u>21,420</u>	<u>37,167</u>	<u>1,081</u>

⁽³⁾ Loans are secured over the general rating income of Council. Disclosures on liability interest rate risk exposures, fair value disclosures and security can be found in Note 22

\$ '000	2020	2019
(a) Current payables and borrowings not anticipated to be settled within the next twelve months		
The following liabilities, even though classified as current, are not expected to be settled in the next 12 months.		
Payables – Loans, security bonds, deposits and retentions	5,456	26,127
Total payables and borrowings	5,456	26,127

continued on next page ...

Note 16 Payables and borrowings (continued)

FOR THE YEAR ENDED 30 JUNE 2020

(b) Changes in borrowings arising from financing activities

	as at 30/06/19		Non-cash changes				as at 30/06/20
	Opening Balance	Cash flows	Acquisition	Fair value changes	Acquisition due to change in accounting policy	Other non-cash movement	Closing balance
\$ '000							
Loans – secured	20,684	(704)	2,000	–	–	–	21,980
Lease liabilities	–	1,755	–	–	–	–	1,755
TOTAL	20,684	1,051	2,000	–	–	–	23,735

\$ '000	2020	2019
---------	------	------

(c) Financing arrangements

(i) Unrestricted access was available at balance date to the following lines of credit:

Bank Facility	18,900	22,000
Credit cards	100	100
Total financing arrangements	19,000	22,100

Drawn facilities as at balance date:

– Bank Facility	18,900	18,932
– Credit cards	95	95
Total drawn financing arrangements	18,995	19,027

Undrawn facilities as at balance date:

– Bank Facility	–	3,068
– Credit cards	5	5

Accounting policy for payables and borrowings

Payables

These amounts represent liabilities for goods and services provided to the Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Borrowings

Borrowing costs are expensed, except to the extent that they are incurred during the construction of qualifying assets.

Borrowings are classified as current liabilities unless Council has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Note 17 Provisions

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020	2020	2019	2019
	Current	Non-current	Current	Non-current
Provisions				
Employee benefits				
Annual leave	3,393	–	2,923	–
Sick leave	296	–	292	–
Long service leave	7,798	285	7,187	302
Sub-total – aggregate employee benefits	11,487	285	10,402	302
TOTAL PROVISIONS	11,487	285	10,402	302

(a) Provisions relating to restricted assets

Refer to Note 7c for restricted assets (internal) related to provisions.

\$ '000	2020	2019
(b) Current provisions not anticipated to be settled within the next twelve months		
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	7,465	6,761
	7,465	6,761

(c) Description of and movements in provisions

\$ '000	ELE provisions				Total
	Annual leave	Sick leave	Long service leave	Other employee benefits	
2020					
At beginning of year	2,923	292	7,489	–	10,704
Additional provisions	2,834	4	1,425	–	4,263
Payments	(2,364)	–	(831)	–	(3,195)
Total ELE provisions at end of year	3,393	296	8,083	–	11,772
2019					
At beginning of year	3,119	269	7,271	481	11,140
Additional provisions	2,543	123	1,677	–	4,343
Payments	(2,739)	(100)	(1,940)	–	(4,779)
Transfers	–	–	481	(481)	–
Total ELE provisions at end of year	2,923	292	7,489	–	10,704

continued on next page ...

Note 17 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Employee benefits

Short-term obligations

Short-term employee benefit obligations include liabilities for wages and salaries (including non-monetary benefits), annual leave and vesting sick leave expected to be wholly settled within the 12 months after the reporting period.

Leave liabilities are recognised in the provision for employee benefits in respect of employees' services up to the reporting date with other short term employee benefit obligations disclosed under payables.

These provisions are measured at the amounts expected to be paid when the liabilities are settled. All other short-term employee benefit obligations are presented as payables.

Liabilities for non-vesting sick leave are recognised at the time when the leave is taken and measured at the rates paid or payable, and accordingly no liability has been recognised in these reports.

Wages and salaries, annual leave and vesting sick leave are all classified as current liabilities.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave in respect of services provided by employees up to the reporting date (which is not expected to be wholly settled within the 12 months after the reporting period) are recognised in the provision for employee benefits.

These liabilities are measured at the present value of the expected future payments to be made using the projected unit credit method.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service.

Due to the nature of when and how long service leave can be taken, all long service leave for employees with 5 or more years of service has been classified as current, as it has been deemed that Council does not have the unconditional right to defer settlements beyond 12 months – even though it is not anticipated that all employees with more than 5 years' service (as at reporting date) will apply for and take their leave entitlements in the next 12 months.

Defined benefit superannuation contribution plans

Council participates in an employer-sponsored defined benefit superannuation scheme, named the Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a "multi-employer fund" for purposes of AASB 119 *Employee benefits*.

Sufficient reliable information is not available to account for the Scheme as a defined benefit plan in accordance with AASB119 because the assets to the Scheme are pooled together for all Councils.

The scheme's most recent full actuarial review indicated that the net assets of the scheme were not sufficient to meet the accrued benefits of the schemes defined benefit member category with member councils required to make significantly higher contributions in future years.

The Local Government Superannuation Scheme, however, is unable to provide Council with an accurate estimate of its share of the net deficit and accordingly Council has not recorded any net liability from its defined benefit scheme obligations in accordance with AASB 119.

Future contributions made to the defined benefit scheme to rectify the net deficit position will be recognised as an expense when they become payable – similar to the accounting for defined contributions plans.

In relation to further disclosure below, under item d (iii) the expected contributions by Council to the Fund for the next annual reporting period are \$527,685.40. Based on the past service liabilities methodology, for item (d) (iv) (information about the deficit or surplus in the plan that may affect the amount of future contributions), the share of the surplus that can be attributed to Council is 0.84%.

The requirement for contributions in order to maintain the adequacy of the funding position for the accrued liabilities (currently \$40m per annum) is assessed annually by the Actuary.

continued on next page ...

Note 17 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2020

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As previously notified, the past service contributions of \$40m per annum are estimated to remain in place until 30 June 2021. However the Trustee determined in March 2019 that going forward should the funding on both Vested Benefit and Accrued Benefit funding levels exceed 100% the Fund will look to suspend the request for past service contributions. We note that this is subject to the outcome of each annual funding update and any changes will be communicated in the New Year. We advise that under item (d) (v), it is estimated that there are \$335,800.00 past service contributions remaining.

The amount of employer contributions to the defined benefit section of the Fund and recognised as an expense for the year ending 30 June 2020 was \$527,375.42. The last formal valuation of the Fund was performed by the Fund Actuary, Mr Richard Boyfield, FIAA as at 30 June 2019.

Council received further disclosure requirements under paragraph 148 of the AASB119 which are detailed below:

(a) a description of the funding arrangements, including the method used to determine the entity's rate of contribution and any minimum funding requirements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated.

The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40 million for 1 July 2018 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

(b) A description of the extent to which the entity can be liable to the plan other entities' obligations under the terms and conditions of the multi-employer plan.

As stated above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding past service contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the entity.

(c) A description of any agreed allocation of a deficit or surplus on:

- *Wind-up the plan*

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

- *The entity's withdrawal from the plan*

There is no provision for allocation of any surplus which may be present at the date of withdrawal of any employer.

(d) Given the entity accounts for that plan as if it were defined contribution plan in accordance with paragraph 34, the following information:

(i) the fact that the plan is a defined benefit plan

We confirm the plan is a defined benefit plan.

(ii) the reason why sufficient information is not available to enable the entity to account for the plan as a defined benefit plan.

continued on next page ...

Note 17 Provisions (continued)

FOR THE YEAR ENDED 30 JUNE 2020

See earlier section on "AASB 119 accounting observations".

(iii) The expected contributions to the plan for the next annual reporting period.

(iv) Information about any deficit or surplus in the plan that may affect the amount of future contributions, including the basis used to determine that deficit or surplus and the implications, if any, for the entity.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2020 is:

Employer reserves only*	\$millions	Asset Coverage
Assets	1,695.2	
Past Service Liabilities	1,773.2	95.6%
Vested Benefits	1,757.5	96.5%

*excluding member accounts and reserves in both assets and liabilities.

The key economic long term assumptions used to calculate the present value of accrued benefit are:

Investment return	5.75% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program, however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed around November/ December 2020.

(v) An indication of the level of participation of the entity in the plan compared with other participating entities.

An employer's past service contribution per annum (see cover letter) as a percentage of the total past service contributions for all Pooled Employers (of \$40m for each year from 1 July 2019 to 30 June 2021) provides an indication of the level of participation of that employer compared with other employers in the Pooled Employer sub-group.

Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2020

(a) Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

(b) Correction of errors relating to a previous reporting period

Nature of prior-period error

As part of the revaluation of Infrastructure assets, Council undertook a detailed review of all the assets classified as Infrastructure Assets. As a result, Council has identified a number of Infrastructure assets which are not recognised in Council's Asset register. The newly identified assets have been recognised in the Asset Register by restating the balances at the beginning of the earliest period presented (1 July 2018) and taking the adjustment through to Asset Revaluation Reserve at that date.

Crown Land – In 2017/18 Council identified and recognised a number of Crown land reserves which are under Council care, management and control. Subsequently additional assets of \$10.9m have been identified and added as Crown Land assets in Council's Asset Register.

RFS Assets - The Rural Fires Act 1997 vests control of certain assets, including firefighting equipment, in the Council where the relevant assets are located. In line with the Australian Accounting Standards requirements, Council recorded these assets of \$1.08m in the Asset Register.

Infrastructure Assets – During the financial year Council completed a comprehensive revaluation of Roads and Transport assets. As a result, an adjustment of \$4.1m has been made to the Assets Revaluation Reserve in the prior period to bring to account assets not previously recognised.

Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below

Changes to the opening Statement of Financial Position at 1 July 2018

Statement of Financial Position

\$ '000	Original Balance 1 July, 2018	Impact Increase/ (decrease)	Restated Balance 1 July, 2018
Infrastructure Property, Plant and Equipment	1,408,596	16,169	1,424,765
Total assets	1,635,846	16,169	1,652,015
Net Assets	1,586,288	16,169	1,602,457
Asset Revaluation Reserve	744,261	16,169	760,430
Total equity	1,586,288	16,169	1,602,457

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Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2020 (continued)

Adjustments to the comparative figures for the year ended 30 June 2019

Statement of Financial Position

\$ '000	Original Balance 30 June, 2019	Impact Increase/ (decrease)	Restated Balance 30 June, 2019
Infrastructure Property, Plant and Equipment	1,418,183	16,169	1,434,352
Total assets	1,664,672	16,169	1,680,841
Net Assets	1,615,720	16,169	1,631,889
Asset Revaluation Reserve	744,302	16,169	760,471
Total equity	1,615,720	16,169	1,631,889

(c) Changes in accounting policies due to adoption of new accounting standards (not-retrospective)

During the year ended 30 June 2020, the Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 1058 *Income of Not-for-profit Entities* and AASB 16 *Leases* using the modified retrospective (cumulative catch-up) method and therefore the comparative information for the year ended 30 June 2019 has not been restated and continues to comply with AASB 111 *Construction Contracts*, AASB 117 *Leases*, AASB 118 *Revenue*, AASB 1004 *Contributions* and associated Accounting Interpretations.

All adjustments on adoption of AASB 15 and AASB 1058 have been taken to retained earnings at 1 July 2019.

The impacts of adopting these standards and associated transition disclosures are provided below:

(ii) AASB 15 and AASB 1058

The following approach has been applied on transition to AASB 15 and AASB 1058:

- Council has not adopted the completed contract expedient and therefore has not excluded revenue which was fully recognised in previous years in accordance with the former accounting standards and pronouncements
- Council has retrospectively restated contracts for modifications that occurred before 1 July 2019 unless such contract modification were minor.

Costs incurred in fulfilling customer contracts

Prior to adopting AASB 15 Council would recognise direct costs associated with fulfilling customer contracts as expenses when incurred, as they did not qualify for recognition as assets under any other accounting standards. Under AASB 15, as these costs relate directly to the contracts, generate resources used in satisfying the contracts, and are expected to be recovered, they are capitalised as 'costs to fulfil a contract' assets and released through profit and loss on the same basis as the revenue is recognised.

Upfront fees

Prior to adopting AASB 15, the Council recognised membership joining fees on receipt. Under AASB 15, since the fees do not relate to a performance obligation, they are combined with other goods and services transferred to the customer and therefore they are now spread over the expected life of the contract with the customer (i.e the membership life).

Transfer of control to a customer – over time or at a point in time

AASB 15 has specific criteria regarding whether control is transferred over time or at a point in time. The entity has reviewed its contracts and concluded that the criteria for recognition over time is not met in some circumstances. In such cases,

continued on next page ...

Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2020 **(continued)**

revenue and related production costs will be recognised at the delivery of each separate performance obligation instead of over the contract using a single margin.

Licences

Council has reviewed the licences it grants and considers that all licences are either short-term or low value and elects to recognise all revenue from licences up-front rather than spreading them over the life of the licence.

Prepaid rates

Under AASB 1004, rates were recorded as revenue at the earliest of receipt of the funds from the ratepayer and the beginning of the rating period. Under AASB 1058, prepaid rates are recognised as a financial liability until the beginning of the rating period.

Grants – operating

Under AASB 1004, most grant income was recognised as revenue on receipt. Under AASB 15, where an agreement is enforceable and contains sufficiently specific performance obligations, the revenue is either recognised over time as the work is performed, or recognised at the point in time that the control of the services passes to the customer.

Grants – capital

Under AASB 1004, most grant monies were recorded as revenue on receipt. Under AASB 1058, where Council has received assets (including cash) to acquire or construct a non-financial asset, the asset is to be controlled by Council and the contract is enforceable, then the asset is recognised as a contract liability on receipt and recorded as revenue as the performance obligation to acquire or construct the asset is completed.

\$ '000	Balance at 1 July 2019
Opening contract balances at 1 July 2019	
Contract assets	
– Under AASB 15	–
– Under AASB 1058	–
Total Contract assets	–
Contract liabilities	
– Under AASB 15	137
– Under AASB 1058	–
Total Contract liabilities	137

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Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2020 (continued)

Comparison of financial statement line items under AASB 15 compared to previous standards for the current year

The following tables show the impact of adopting AASB 15 and AASB 1058 on the Council's financial statements for the year ended 30 June 2020.

Statement of Financial Position

\$ '000	Carrying amount per Statement of Financial Position under AASB 15 and AASB 1058	Reclassific- ation	Remeasur- ement	Carrying amount under previous revenue standards	Notes
Current assets					
Cash and cash equivalents	20,554	–	–	20,554	
Investments	67,500	–	–	67,500	
Receivables	17,074	–	–	17,074	
Inventories	207	–	–	207	
Other	3,040	–	–	3,040	
Total current assets	108,375	–	–	108,375	
Current liabilities					
Payables	15,899	9,647	–	25,546	
Contract liabilities	11,652	–	(11,652)	–	
Lease liabilities	65	–	–	65	
Borrowings	560	–	–	560	
Provisions	11,487	–	–	11,487	
Total current liabilities	39,663	9,647	(11,652)	37,658	
Non-current assets					
Investments	110,500	–	–	110,500	
Receivables	102	–	–	102	
Infrastructure, property, plant and equipment	1,553,427	–	–	1,553,427	
Investment property	46,170	–	–	46,170	
Intangible assets	927	–	–	927	
Right of use assets	1,739	–	–	1,739	
Total non-current assets	1,712,865	–	–	1,712,865	
Non-current liabilities					
Lease liabilities	1,690	–	–	1,690	
Borrowings	21,420	–	–	21,420	
Provisions	285	–	–	285	
Total Non-current liabilities	23,395	–	–	23,395	
Net assets	1,758,182	(9,647)	11,652	1,760,187	
Equity					
Accumulated surplus	898,374	–	2,005	900,379	
Revaluation reserves	859,808	–	–	859,808	
Council equity interest	1,758,182	–	2,005	1,760,187	
Total equity	1,758,182	–	2,005	1,760,187	

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Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

(continued)

FOR THE YEAR ENDED 30 JUNE 2020

Transfer of part of the contract liability to income received in advance and elimination of contract liability which arises under AASB 15 for funds received to construct an asset to be controlled by Council and other funds under AASB 15 which have been received prior to the satisfaction of performance obligations.

Income Statement

\$ '000	Income Statement and comprehensive income under AASB 15 and AASB 1058	Reclassification	Remeasurement	Income Statement and comprehensive income under previous revenue standards	Notes
<u>Income from continuing operations</u>					
Rates and annual charges	88,273	–	–	88,273	
User charges and fees	19,753	–	–	19,753	
Other revenues	4,654	–	–	4,654	
Grants and contributions provided for operating purposes	8,971	141	–	9,112	
Grants and contributions provided for capital purposes	14,917	1,864	–	16,781	
Interest and investment income	5,052	–	–	5,052	
Net gains from the disposal of assets	1,057	–	–	1,057	
Fair value increment on investment properties	5,027	–	–	5,027	
Rental income	6,134	–	–	6,134	
Total Income from continuing operations	153,838	2,005	–	155,843	
<u>Expenses from continuing operations</u>					
Employee benefits and on-costs	41,713	–	–	41,713	
Borrowing costs	439	–	–	439	
Materials and contracts	50,675	–	–	50,675	
Depreciation and amortisation	17,438	–	–	17,438	
Other expenses	16,480	–	–	16,480	
Total Expenses from continuing operations	126,745	–	–	126,745	
Total Operating result from continuing operations	27,093	2,005	–	29,098	
Net operating result for the year	27,093	2,005	–	29,098	
Total comprehensive income	126,430	–	–	126,430	

Difference in revenue between recognition on receipt under the old standards and as/when performance obligations are met under the new standards.

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Note 18. Accumulated surplus, revaluation reserves, changes in accounting policies, changes in accounting estimates and errors

FOR THE YEAR ENDED 30 JUNE 2020 (continued)

Adjustments to the current year figures for the year ended 30 June 2020

Statement of Financial Position

\$ '000	Original Balance 1 July, 2019	Impact Increase/ (decrease)	Restated Balance 1 July, 2019
Contract assets	–	–	–
Total assets	–	–	–
Contract liabilities	–	137	137
Total liabilities	47,569	137	47,706
Accumulated surplus	871,418	(137)	871,281
Total equity	(47,569)	(137)	(47,706)

(iii) AASB 16 Leases

Council as a lessee

Under AASB 117, Council assessed whether leases were operating or finance leases, based on its assessment of whether the significant risks and rewards of ownership had been transferred to Council or remained with the lessor. Under AASB 16, there is no differentiation between finance and operating leases for the lessee and therefore all leases which meet the definition of a lease are recognised on the statement of financial position (except for short-term leases and leases of low-value assets).

Council has used the exception to lease accounting for short-term leases and leases of low-value assets, and the lease expense relating to these leases is recognised in the Income Statement on a straight-line basis.

Council as a lessor

For the arrangements where Council is a lessor, there are no significant accounting policy changes on adoption of AASB 16 except for sub-leases, which have now been classified in relation to the right-of-use asset under the head lease rather than the underlying asset.

Note 19 Statement of cash flow information

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	2020	2019
(a) Reconciliation of cash and cash equivalents			
Total cash and cash equivalents per Statement of Financial Position	7(a)	20,554	38,357
Balance as per the Statement of Cash Flows		20,554	38,357
(b) Reconciliation of net operating result to cash provided from operating activities			
Net operating result from Income Statement		27,093	29,391
Adjust for non-cash items:			
Depreciation and amortisation		17,438	16,895
Net loss on disposal of assets		(1,057)	156
Non-cash capital grants and contributions		(823)	–
Adoption of AASB 15/1058		(137)	–
Gains recognised on fair value re-measurements through the P&L:			
– Investment property		(5,027)	(1,991)
Amortisation of premiums, discounts and prior period fair valuations			
– Financial assets at amortised cost / held to maturity (2019)		–	1
+/- Movement in operating assets and liabilities and other cash items:			
Increase/(decrease) in receivables		(6,529)	190
Increase/(decrease) in provision for doubtful debts		86	(1,107)
Increase/(decrease) in inventories		(43)	26
(Decrease) in other assets		(525)	(458)
Increase in payables– operating		1,079	142
Increase/(decrease) in other liabilities		(2,531)	1,954
Increase in contract liabilities		11,652	–
Increase/(decrease) in employee leave entitlements		1,068	(436)
Net cash provided from operating activities from the Statement of Cash Flows		41,744	44,763

continued on next page ...

Note 20 Commitments

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020	2019
(a) Capital commitments (exclusive of GST)		
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Buildings	809	432
Other	19,613	7,062
Total commitments	20,422	7,494
These expenditures are payable as follows:		
Within the next year	20,422	7,494
Total payable	20,422	7,494
Sources for funding of capital commitments:		
Unrestricted general funds	20,422	7,494
Total sources of funding	20,422	7,494

(b) Non-cancellable operating lease commitments (2019 only)

a. Commitments under non-cancellable operating leases at the reporting date, but not recognised as liabilities are payable:

Within the next year	–	239
Later than one year and not later than 5 years	–	283
Total non-cancellable operating lease commitments	–	522

b. Non-cancellable operating leases include the following assets:

Refer to Note 15 for information relating to leases for 2020.

Council's current operating leases are for IT Equipment including desktop computers, laptops, printers and multi-function devices and are for a term of four years.

Conditions relating to operating leases:

- All operating lease agreements are secured only against the leased asset.
- No lease agreements impose any financial restrictions on Council regarding future debt.

Note 21 Contingencies

FOR THE YEAR ENDED 30 JUNE 2020

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(ii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity. StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

(iii) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

Where agreement is reached independent valuations guide the acquisition process in accordance with Council's Acquisition and Divestment of Land Policy. At reporting date, independent valuations have not yet been secured to accurately determine the value of any potential liability to Council (and subsequent land asset) from all such potential acquisitions.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Storm damage

During 2019/20 Council's LGA suffered from two major natural disasters (November and February storms). As a result, significant expenditure has been incurred on clean-up and restoration costs. Council is eligible for natural disaster funding from the NSW Government as part of the Disaster Recovery Funding Arrangements (DRFA) model. An application of \$1.7m has been lodged with the Department for reimbursement of costs incurred; however, at this stage the result of the application and the final amount approved is unknown. As such, a receivable has not been recognised in the current Financial Statements.

Note 22 Financial risk management

FOR THE YEAR ENDED 30 JUNE 2020

Risk management

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

A comparison by category of the carrying amounts and fair values of Council's financial assets and financial liabilities recognised in the financial statements is presented below.

\$ '000	Carrying value 2020	Carrying value 2019	Fair value 2020	Fair value 2019
Financial assets				
Measured at amortised cost				
Cash and cash equivalents	20,554	38,357	20,554	38,357
Receivables	17,176	10,733	17,176	10,733
Investments				
– 'Financial assets at amortised cost'	178,000	154,250	178,308	154,617
Total financial assets	215,730	203,340	216,038	203,707
Financial liabilities				
Payables	15,899	15,060	15,899	15,060
Loans/advances	21,980	20,684	21,980	20,684
Lease liabilities	1,755	–	1,755	–
Total financial liabilities	39,634	35,744	39,634	35,744

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- **Payables** – exclude payments received in advance.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the *Local Government Act 1993* and Minister's investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether these changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.

continued on next page ...

Note 22 Financial risk management (continued)

FOR THE YEAR ENDED 30 JUNE 2020

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- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council also seeks advice from independent advisors before placing any funds in cash equivalents and investments.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

(a) Market risk – price risk and interest rate risk

The following represents a summary of the sensitivity of Council's Income Statement and accumulated surplus (for the reporting period) due to a change in either the price of a financial asset or the interest rates applicable.

It is assumed that the change in interest rates would have been constant throughout the reporting period.

\$ '000	Increase of values/rates		Decrease of values/rates	
	Profit	Equity	Profit	Equity
2020				
Possible impact of a 10% movement in market values	4,400	4,400	(4,400)	(4,400)
Possible impact of a 1% movement in interest rates	440	440	(440)	(440)
2019				
Possible impact of a 10% movement in market values	2,790	2,790	(2,790)	(2,790)
Possible impact of a 1% movement in interest rates	279	279	(279)	(279)

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

The major risk associated with these receivables is credit risk – the risk that debts due and payable to Council may not be repaid in full.

Council manages the credit risk by monitoring outstanding debts and employing stringent debt recovery procedures.

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourage the payment of debt.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

A profile of Council's receivables credit risk at balance date follows:

continued on next page ...

Note 22 Financial risk management (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Credit risk profile

Receivables – rates and annual charges

\$ '000	Not yet overdue	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2020						
Gross carrying amount	–	2,839	448	140	57	3,484
2019						
Gross carrying amount	–	2,310	328	202	190	3,030

Receivables - non-rates and annual charges

\$ '000	Not yet overdue	0 - 30 days overdue	31 - 60 days overdue	61 - 90 days overdue	> 91 days overdue	Total
2020						
Gross carrying amount	12,014	525	111	1,395	294	14,339
2019						
Gross carrying amount	6,976	127	134	1,027	–	8,264

(c) Liquidity risk

Payables and borrowings are both subject to liquidity risk – the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer.

Payment terms can (in extenuating circumstances) also be extended and overdraft facilities can be utilised as required.

The contractual undiscounted cash outflows (i.e.principal and interest) of Council's payables and borrowings are set out in the maturity table below:

\$ '000	Weighted average interest rate	Subject to no maturity	payable in: ≤ 1 Year	1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
2020							
Trade/other payables	0.00%	7,291	8,730	–	–	16,021	15,899
Loans and advances	1.61%	–	560	20,420	1,000	21,980	21,980
Total financial liabilities		7,291	9,290	20,420	1,000	38,001	37,879
2019							
Trade/other payables	0.00%	7,303	7,757	–	–	15,060	15,060
Loans and advances	4.17%	–	19,603	1,081	–	20,684	20,684
Total financial liabilities		7,303	27,360	1,081	–	35,744	35,744

Note 23 Material budget variations

FOR THE YEAR ENDED 30 JUNE 2020

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Council's original financial budget for 19/20 was adopted by the Council on 25/06/2019 and is unaudited.

While the Income Statement included in this General Purpose Financial Statements must disclose the original budget adopted by Council, the Local Government Act 1993 requires Council to review its financial budget on a quarterly basis, so that it is able to manage the various variations between actuals versus budget that invariably occur throughout the year.

This note sets out the details of **material variations** between Council's original budget and its actual results for the year as per the Income Statement – even though such variations may have been adjusted for during each quarterly budget review.

Material variations represent those variances between the original budget figure and the actual result that amount to **10%** or more.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2020 Budget	2020 Actual	2020 ----- Variance -----	
REVENUES				
Capital grants and contributions	19,303	14,917	(4,386)	(23)% U
Unfavourable variance mainly due to less than forecast development contributions received.				
Net gains from disposal of assets	750	1,057	307	41% F
Favourable variance mainly due to a "Held for Sale" parcel of land (Babbage road, Roseville) disposed off during the financial year.				
Expenses				
Borrowing costs	718	439	279	39% F
Favourable variance due to lower actual loan balance and lower interest rates achieved compared to projected assumptions.				
Materials and contracts	44,867	50,675	(5,808)	(13)% U
Unfavourable mainly due to significant expenses incurred as a result of two unforeseen natural disaster events (November 2019 & February 2020 storms) combined with more than projected expenditure on legal matters, waste recycling and agency costs.				
Other expenses	18,282	16,480	1,802	10% F
Favourable variance mainly due to lower than forecast street lighting cost, electricity costs and rental rebates.				
STATEMENT OF CASH FLOWS				
Cash flows from financing activities	(1,213)	1,240	2,453	(202)% F
The variance is mainly due to low interest rates and a new loan drawn.				

Note 24 Fair Value Measurement

FOR THE YEAR ENDED 30 JUNE 2020

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

(1) The following table presents all assets and liabilities that have been measured and recognised at fair values:

2020	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment property					
Investment properties	30/06/20	–	46,170	–	46,170
Total investment property		–	46,170	–	46,170
Infrastructure, property, plant and equipment					
Operational Land	30/06/18	–	–	160,960	160,960
Community Land	30/06/16	–	–	402,884	402,884
Land Under Roads	30/06/19	–	–	1,173	1,173
Land Improvements Depreciable	30/06/16	–	–	1,717	1,717
Stormwater Drainage	30/06/18	–	–	162,501	162,501
Structure (Car Parks)	30/06/20	–	–	10,438	10,438
Buildings – Non Specialised	30/06/18	–	–	4,399	4,399
Buildings – Specialised	30/06/18	–	–	89,835	89,835
Furniture & Fittings	30/06/15	–	–	244	244
Library Books	30/06/15	–	–	3,147	3,147
Office Equipment	30/06/15	–	–	878	878
Plant & Equipment (e.g. Fleet & Small Plant)	30/06/15	–	–	9,480	9,480
Crown Land	30/06/18	–	–	138,653	138,653
Other (Artworks, Sculptures)	30/06/16	–	–	1,370	1,370
Roads and Bulk earthworks	30/06/20	–	–	301,206	301,206
Bridges	30/06/20	–	–	10,023	10,023
Footpaths	30/06/20	–	–	47,960	47,960
Kerb & Gutter	30/06/20	–	–	93,165	93,165
Road Structure & Street Furniture	30/06/20	–	–	8,304	8,304
Recreational Facilities	30/06/15	–	–	74,773	74,773
Swimming Pools	30/06/18	–	–	2,466	2,466
Total infrastructure, property, plant and equipment		–	–	1,525,576	1,525,576

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Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

2019	Date of latest valuation	Fair value measurement hierarchy			Total
		Level 1 Quoted prices in active mkts	Level 2 Significant observable inputs	Level 3 Significant unobservable inputs	
Investment property					
Investment properties	30/06/19	–	39,866	–	39,866
Total investment property		–	39,866	–	39,866
Infrastructure, property, plant and equipment					
Operational Land	30/06/18	–	–	159,230	159,230
Community Land	30/06/16	–	–	402,905	402,905
Land Under Roads	30/06/19	–	–	1,173	1,173
Land Improvements Depreciable	30/06/16	–	–	1,863	1,863
Stormwater Drainage	30/06/18	–	–	161,250	161,250
Structure (Car Parks)	30/06/15	–	–	9,564	9,564
Buildings – Non Specialised	30/06/18	–	–	3,751	3,751
Buildings – Specialised	30/06/18	–	–	90,224	90,224
Furniture & Fittings	30/06/15	–	–	248	248
Library Books	30/06/15	–	–	3,053	3,053
Office Equipment	30/06/15	–	–	809	809
Plant & Equipment (e.g. Fleet & Small Plant)	30/06/15	–	–	8,798	8,798
Crown Land	30/06/18	–	–	138,653	138,653
Other (Artworks, Sculptures)	30/06/16	–	–	1,436	1,436
Roads and Bulk earthworks	30/06/15	–	–	242,136	242,136
Bridges	30/06/15	–	–	8,038	8,038
Footpaths	30/06/15	–	–	33,224	33,224
Kerb & Gutter	30/06/15	–	–	67,551	67,551
Road Structure & Street Furniture	30/06/15	–	–	6,171	6,171
Recreational Facilities	30/06/15	–	–	72,777	72,777
Swimming Pools	30/06/18	–	–	2,474	2,474
Total infrastructure, property, plant and equipment		–	–	1,415,328	1,415,328
Non-current assets classified as ‘held for sale’					
Land Asset	30/06/19	–	–	380	380
Total NCA’s classified as ‘held for sale’		–	–	380	380

Note that capital WIP is not included above since it is carried at cost.

The 2019 figures have been restated

(2) Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

(3) Valuation techniques used to derive level 2 and level 3 fair values

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

Council obtains an independent valuation of its investment property on an annual basis and at the end of each reporting period the financial statements reflect the most up to date valuation. The best evidence of fair value is the current price in an active market for similar assets. The following information is used where necessary;

- Current prices in an active market for different types of properties or similar properties in a less active market.
- Income that may arise out of renting the property based on direct capitalisation method.

The investment property held by Council has been valued by the valuer using valuation techniques that are appropriate and for which sufficient data was available to measure fair value, maximising the use of observable inputs (Level 2 inputs) and minimising unobservable inputs (Level 3 inputs) (based on the per square metres).

The market approach was used to value the investment property. It was valued on 30 June 2020 by Scott Fullarton FAPI, Certified Practising Valuer, and Registered Valuer No 2144.

Infrastructure, property, plant and equipment (IPP&E)

Community Land

Assets within the "Community Land" class are Council owned Community Land. Council's community land is valued on the Unimproved Capital Value (UCV), provided by the Valuer General.

Currently all Council assets in this asset class are based on UCV, however, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

The last revaluation of Community Land was performed in June 2016.

Crown Land

Crown Reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Crown Land is valued on the Unimproved Capital Value provided by the Valuer General. However, should Council have an asset in future for which an UCV is not provided, the replacement cost will be used. Replacement cost will be based on average unit rates for similar properties, land use, dimensions, land size and shape, which are not considered observable based on market evidence, therefore, placing the whole asset class in Level 3. Valuation techniques remained the same for this reporting period.

Operational Land

Council's operational land includes all of Council's land classified as operational land under Local Government Act 1993. The total area of land at the time of the last valuation was 82,222m². Council's operational land is valued regularly with a comprehensive valuation completed and revalued every five years. Scott Fullarton Valuation Pty Ltd. completed the last valuation in June 2018. Council's operational land was valued at market value (highest and best use) after identifying all elements that would be taken into account by buyers and sellers in setting the price, including but not limited to zoning, topography, location, size, shape, access, exposure to traffic and businesses. Remaining useful life, condition of asset, future cash flow from the use of asset are also considered when determining the fair value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these
continued on next page ...

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

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assets require significant professional judgement and are therefore unobservable.

Land Under Roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips. Council has elected not to recognise land under roads acquired before 1 July 2008 in accordance with AASB 1051. Land under roads acquired after 1 July 2008 is recognised in accordance with AASB 116 – Property, Plant and Equipment. Eight locations were identified by Council's Strategic Asset Coordinator by end of 30 June 2019. Values were determined using the Englobo methodology derived from the Code of Accounting Practice and Financial Reporting.

This asset class is classified as Level 3 asset as significant inputs used in the Englobo valuation methodology are unobservable.

Land Improvements Depreciable

The land improvements asset class consists of land improvement capital works surrounding Council buildings and parks. Council values these land improvements internally using cost approach. Replacement costs (unit rates) and useful lives of Council's land improvement assets were determined using technical knowledge from council staff (engineers and asset management) and contractor information. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, dimensions and residual value. The condition of each asset was determined by completing field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Stormwater Drainage

The Stormwater Drainage asset class consists of Council's pits and pipes. Council staff completed the valuation of these assets internally using replacement cost approach and the last valuation was completed in June 2018.

Replacement costs (unit rates) and useful lives for Stormwater Drainage assets were determined through a combination of historic subdivision data and technical knowledge of Council staff, which incorporated standard unit rates applied to the dimensions of the asset and considered environmental factors based on asset location. Other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, pattern of consumption, and residual value. The asset condition of 1 (Excellent) to 5 (Very Poor) was determined by assumptions based on age and CCTV investigations undertaken across a representative selection of Council's drainage network.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Other Structure (Car Park)

Council's car parks are componentised into the pavement, surface, formation and kerb & gutter for inspection and valuation. Council undertook the full revaluation of car park assets in the current financial year.

The condition of each asset was determined by engineers completing field inspections using the rate 1 (Excellent) to 5 (Very Poor). Replacement costs (unit rate) of Council's car park assets were determined using technical knowledge from council engineers and managers based on current contractor cost information. The useful lives were determined using SSROC useful life as a guide. Other significant inputs considered in the valuation of these assets are condition rating, remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Buildings - Non specialised and Specialised

Council engaged Scott Fullarton Valuation Pty Ltd to value all buildings in 2018. The approach estimated the replacement cost of each building and componentising of significant parts of specific buildings with different useful lives and taking into account a range of factors. Where the unit rates could be supported by market evidence, Level 2 inputs were utilised. Other inputs (such as estimates of residual value, useful life, asset condition and componentisation) required extensive professional judgment and impacted significantly on the final determination of fair value, as such, these assets have been valued utilising Level 3 inputs.

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Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Roads

Council's roads are componentised into the pavement, surface and formation and further separated into segments for inspection and valuation. Council undertook the full revaluation of road assets in current financial year.

The condition of Councils roads is determined utilising a pavement condition index which is based on surface cracking, surface texture and roughness, rutting. The condition is assessed completed by external consultant Infrastructure Management Group through field inspection. This pavement condition index is converted into road technical ratings condition 1 (Excellent) to 5 (Very Poor). The replacement costs (unit rates) are determined based on current contractor cost information for different road classes and materials. Useful lives were reviewed by Council's roads engineer based on Austroads 2009 guide. Remaining useful life is based on the new condition rate and Austroads Health Indices calculated by the Council's pavement management system SMEC.

Road is categorised as Level 3 assets as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Bridges

Council's bridges register consists of pedestrian, road, culvert, and vehicle access bridges. Council undertook the full revaluation of bridge assets in current financial year. The bridges were inspected and valued by an independent consultant Aurecon Australasia Pty Ltd. In order to apply fair valuation and condition based depreciation, the following information was determined by the consultant for each component:

- Condition assessment - Bridge site inspection is at component level, based on which the average condition rating at decimal format is calculated for the component. The rate is then round up or down based on Aurecon Australasia's professional methodology.
- The useful life and remaining useful life - Useful life of a component is based on primary material that the component in question is comprised of. The remaining useful life (RUL) is calculated by taking into account both condition and age and subtracting that from the design life.
- Replacement cost - The cost to replace a component to a current day equivalent.
- Residual value - For the purposes of calculating Fair Value for all bridge components at the end of their Useful Life, the RV has been assumed to be \$0 since generally there is no significant re-sale value potential for bridge components.
- Depreciation Method - For the purposes of the fair value calculation, a straight-line depreciation is adopted.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Footpaths

Council's engineer completed the full valuation of the Footpath assets internally in current financial year.

Replacement costs (unit rates) are determined based on invoices for footpath construction 2019-2020 and Council's Minor Works Tender Schedule of Rates. Useful lives are reviewed using technical knowledge with no changes being implemented to existing adopted useful lives. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of each asset are the latest condition rate is Council's asset system. The condition rates are updated per a five-year condition assessment program. Besides this, footpaths are also inspected with conditions updated as part of customer requests, authorised road opening work and Council's capital works program. Council models the footpath defects to determine an overall footpath condition rating for each footpath segment.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Kerb & Gutter

Council staff performed the valuation of the assets internally in this current financial year.

The condition rates are assessed by external consultant Infrastructure Management Group through inspection and engineer's desktop assessment. Replacement costs (unit rates) are based on current contractor cost information. Useful lives are reviewed using technical knowledge with no changes being implemented to existing adopted useful lives. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

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Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

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This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

Road Structure and Street Furniture

The Road Structures and Street Furniture register comprises of all structures (e.g. traffic islands, guardrails) and furniture (e.g. bollards, signs) within Council's road network. Council staff completed the valuation of the assets internally in current financial year.

The condition of these assets are monitored during Council's routine suburbs audit, and maintained if necessary. In addition, their conditions are updated regularly following customers' requests and completion of Council's capital works program. The condition of each asset was determined using the ratings 1 (Excellent) to 5 (Very Poor).

Replacement costs (unit rates) are based on current invoices, quotations Council's Minor Works Tender and Schedule of Rates and capital works handover spreadsheets. The useful lives of Council's road structures and street furniture are reviewed and updated using technical knowledge from Council engineers based on SSROC guide. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Open Space / Recreational Assets

Council's recreational facilities register includes all assets within our sports fields, bushland and park locations. This includes but is not limited to ovals, playing courts, playgrounds, fences and fire trails. Council staff completes the valuation of these assets internally. Replacement costs (unit rates) and useful lives of Council's recreational facilities were determined using technical knowledge from Council staff (engineers and asset management) and Contractor information. Some of the other significant inputs considered in the valuation of these assets are remaining useful life, pattern of consumption, dimensions, components and residual value.

The condition of these assets was determined by field inspections using the ratings 1 (Excellent) to 5 (Very Poor).

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Swimming Pool

Council engaged Scott Fullarton Valuation Pty Ltd to value all swimming pools in 2018. Substantial components of the pool are valued using replacement cost method. Replacement costs were determined using square metre rates and other significant inputs considered in the valuation of these assets are asset condition, remaining useful life, components, dimensions and residual value.

This asset class is categorised as Level 3 as some of the above-mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable. Valuation techniques remained the same for this reporting period.

Plant & Equipment, Office Equipment, and Furniture & Fittings

This asset category includes:

Plant & Equipment – Motor vehicles, trucks, mowers, buses, earthmoving equipment
Office Equipment – Computer equipment
Furniture & Fittings – Chairs, desks, cabinets, display systems

These assets are valued at cost in Council's books and reported at Fair value in the notes due to the nature of the items. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market therefore placing these assets in Level 3. Valuation techniques remained the same for this reporting period.

Library Books

This asset category comprises of assets such as library books, journals, magazines, CDs and DVDs.

continued on next page ...

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

The library books are reported at fair value in the notes however, due to the nature of these items they are valued at cost. There are no major variances between the fair value and carrying amount of these assets. Valuation techniques remain the same for this reporting period. The cost of these assets are based on current invoices and contracts, which are based on observable inputs, however the remaining useful life and residual value is based on internal factors which are unobservable in the market making it a Level 3 asset.

Others (Artwork, Sculptures)

Council engaged McWilliam and Associates Pty Ltd to value all artwork, memorabilia and monuments in June 2016. This information was updated into Council's public art register.

The valuation was completed using the replacement cost approach and market value in accordance with AASB 116. The replacement value for artworks and memorabilia was determined by the price at which the items could be purchased from a reputable dealer, gallery or retail outlet.

The replacement value for monuments was determined as the cost of replacing an asset with a similar object in a condition equal to, but not better than its condition when new. An estimate of associated costs including consultancy and site management is included in the determination of the replacement value.

Where the fair value of an asset could not be determined by sale on the open market, a depreciable replacement cost has been adopted. Other significant inputs considered in the valuation are the condition of the asset, pattern of consumption and remaining useful life.

This asset class is categorised as Level 3 as some of the above mentioned inputs used in the valuation of these assets require significant professional judgement and are therefore unobservable.

continued on next page ...

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

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(4) Fair value measurements using significant unobservable inputs (level 3)

a. The following tables present the changes in level 3 fair value asset classes.

\$ '000	Community Land	Land under Roads	Land improvement s depreciable	Stormwater drainage	Structures (car parks) Restated
2019					
Opening balance	402,905	1,132	2,021	160,905	9,629
Purchases (GBV)	–	–	–	2,004	168
Depreciation and impairment	–	–	(158)	(1,659)	(233)
Revaluation	–	41	–	–	–
Closing balance	402,905	1,173	1,863	161,250	9,564
2020					
Opening balance	402,905	1,173	1,864	161,250	9,565
Transfers from/(to) another asset class	–	–	–	1,402	(20)
Purchases (GBV)	–	–	–	1,531	623
Disposals (WDV)	(21)	–	–	–	(36)
Depreciation and impairment	–	–	(147)	(1,682)	(237)
Revaluation	–	–	–	–	543
Closing balance	402,884	1,173	1,717	162,501	10,438

\$ '000	Building specialised	Other	Roads Restated	Bridges Restated	Footpaths Restated
2019					
Opening balance	90,582	1,520	238,944	8,200	33,448
Purchases (GBV)	2,581	(12)	8,329	2	470
Depreciation and impairment	(2,939)	(72)	(5,138)	(164)	(694)
Closing balance	90,224	1,436	242,135	8,038	33,224
2020					
Opening balance	90,224	1,436	242,136	8,039	33,224
Transfers from/(to) another asset class	–	–	(1,656)	–	27
Purchases (GBV)	2,726	–	9,255	–	1,892
Disposals (WDV)	(78)	–	–	(68)	–
Depreciation and impairment	(3,037)	(66)	(5,231)	(158)	(697)
Revaluation	–	–	56,702	2,210	13,514
Closing balance	89,835	1,370	301,206	10,023	47,960

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Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Kerb and gutter Restated	Road structure and street furniture Restated	Recreational facilities	Swimming pools	Held for sale (comm land and LIMP)
2019					
Opening balance	67,827	5,681	73,261	2,294	–
Transfers from/(to) another asset class	–	70	(70)	–	380
Purchases (GBV)	696	555	2,334	208	–
Disposals (WDV)	–	–	(44)	–	–
Depreciation and impairment	(972)	(135)	(2,704)	(28)	–
Closing balance	67,551	6,171	72,777	2,474	380
2020					
Opening balance	67,551	6,171	72,777	2,474	380
Transfers from/(to) another asset class	(94)	(172)	513	–	–
Purchases (GBV)	1,277	1,505	4,194	22	24
Disposals (WDV)	–	(14)	–	–	–
Depreciation and impairment	(974)	(148)	(2,711)	(30)	(404)
Revaluation	25,405	962	–	–	–
Closing balance	93,165	8,304	74,773	2,466	–

\$ '000	Crown land Restated	Buildings non-specialis ed	Furniture and fittings	Office equipment	Plant and equipment
2019					
Opening balance	138,653	3,646	163	841	7,778
Purchases (GBV)	–	238	120	248	2,912
Disposals (WDV)	–	–	–	(116)	(889)
Depreciation and impairment	–	(133)	(35)	(164)	(1,003)
Closing balance	138,653	3,751	248	809	8,798
2020					
Opening balance	138,653	3,752	248	809	8,798
Purchases (GBV)	–	796	39	232	2,780
Disposals (WDV)	–	–	–	–	(869)
Depreciation and impairment	–	(149)	(43)	(163)	(1,229)
Closing balance	138,653	4,399	244	878	9,480

continued on next page ...

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Operational Land	Library books	Total
2019			
Opening balance	159,549	2,967	1,411,946
Transfers from/(to) another asset class	(380)	-	-
Purchases (GBV)	61	662	21,576
Disposals (WDV)	-	-	(1,049)
Depreciation and impairment	-	(576)	(16,807)
Revaluation	-	-	41
Closing balance	159,230	3,053	1,415,707
2020			
Opening balance	159,230	3,053	1,415,712
Purchases (GBV)	1,730	685	29,311
Disposals (WDV)	-	-	(1,086)
Depreciation and impairment	-	(591)	(17,697)
Revaluation	-	-	99,336
Closing balance	160,960	3,147	1,525,576

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Bridges	10,023	Cost Approach	Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 2 - 5 Good to Very poor Useful life 3-70 years
Community Land	402,884	NSW Valuer General	Unimproved Capital Value provided by Valuer General
Buildings - Specialised	89,835	Cost Approach	Total area (6,986,004 m2) Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical
Buildings Non Specialised	4,399	Cost Approach	Replacement Cost - Unit Rates vary from asset to asset Asset Condition rating 1 - 4 Excellent to Poor Useful life 25-100 years Components: Structure, Roof, Floor, Mechanical, Fire and Security, Internal finishes and Electrical

Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Crown Land	138,653	NSW Valuer General	Unimproved Capital Value provided by Valuer General
Footpaths	47,960	Cost Approach	Replacement Cost - Unit Rates \$110 - \$480 vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 40- 80 years Cost vary from asset to asset
Furniture and Fittings, Office Equipment and Plant and Equipment (e.g. Fleet and Small Plant)	244	Cost Approach	Useful life 2-10 years Residual Value \$nil - \$10
Kerb and Gutter	93,165	Cost Approach	Replacement Cost - Unit Rate \$150 - \$250 vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor Useful life 60-100 years Replacement Cost - Unit Rates vary from asset to asset
Land Improvements Depreciable	1,717	Cost Approach	Asset Condition rating 1 - 5 Excellent to Very poor Useful life 20 years Total area (85,374,620m2) Total area LUR (19,421m2)
Land Under Roads	1,173	Cost Approach / Englobo valuation	Englobo valuation basis (AASB116) Replacement Costs vary from asset to asset
Library Books	3,147	Cost Approach	Asset Condition rating 1-5 Excellent to Very poor Useful life 10 years Residual Value \$nil - \$10
Operational Land	160,960	Market Value / Cost Approach	Total area (82,222m2)
Other (Artworks, Sculptures)	1,370	Cost Approach	Replacement costs vary from asset to asset
Other Structures (Car park)	10,438	Cost Approach	Replacement Costs vary from asset to asset Asset Condition rating 1 - 4 Excellent to poor Useful life 25-60 years Replacement Costs vary from asset to asset
Recreational Facilities	74,773	Cost Approach	Asset Condition rating 1 - 5 Excellent to Very poor

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Note 24 Fair Value Measurement (continued)

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Fair value (30/6/20)	Valuation technique/s	Unobservable inputs
Road Structure and Street Furniture	8,304	Cost Approach	Replacement Costs vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Roads	301,206	Cost Approach	Useful life 10-120 years Unit Rates Surface:\$25-\$35 Pavement:\$5-\$350 Asset Condition rating 1 - 5 Excellent to Very poor
Stormwater Drainage	162,501	Cost Approach	Pavement useful life 60 - 80 years Surface useful life 20 - 100 years Replacement Cost Unit Rates vary from asset to asset Asset Condition rating 1 - 5 Excellent to Very poor
Swimming Pools	2,466	Cost Approach	Useful life 10-150 years Replacement Costs vary from asset to asset Asset Condition rating 1-2 Excellent to Good Useful life 100 years

(5) Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

Note 25 Related party disclosures

FOR THE YEAR ENDED 30 JUNE 2020

(a) Key management personnel

Key management personnel (KMP) of the Council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly. KMP defined for this disclosure are elected members, general manager, directors and some managers (based on their responsibility and financial delegations).

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2020	2019
Compensation:		
Short-term benefits	3,597	2,989
Other long-term benefits	34	30
Termination benefits	—	228
Total	3,631	3,247

(b) Other transactions with KMP and their related parties

Council has determined that transactions at arm's length between KMP and Council as part of Council delivering a public service objective (e.g. access to library or Council swimming pool by KMP) will not be disclosed.

Council does not use Other transactions with KMP and their related parties.

Note 26 Events occurring after the reporting date

FOR THE YEAR ENDED 30 JUNE 2020

Council is aware of the following 'non-adjusting events' that merit disclosure:

The Coronavirus (COVID 19) Pandemic continues to impact both communities and business throughout the world including Australia and the community where Council operates. This Pandemic has had a financial impact for Council in the financial year ended 30 June 2020, which was reported to Council, and is expected to further impact the following financial year.

The scale, timing and duration of the potential impacts on Council is unknown, however, it is expected that there will be a decrease in projected revenue.

Note 27 Statement of developer contributions

FOR THE YEAR ENDED 30 JUNE 2020

Under the *Environmental Planning and Assessment Act 1979*, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas.

It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Summary of contributions and levies

	as at 30/06/19		as at 30/06/20						
	Opening Balance	Contributions received during the year	Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
\$ '000									
Traffic facilities	28,805	2,905	2,905	823	773	(3,836)	266	28,913	-
Parking	901	-	-	-	22	(14)	-	909	-
Open space	90,850	4,013	4,013	-	2,235	(5,969)	(266)	90,863	-
Community facilities	7,844	534	534	-	191	(853)	-	7,716	-
Other	23	-	-	-	-	(233)	-	(210)	-
S7.11 contributions – under a plan	128,423	7,452	7,452	823	3,221	(10,905)	-	128,191	-
S7.12 levies – under a plan	6,087	2,469	2,469	-	176	(576)	-	8,156	-
Total S7.11 and S7.12 revenue under plans	134,510	9,921	9,921	823	3,397	(11,481)	-	136,347	-
Total contributions	134,510	9,921	9,921	823	3,397	(11,481)	-	136,347	-
S7.11 Contributions – under a plan									
CONTRIBUTION PLAN – 1993 Plan									
Parking	901	-	-	-	22	(14)	-	909	-
Total	901	-	-	-	22	(14)	-	909	-

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Note 27 Statement of developer contributions (continued)

FOR THE YEAR ENDED 30 JUNE 2020

	as at 30/06/19		Contributions received during the year				as at 30/06/20		
	Opening Balance		Cash	Non-cash	Interest earned in year	Expenditure during year	Internal borrowing (to)/from	Held as restricted asset	Cumulative internal borrowings due/(payable)
CONTRIBUTION PLAN – 2000 to 2003 Residential Plan									
Open space	1,534		–	–	34	(788)	–	780	–
Community facilities	46		–	–	1	–	–	47	–
Total	1,580		–	–	35	(788)	–	827	–
CONTRIBUTION PLAN – 2004/2009 Residential Plan									
Open space	1,733		–	–	43	(39)	–	1,737	–
Community facilities	3,288		–	–	80	(171)	–	3,197	–
Other	23		–	–	–	(23)	–	–	–
Total	5,044		–	–	123	(233)	–	4,934	–
CONTRIBUTION PLAN – 2010 Plan									
Traffic facilities	28,805		2,905	823	773	(3,836)	266	28,913	–
Open space	87,239		4,013	–	2,150	(5,142)	(266)	87,994	–
Community facilities	4,510		534	–	110	(682)	–	4,472	–
Other	–		–	–	–	(210)	–	(210)	–
Total	120,554		7,452	823	3,033	(9,870)	–	121,169	–
CONTRIBUTION PLAN – Ku-ring-gai SEPP 5 Plan									
Open space	344		–	–	8	–	–	352	–
Total	344		–	–	8	–	–	352	–
S7.12 Levies – under a plan									
CONTRIBUTION PLAN NUMBER –									
Section 7.12 levies	6,087		2,469	–	176	(576)	–	8,156	–
Indirect contribution	–		–	–	–	–	–	–	–
Total	6,087		2,469	–	176	(576)	–	8,156	–

Note 28(a) Statement of performance measures – consolidated results

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Amounts 2020	Indicator 2020	2019	Prior periods 2018	2017	Benchmark
1. Operating performance ratio						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ¹	6,092	4.59%	10.22%	4.03%	8.97%	>0.00%
Total continuing operating revenue excluding capital grants and contributions	132,837					
2. Own source operating revenue ratio						
Total continuing operating revenue excluding all grants and contributions ¹	123,866	83.83%	85.20%	76.97%	82.42%	>60.00%
Total continuing operating revenue ¹	147,754					
3. Unrestricted current ratio						
Current assets less all external restrictions ²	63,280	3.42x	3.65x	3.05x	3.21x	>1.50x
Current liabilities less specific purpose liabilities ³	18,489					
4. Debt service cover ratio						
Operating result before capital excluding interest and depreciation/impairment/amortisation ¹	23,969	19.99x	17.72x	13.96x	13.46x	>2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	1,199					
5. Rates, annual charges, interest and extra charges outstanding percentage						
Rates, annual and extra charges outstanding	3,778	4.12%	3.73%	2.96%	3.27%	<5.00%
Rates, annual and extra charges collectible	91,771					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus all term deposits	154,554	16.54	16.35	16.80	13.90	>3.00
Monthly payments from cash flow of operating and financing activities	9,344	mths	mths	mths	mths	mths

(1) Excludes fair value adjustments, reversal of revaluation decrements, net gain on sale of assets, and net loss of interests in joint ventures and associates.

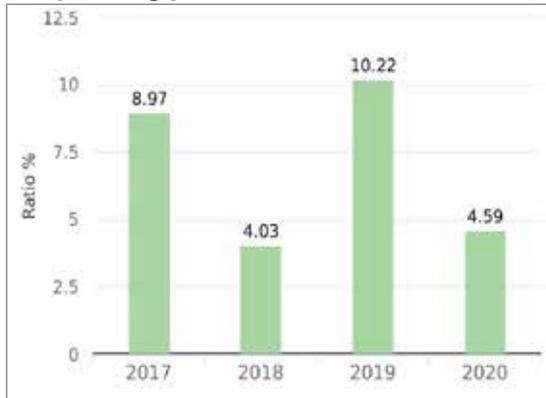
(2) Refer Note 7-9 inclusive. Also excludes any real estate and land for resale not expected to be sold in the next 12 months.

(3) Refer to Note 16 and 17 - excludes all payables and provisions not expected to be paid in the next 12 months (incl.ELE).

Note 28(a) Statement of performance measures – consolidated results (graphs)

FOR THE YEAR ENDED 30 JUNE 2020

1. Operating performance ratio



Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2019/20 result

2019/20 ratio 4.59%

Council's Performance Ratio is above the benchmark of (0%), which means that Council can easily contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The decrease from previous year is mainly due to reduced income and higher operational expenditure, as a result of COVID-19 Pandemic revenue loss and additional expenditure from two storms during the year.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark
Ratio is outside benchmark

2. Own source operating revenue ratio



Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2019/20 result

2019/20 ratio 83.83%

Council's Own Source Operating Revenue Ratio has remained above the benchmark of (>60%) in the last four years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark
Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2019/20 result

2019/20 ratio 3.42x

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming benchmark for the last four years. Council's liquidity is good and it can readily pay its debts as they fall due. The ratio remains stable with only a minor decrease from previous year.

Benchmark: — > 1.50x

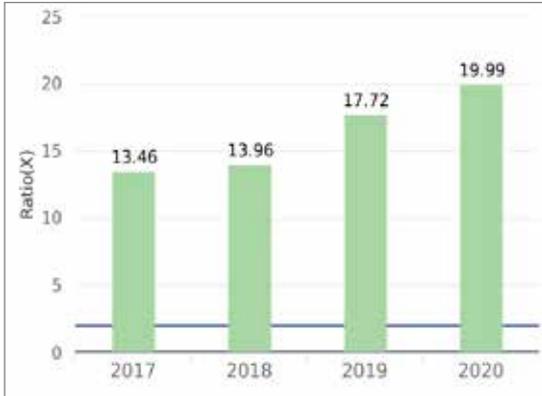
Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio achieves benchmark
Ratio is outside benchmark

Note 28(b) Statement of performance measures – consolidated results (graphs)

FOR THE YEAR ENDED 30 JUNE 2020

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2019/20 result

2019/20 ratio 19.99x

The Debt Service Cover Ratio has increased from previous year and is above the benchmark of 2x, mainly due to decreased principal and interest repayments during the financial year compared to the previous year.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

■ Ratio achieves benchmark

■ Ratio is outside benchmark

5. Rates, annual charges, interest and extra charges outstanding percentage



Purpose of rates, annual charges, interest and extra charges outstanding

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2019/20 result

2019/20 ratio 4.12%

The percentage of rates and annual charges that are unpaid at the end of the financial year is a measure of how well Council is managing debt recovery. Council's ratio of 4.12% is satisfactory and is better than the benchmark of "less than 5%". A modest increase from previous year is noticed mainly due to additional uncollected rates as a result of the impact of Covid-19 Pandemic on some ratepayers.

Benchmark: — < 5.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

■ Ratio achieves benchmark

■ Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2019/20 result

2019/20 ratio 16.54 mths

Council's Cash Expense Cover Ratio is satisfactory and above benchmark of "greater than 3 months". This ratio has slightly decreased compared to last year as a result of reduced current cash and investments compared to last year.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

■ Ratio achieves benchmark

■ Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT
Report on the general purpose financial statements
Ku-ring-gai Council

To the Councillors of Ku-ring-gai Council

Opinion

I have audited the accompanying financial statements of Ku-ring-gai Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2020, the Statement of Financial Position as at 30 June 2020, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2020, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note 23 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

23 September 2020
SYDNEY



Ms Jennifer Anderson
Mayor
Ku-ring-gai Council
Locked Bag 1006
GORDON NSW 2072

Contact: Chariee Bultitude
Phone no: 02 9275 7104
Our ref: D2020047/1748

23 September 2020

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2020
Ku-ring-gai Council**

I have audited the general purpose financial statements (GPFS) of the Ku-ring-gai Council (the Council) for the year ended 30 June 2020 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2020 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

We did not identify any significant audit issues and observations during the audit of the Council's financial statements.

INCOME STATEMENT

Operating result

	2020	2019	Variance
	\$m	\$m	%
Rates and annual charges revenue	88.3	85.4	↑ 3
Grants and contributions revenue	23.9	21.8	↑ 9
Operating result from continuing operations	27.1	29.3	↓ 8
Net operating result before capital grants and contributions	12.2	15.5	↓ 21

The Council's operating result from continuing operations (\$27.1 million including depreciation and amortisation expense of \$17.4 million) was \$2.2 million lower than the 2018–19 result. This result includes a decrease in user charges and fees (\$1.7 million), an increase in rates and annual charges (\$2.9 million), an increase in grants and contribution revenue (\$2.1 million), a decrease in other revenues (\$2.3 million), net gain from disposal of assets (\$1.1 million), and a gain on the fair value of investment properties (\$3.0 million).

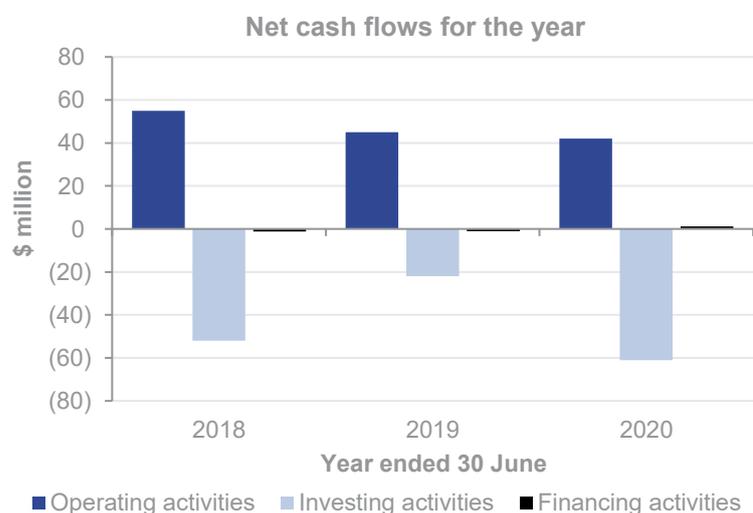
The net operating result before capital grants and contributions (\$12.2 million) was \$3.3 million lower than the 2018–19 result. This result includes an increase in materials and contracts (\$4.8 million).

Rates and annual charges revenue was \$88.3 million (\$85.4 million for the year ended 30 June 2019). The increase of \$2.9 million (3 per cent) is mainly due to the rate peg and natural growth rateable properties.

Grants and contributions revenue (\$23.9 million) increased by \$2.1 million (9 per cent) in 2019–20 due to additional grant funding received.

STATEMENT OF CASH FLOWS

- Cash flows from operating activities decreased from 2018-19 due to an increase in payments for materials and contracts.
- Council's cash outflows from investing activities increased because of an increase in payments for infrastructure, property, plant and equipment and also a decrease in receipts for sale of investment securities.
- Net cash from financing activities has been steady over the previous three years.



FINANCIAL POSITION

Cash and investments

Cash and investments	2020	2019	Commentary
	\$m	\$m	
External restrictions	155.6	152.6	<ul style="list-style-type: none"> Externally restricted cash and investments are restricted in their use by externally imposed requirements. Externally restricted funds increased as a result of a build-up of unspent s7.11 contributions and s7.12 levies revenue under a plan.
Internal restrictions	37.8	36.2	
Unrestricted	5.2	3.7	
Cash and investments	198.6	192.5	<ul style="list-style-type: none"> Internally restricted cash and investments have been restricted in the use by resolution or by a policy of Council to reflect identified programs of works and any forward plans identified by Council. Internal restrictions for infrastructure and facilities have increased. Council's unrestricted cash balance is relatively consistent and healthy.

Debt

At 30 June 2020, Council recognised \$21.9 million in loans (30 June 2019: \$20.6 million). The increase is primarily for the purpose of refurbishment of certain infrastructure, property, and plant equipment under the operational plan. Council's loans are secured over the general rating income of Council.

PERFORMANCE

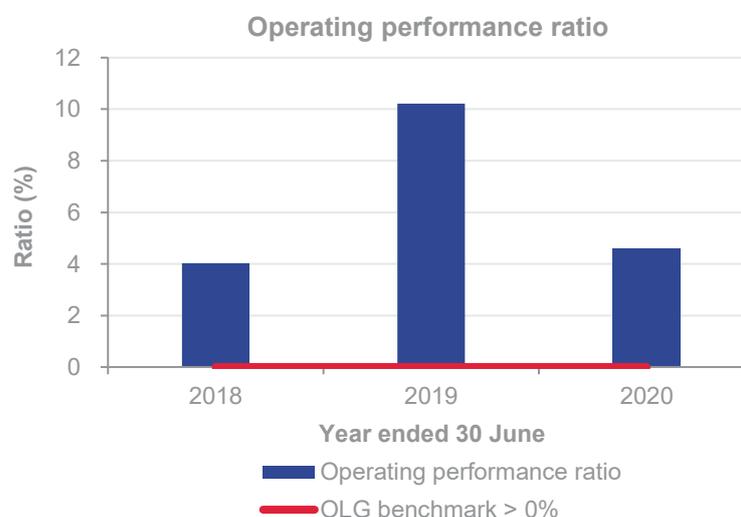
Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

Operating performance ratio

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

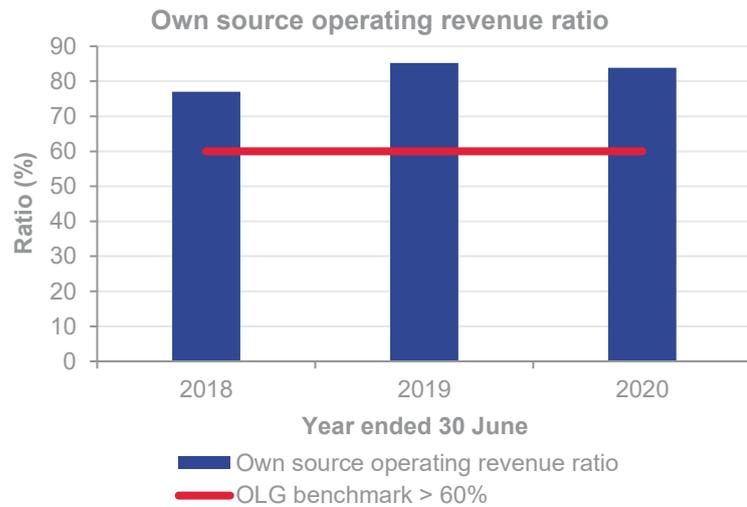
The Council exceeded the OLG benchmark for the current reporting period.



Own source operating revenue ratio

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

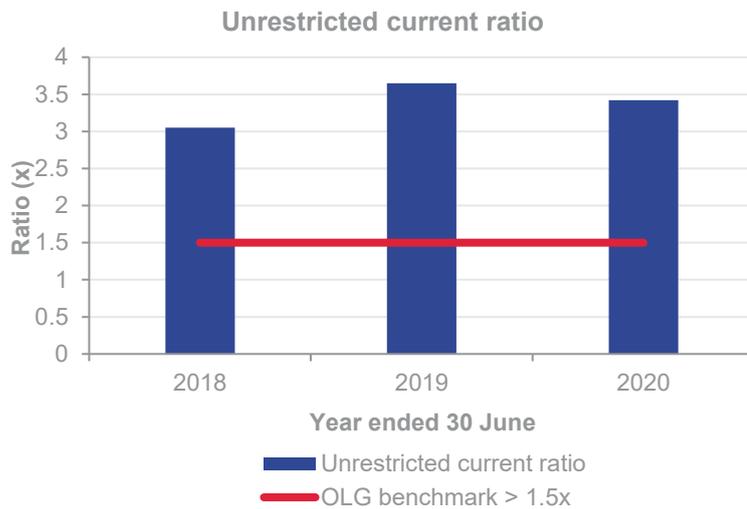
The Council exceeded the OLG benchmark for the current reporting period.



Unrestricted current ratio

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

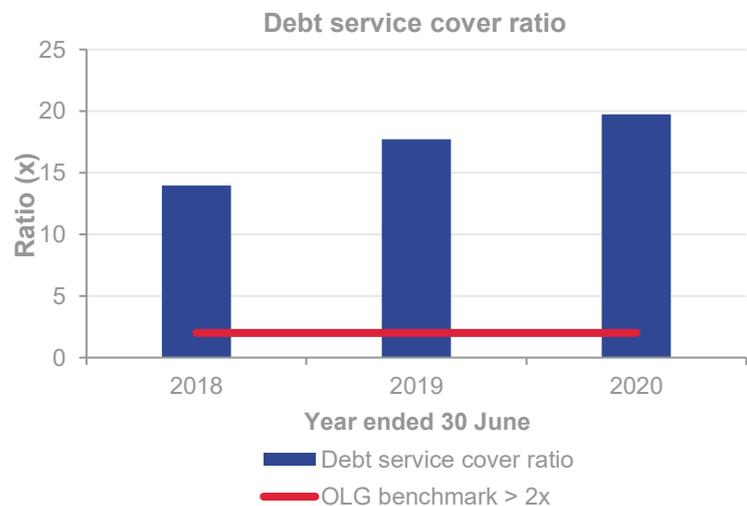
The Council exceeded the OLG benchmark for the current reporting period.



Debt service cover ratio

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

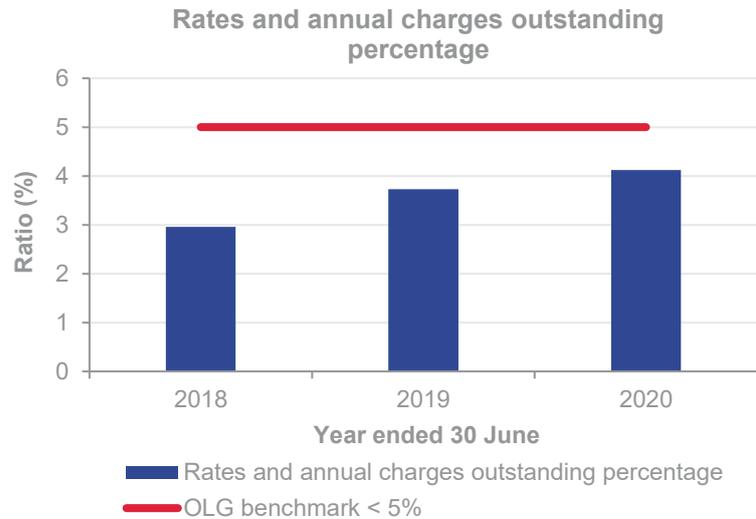
The Council exceeded the OLG benchmark for the current reporting period.



Rates and annual charges outstanding percentage

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 5 per cent for metro councils.

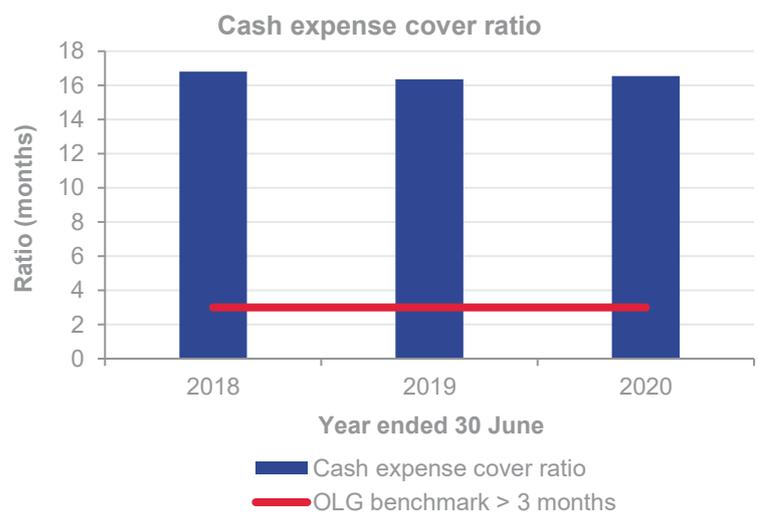
The Council exceeded the OLG benchmark for the current reporting period.



Cash expense cover ratio

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period.



Infrastructure, property, plant and equipment renewals

During the 30 June 2020 financial year, Council recognised \$20.0 million in asset renewals (30 June 2019: \$17.3 million). Council performed a comprehensive revaluation of infrastructure assets, including other structures (car parks), roads, bridges, footpaths, and bulk earthworks. The revaluation process included a condition assessment of these infrastructure assets. An increase in asset renewals during the 30 June 2020 financial year can be attributable to the requirement to replace and/or refurbish existing assets identified during the revaluation process.

OTHER MATTERS

Impact of new accounting standards

AASB 15 'Revenue from Contracts with Customers' and AASB 1058 'Income for Not-for-Profit Entities'

The Council adopted the new accounting standards AASB 15 'Contracts with Customers' and AASB 1058 'Income of Not-for-Profit Entities' (collectively referred to as the Revenue Standards) for the first time in their 2019–20 financial statements.

AASB 15 introduces a new approach to recognising revenue based on the principle that revenue is recognised when control of a good or service transfers to a customer. AASB 15 impacts the timing and amount of revenue recorded in a councils' financial statements, particularly for grant revenue.

AASB 15 also increases the amount of disclosures required.

AASB 1058 prescribes how not-for-profit entities account for transactions conducted on non-commercial terms and the receipt of volunteer services. AASB 1058 significantly impacts the timing and amount of income recorded in a councils' financial statements, particularly for grant income and rates which are paid before the commencement of the rating period.

The Council recognised a \$137,000 adjustment to opening accumulated surplus at 1 July 2019 on adoption of the new Revenue Standards.

The Council disclosed the impact of adopting the new Revenue Standards in Note 18.

AASB 16 'Leases'

The Council adopted the new accounting standard AASB 16 'Leases' for the first time in their 2019–20 financial statements.

AASB 16 changes the way lessees treat operating leases for financial reporting. With a few exceptions, operating leases will now be recorded in the Statement of Financial Position as a right-of-use asset, with a corresponding lease liability.

AASB 16 results in lessees recording more assets and liabilities in the Statement of Financial Position and changes the timing and pattern of expenses recorded in the Income Statement.

The Council recognised right-of-use assets of \$1.7 million and lease liabilities of \$1.8 million at 1 July 2019 on adoption of AASB 16.

The Council disclosed the impact of adopting AASB 16 in Note 18.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

cc: Mr John McKee, General Manager
Mr Stephen Coates, Chair of Audit, Risk and Improvement Committee
Mr Jim Betts, Secretary of the Department of Planning, Industry and Environment

Special Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

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Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Statement by councillors and management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

FOR THE YEAR ENDED 30 JUNE 2020

The attached Special Purpose Financial Statements have been prepared in accordance with:

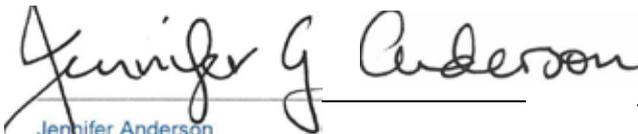
- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses - A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 22 September 2020.



Jennifer Anderson
Mayor
22 September 2020



Cedric Spencer
Deputy Mayor
22 September 2020



John McKee
General Manager
22 September 2020



Angela Apostol
Responsible Accounting Officer
22 September 2020

Income Statement – Thomas Carlyle Children Centre

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	735	1,016
Grants and contributions provided for non-capital purposes	1,005	656
Total income from continuing operations	1,740	1,672
Expenses from continuing operations		
Employee benefits and on-costs	1,294	1,238
Materials and contracts	78	167
Depreciation, amortisation and impairment	40	39
Other expenses	82	91
Total expenses from continuing operations	1,494	1,535
Surplus (deficit) from continuing operations before capital amounts	246	137
Surplus (deficit) from continuing operations after capital amounts	246	137
Surplus (deficit) from all operations before tax	246	137
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(68)	(38)
SURPLUS (DEFICIT) AFTER TAX	178	99
Plus accumulated surplus	1,170	1,097
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	68	38
Less:		
– Dividend paid	(377)	(64)
Closing accumulated surplus	1,039	1,170
Return on capital %	19.4%	10.4%

Income Statement – Art Centre

FOR THE YEAR ENDED 30 JUNE 2020

399

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	388	511
Total income from continuing operations	388	511
Expenses from continuing operations		
Employee benefits and on-costs	313	292
Materials and contracts	247	322
Depreciation, amortisation and impairment	48	47
Other expenses	41	44
Total expenses from continuing operations	649	705
Surplus (deficit) from continuing operations before capital amounts	(261)	(194)
Surplus (deficit) from continuing operations after capital amounts	(261)	(194)
Surplus (deficit) from all operations before tax	(261)	(194)
SURPLUS (DEFICIT) AFTER TAX	(261)	(194)
Plus accumulated surplus	4,099	4,093
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	276	200
Closing accumulated surplus	4,114	4,099
Return on capital %	(4.6)%	(3.4)%
Subsidy from Council	311	268

Income Statement – Trade Waste

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	1,803	1,822
Other income	99	102
Total income from continuing operations	1,902	1,924
Expenses from continuing operations		
Employee benefits and on-costs	46	57
Materials and contracts	1,136	1,176
Total expenses from continuing operations	1,182	1,233
Surplus (deficit) from continuing operations before capital amounts	720	691
Surplus (deficit) from continuing operations after capital amounts	720	691
Surplus (deficit) from all operations before tax	720	691
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(198)	(190)
SURPLUS (DEFICIT) AFTER TAX	522	501
Plus accumulated surplus	616	819
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	198	190
Less:		
– Dividend paid	(810)	(894)
Closing accumulated surplus	526	616
Return on capital %	93.1%	88.9%

Income Statement – Gordon Golf Course

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	944	723
Other income	–	82
Total income from continuing operations	944	805
Expenses from continuing operations		
Employee benefits and on-costs	749	715
Materials and contracts	368	367
Depreciation, amortisation and impairment	118	113
Other expenses	332	253
Total expenses from continuing operations	1,567	1,448
Surplus (deficit) from continuing operations before capital amounts	(623)	(643)
Surplus (deficit) from continuing operations after capital amounts	(623)	(643)
Surplus (deficit) from all operations before tax	(623)	(643)
SURPLUS (DEFICIT) AFTER TAX	(623)	(643)
Plus accumulated surplus	7,408	7,533
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	616	518
Closing accumulated surplus	7,401	7,408
Return on capital %	(7.8)%	(8.1)%
Subsidy from Council	694	748

Income Statement – Turramurra Golf Course

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	1,008	872
Other income	–	2
Total income from continuing operations	1,008	874
Expenses from continuing operations		
Employee benefits and on-costs	470	463
Materials and contracts	390	308
Depreciation, amortisation and impairment	401	397
Other expenses	473	297
Total expenses from continuing operations	1,734	1,465
Surplus (deficit) from continuing operations before capital amounts	(726)	(591)
Surplus (deficit) from continuing operations after capital amounts	(726)	(591)
Surplus (deficit) from all operations before tax	(726)	(591)
SURPLUS (DEFICIT) AFTER TAX	(726)	(591)
Plus accumulated surplus	17,624	17,112
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	364	1,103
Closing accumulated surplus	17,262	17,624
Return on capital %	(2.7)%	(2.2)%
Subsidy from Council	962	950

Income Statement – Tennis Courts

FOR THE YEAR ENDED 30 JUNE 2020

403

\$ '000	2020 Category 2	2019 Category 2
Income from continuing operations		
User charges	325	325
Total income from continuing operations	325	325
Expenses from continuing operations		
Employee benefits and on-costs	2	5
Materials and contracts	12	4
Depreciation, amortisation and impairment	330	364
Other expenses	24	45
Total expenses from continuing operations	368	418
Surplus (deficit) from continuing operations before capital amounts	(43)	(93)
Surplus (deficit) from continuing operations after capital amounts	(43)	(93)
Surplus (deficit) from all operations before tax	(43)	(93)
SURPLUS (DEFICIT) AFTER TAX	(43)	(93)
Plus accumulated surplus	3,778	3,869
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	(191)	2
Closing accumulated surplus	3,544	3,778
Return on capital %	(0.8)%	(1.6)%
Subsidy from Council	91	168

Income Statement – Swimming Pool

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 1	2019 Category 1
Income from continuing operations		
User charges	4,097	5,209
Total income from continuing operations	<u>4,097</u>	<u>5,209</u>
Expenses from continuing operations		
Materials and contracts	3,636	4,264
Depreciation, amortisation and impairment	454	483
Other expenses	473	642
Total expenses from continuing operations	<u>4,563</u>	<u>5,389</u>
Surplus (deficit) from continuing operations before capital amounts	(466)	(180)
Surplus (deficit) from continuing operations after capital amounts	<u>(466)</u>	<u>(180)</u>
Surplus (deficit) from all operations before tax	<u>(466)</u>	<u>(180)</u>
SURPLUS (DEFICIT) AFTER TAX	<u>(466)</u>	<u>(180)</u>
Plus accumulated surplus	20,033	20,154
Plus adjustments for amounts unpaid:		
Add:		
– Subsidy paid/contribution to operations	(211)	59
Closing accumulated surplus	<u>19,356</u>	<u>20,033</u>
Return on capital %	(2.4)%	(0.9)%
Subsidy from Council	637	445

Income Statement – Commercial Leasing

FOR THE YEAR ENDED 30 JUNE 2020

405

\$ '000	2020 Category 1	2019 Category 1
Income from continuing operations		
User charges	2,620	2,250
Other Income	383	337
Fair Value Increment	5,027	1,991
Total income from continuing operations	8,030	4,578
Expenses from continuing operations		
Employee benefits and on-costs	332	226
Borrowing costs	37	–
Materials and contracts	467	558
Depreciation, amortisation and impairment	129	46
Other expenses	418	264
Total expenses from continuing operations	1,383	1,094
Surplus (deficit) from continuing operations before capital amounts	6,647	3,484
Surplus (deficit) from continuing operations after capital amounts	6,647	3,484
Surplus (deficit) from all operations before tax	6,647	3,484
Less: corporate taxation equivalent (27.5%) [based on result before capital]	(1,828)	(958)
SURPLUS (DEFICIT) AFTER TAX	4,819	2,526
Plus accumulated surplus	42,309	39,454
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	1,828	958
Less:		
– Dividend paid	(374)	(629)
Closing accumulated surplus	48,582	42,309
Return on capital %	254.5%	82.1%

Statement of Financial Position – Thomas Carlyle Children Centre

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	1,271	1,312
Total non-current assets	1,271	1,312
TOTAL ASSETS	1,271	1,312
LIABILITIES		
Current liabilities		
Payables	3	9
Provisions	168	72
Total current liabilities	171	81
TOTAL LIABILITIES	171	81
NET ASSETS	1,100	1,231
EQUITY		
Accumulated surplus	1,039	1,170
Revaluation reserves	61	61
TOTAL EQUITY	1,100	1,231

Statement of Financial Position – Art Centre

FOR THE YEAR ENDED 30 JUNE 2020

407

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	5,629	5,627
Total non-current assets	5,629	5,627
TOTAL ASSETS	5,629	5,627
LIABILITIES		
Current liabilities		
Payables	85	118
Provisions	52	32
Total current liabilities	137	150
TOTAL LIABILITIES	137	150
NET ASSETS	5,492	5,477
EQUITY		
Accumulated surplus	4,114	4,099
Revaluation reserves	1,378	1,378
TOTAL EQUITY	5,492	5,477

Statement of Financial Position – Trade Waste

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	773	777
Total non-current assets	773	777
TOTAL ASSETS	773	777
LIABILITIES		
Current liabilities		
Payables	114	116
Provisions	133	45
Total current liabilities	247	161
TOTAL LIABILITIES	247	161
NET ASSETS	526	616
EQUITY		
Accumulated surplus	526	616
TOTAL EQUITY	526	616

Statement of Financial Position – Gordon Golf Course

FOR THE YEAR ENDED 30 JUNE 2020

409

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Current assets		
Receivables	3	5
Total current assets	3	5
Non-current assets		
Infrastructure, property, plant and equipment	8,014	7,966
Total non-current assets	8,014	7,966
TOTAL ASSETS	8,017	7,971
LIABILITIES		
Current liabilities		
Payables	23	35
Provisions	105	40
Total current liabilities	128	75
TOTAL LIABILITIES	128	75
NET ASSETS	7,889	7,896
EQUITY		
Accumulated surplus	7,401	7,408
Revaluation reserves	488	488
TOTAL EQUITY	7,889	7,896

Statement of Financial Position – Turramurra Golf Course

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Current assets		
Receivables	28	16
Total current assets	28	16
Non-current assets		
Infrastructure, property, plant and equipment	26,818	27,176
Total non-current assets	26,818	27,176
TOTAL ASSETS	26,846	27,192
LIABILITIES		
Current liabilities		
Payables	4	22
Provisions	154	120
Total current liabilities	158	142
TOTAL LIABILITIES	158	142
NET ASSETS	26,688	27,050
EQUITY		
Accumulated surplus	17,262	17,624
Revaluation reserves	9,426	9,426
TOTAL EQUITY	26,688	27,050

Statement of Financial Position – Tennis Courts

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 2	2019 Category 2
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	5,423	5,655
Total non-current assets	5,423	5,655
TOTAL ASSETS	5,423	5,655
LIABILITIES		
Current liabilities		
Payables	42	40
Total current liabilities	42	40
TOTAL LIABILITIES	42	40
NET ASSETS	5,381	5,615
EQUITY		
Accumulated surplus	3,544	3,778
Revaluation reserves	1,837	1,837
TOTAL EQUITY	5,381	5,615

Statement of Financial Position – Swimming Pool

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	2020 Category 1	2019 Category 1
ASSETS		
Current assets		
Receivables	66	381
Total current assets	66	381
Non-current assets		
Infrastructure, property, plant and equipment	19,391	20,098
Total non-current assets	19,391	20,098
TOTAL ASSETS	19,457	20,479
LIABILITIES		
Current liabilities		
Payables	101	446
Total current liabilities	101	446
TOTAL LIABILITIES	101	446
NET ASSETS	19,356	20,033
EQUITY		
Accumulated surplus	19,356	20,033
TOTAL EQUITY	19,356	20,033

Statement of Financial Position – Commercial Leasing

FOR THE YEAR ENDED 30 JUNE 2020

413

\$ '000	2020 Category 1	2019 Category 1
ASSETS		
Non-current assets		
Infrastructure, property, plant and equipment	2,626	2,581
Investment property	46,170	39,866
Total non-current assets	48,796	42,447
TOTAL ASSETS	48,796	42,447
LIABILITIES		
Current liabilities		
Payables	136	128
Provisions	78	10
Total current liabilities	214	138
TOTAL LIABILITIES	214	138
NET ASSETS	48,582	42,309
EQUITY		
Accumulated surplus	48,582	42,309
TOTAL EQUITY	48,582	42,309

Notes to the Special Purpose Financial Statements

FOR THE YEAR ENDED 30 JUNE 2020

Note 1 Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the Special Purpose Financial Statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these Special Purpose Financial Statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these Special Purpose Financial Statements have been prepared in accordance with the Local Government Act 1993 (NSW), the *Local Government (General) Regulation 2005*, and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, current values of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government.

The framework for its application is set out in the June 1996 NSW government policy statement titled 'Application of National Competition Policy to Local Government'.

The *Pricing and Costing for Council Businesses, A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements.

These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, return on investments (rate of return), and dividends paid.

Declared business activities

In accordance with Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Swimming Pool

Comprising the whole of the operations and assets of Council's Swimming Pool.

b. Commercial Leasing

Comprising the whole of the operations and assets of Commercial Leasing.

Category 2

(where gross operating turnover is less than \$2 million)

a. Thomas Carlyle Children Centre

Comprising the whole of the operations and assets of Thomas Carlyle Children Centre.

b. Art Centre

Comprising the whole of the operations and assets of the Art Centre.

Note 1 Significant Accounting Policies (continued)

FOR THE YEAR ENDED 30 JUNE 2020

c. Trade Waste

Comprising the whole of the operations and assets of Trade Waste.

d. Gordon Golf Course

Comprising the whole of the operations and assets of the Gordon Golf Course.

e. Turramurra Golf Course

Comprising the whole of the operations and assets of Turramurra Golf Course.

f. Tennis Courts

Comprising the whole of the operations and assets of Council's Tennis Courts.

Monetary amounts

Amounts shown in the financial statements are in Australian dollars and rounded to the nearest one thousand dollars.

(i) Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Corporate income tax rate – 27.5%

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 27.5%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the 'owner' of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

Loan and debt guarantee fees

There are no loans applicable to the business activities in the operating statement.

(ii) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed.

Subsidies occur when Council provides services on a less-than-cost-recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations.

Accordingly, 'subsidies disclosed' (in relation to National Competition Policy) represents the difference between revenue generated from 'rate of return' pricing and revenue generated from prices set by Council in any given financial year.

continued on next page ...

Note 1 Significant Accounting Policies (continued)

FOR THE YEAR ENDED 30 JUNE 2020

The overall effect of subsidies is contained within the Income Statement of each reported business activity.

(iii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Such funds are subsequently available for meeting commitments or financing future investment strategies.

The actual rate of return achieved by each business activity is disclosed at the foot of each respective Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 0.88% at 30/6/20.

(iv) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Ku-ring-gai Council

To the Councillors of the Ku-ring-gai Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Ku-ring-gai Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2020, the Statement of Financial Position of each Declared Business Activity as at 30 June 2020 and Note 1 Significant accounting policies for the Business Activities declared by Council.

The Declared Business Activities of the Council are:

- Thomas Carlyle Children Centre
- Art Centre
- Trade Waste
- Gordon Golf Course
- Turramurra Golf Course
- Tennis Courts
- Swimming Pool
- Commercial Leasing

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2020, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in Note 1 and the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in Note 1 to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

23 September 2020
SYDNEY

Special Schedules

FOR THE YEAR ENDED 30 JUNE 2020

Contents

Permissible income for general rates	421
Report on Infrastructure Assets - Values	425

Special Schedules are not audited (with the exception of the Permissible income for general rates Statement).

Background

(i) These Special Schedules have been designed to meet the requirements of special purpose users such as:

- the NSW Grants Commission
- the Australian Bureau of Statistics (ABS)
- the Office of Local Government (OLG)

(ii) The financial data is collected for various users including:

- the allocation of Financial Assistance Grants
- the incorporation of Local Government financial figures in national statistics
- the monitoring of loan approvals
- the allocation of borrowing rights, and
- the monitoring of the financial activities of specific services.

Permissible income for general rates

FOR THE YEAR ENDED 30 JUNE 2020

\$ '000	Notes	Calculation 2020/21	Calculation 2019/20
Notional general income calculation ¹			
Last year notional general income yield	a	66,563	64,151
Plus or minus adjustments ²	b	581	466
Notional general income	c = a + b	67,144	64,617
Permissible income calculation			
Special variation percentage ³	d	0.00%	7.70%
Or rate peg percentage	e	2.60%	0.00%
Less expiring special variation amount	g	–	(2,801)
Plus special variation amount	h = d x (c + g)	–	4,760
Or plus rate peg amount	i = e x (c + g)	1,746	–
Sub-total	k = (c + g + h + i + j)	68,890	66,576
Plus (or minus) last year's carry forward total	l	(1)	(1)
Less valuation objections claimed in the previous year	m	–	(13)
Sub-total	n = (l + m)	(1)	(14)
Total permissible income	o = k + n	68,889	66,562
Less notional general income yield	p	68,889	66,563
Catch-up or (excess) result	q = o – p	–	(1)
Carry forward to next year ⁵	t = q + r + s	–	(1)

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (3) The 'special variation percentage' is inclusive of the rate peg percentage and where applicable Crown land adjustment.
- (5) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require ministerial approval by order published in the NSW Government Gazette in accordance with section 512 of the Local Government Act 1993. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule - Permissible income for general rates

Ku-ring-gai Council

To the Councillors of Ku-ring-gai Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Ku-ring-gai Council (the Council) for the year ending 30 June 2021.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting – update number 28 (LG Code), and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2020 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2020.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chariee Bultitude
Delegate of the Auditor-General for New South Wales

23 September 2020
SYDNEY

Report on Infrastructure Assets

FOR THE YEAR ENDED 30 JUNE 2020

Asset Class	Asset Category	Estimated cost to bring to the agreed level of satisfactory service set by Council ^a		2019/20 Actual maintenance \$ '000	2019/20 Required maintenance ^c \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to standard ^a \$ '000	2019/20 Council ^b \$ '000					1	2	3	4	5
Buildings	All Council Buildings	1,283	7,332	4,048	3,270	94,234	163,639	25.4%	25.5%	44.6%	4.5%	0.0%
	Sub-total	1,283	7,332	4,048	3,270	94,234	163,639	25.4%	25.5%	44.6%	4.5%	0.0%
Other structures	Other structures	195	1,112	270	720	10,438	17,626	28.6%	25.0%	40.1%	6.3%	0.0%
	Sub-total	195	1,112	270	720	10,438	17,626	28.6%	25.0%	40.1%	6.3%	0.0%
Roads	Roads	18,410	68,183	1,476	2,310	225,815	350,557	6.8%	47.6%	26.2%	14.8%	4.6%
	Bridges	287	1,057	183	80	10,023	15,322	0.0%	82.2%	10.9%	5.2%	1.7%
	Footpaths	897	4,338	899	1,390	47,960	71,816	26.6%	20.4%	46.9%	5.6%	0.5%
	Other Road Assets (Incl. Bulk Earthworks)	2,270	9,402	1,294	1,030	176,861	273,029	28.5%	8.2%	59.8%	2.9%	0.6%
	Sub-total	21,864	82,980	3,852	4,810	460,658	710,724	17.0%	30.5%	40.9%	9.1%	2.6%

(a) Report on Infrastructure Assets - Values

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Report on Infrastructure Assets (continued) as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring to the satisfactory service set by Council ^a		2019/20 Actual maintenance \$ '000	Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000				1	2	3	4	5
Stormwater drainage	Stormwater drainage	632	2,783	850	162,501	242,009	11.7%	69.8%	17.3%	1.0%	0.2%
	Sub-total	632	2,783	850	162,501	242,009	11.7%	69.8%	17.3%	1.0%	0.2%
Open space / recreational assets	Swimming Pools & Recreational Assets	742	4,057	6,030	77,239	134,720	36.5%	30.4%	30.1%	3.0%	0.1%
	Sub-total	742	4,057	6,030	77,239	134,720	36.5%	30.4%	30.1%	3.0%	0.1%
	TOTAL - ALL ASSETS	24,716	98,264	15,680	805,070	1,268,718	19.3%	37.3%	35.7%	6.3%	1.5%

(a) The estimated cost to bring assets to a satisfactory standard is the amount of money that is required to be spent on an asset that is currently not at the condition determined to be satisfactory by the Council and community.

(b) The estimated cost to renew or rehabilitate existing assets that have reached the condition-based intervention level adopted by Council.

(c) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

- 1 **Excellent/very good** No work required (normal maintenance)
- 2 **Good** Only minor maintenance work required
- 3 **Satisfactory** Maintenance work required
- 4 **Poor** Renewal required
- 5 **Very poor** Urgent renewal/upgrading required

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2020

427

\$ '000	Amounts	Indicator	Prior periods			Benchmark
	2020	2020	2019	2018	2017	
Infrastructure asset performance indicators consolidated *						
Buildings and infrastructure renewals ratio ¹						
Asset renewals ²	13,000					
Depreciation, amortisation and impairment	15,054	86.36%	66.07%	61.25%	76.00%	>=100.00%
Infrastructure backlog ratio ¹						
Estimated cost to bring assets to a satisfactory standard	24,716					
Net carrying amount of infrastructure assets	805,070	3.07%	2.49%	2.90%	4.00%	<2.00%
Asset maintenance ratio						
Actual asset maintenance	17,880					
Required asset maintenance	15,680	114.03%	113.73%	114.62%	104.00%	>100.00%
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	98,264					
Gross replacement cost	1,268,718	7.75%	6.27%	6.20%	7.00%	

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP) - If WIP is included then the Building and infrastructure renewals ratio achieves 109%.

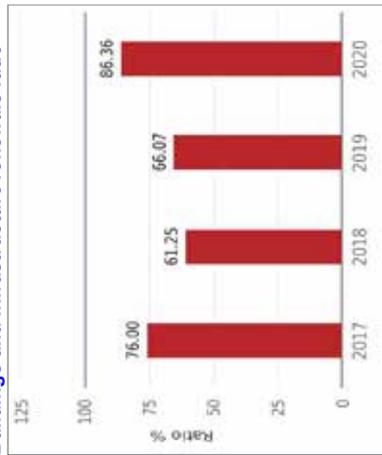
(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

continued on next page ...

Report on Infrastructure Assets (continued)

FOR THE YEAR ENDED 30 JUNE 2020

Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Commentary on result
19/20 ratio 86.36%

The ratio is an improvement from previous year due to additional renewal expenditure on major projects capitalised during the year. Part of the renewal expenditure has been recognised in work in progress. Council's long term financial plan provides for infrastructure renewal to meet the benchmark of 100% in future years. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital work programs.

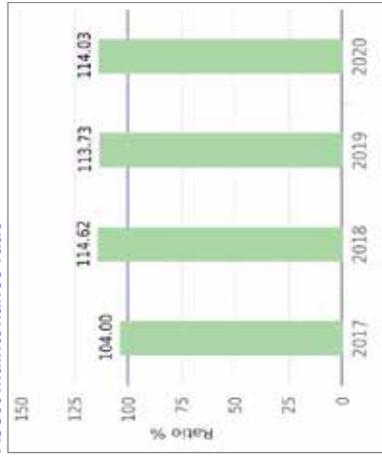
Benchmark: — >= 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

Asset maintenance ratio



Asset maintenance ratio

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.

Commentary on result
19/20 ratio 114.03%

A ratio of above 100% indicates that the Council is investing enough funds within the year to ensure assets reach their useful lives. The benchmark is greater than 100%. Council is committed to increase expenditure on asset maintenance in future to maintain its infrastructure assets in satisfactory condition in the long term.

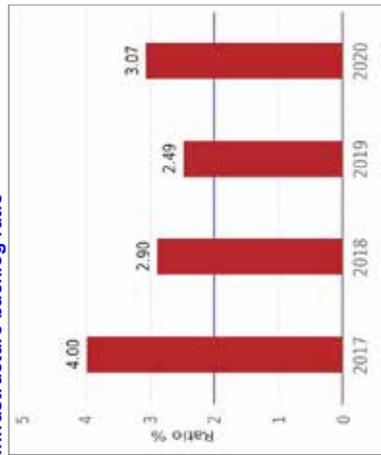
Benchmark: — > 100.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

Infrastructure backlog ratio



Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

Commentary on result
19/20 ratio 3.07%

Council achieved a backlog ratio of 3.07% at the end of 2019/20 financial year, which is an increase from the last financial year, mainly due to reassessment of asset conditions within the kerb & gutter assets register. The ratio indicates that Council still has an infrastructure backlog. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

Benchmark: — < 2.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting #28

Ratio is outside benchmark

Cost to bring assets to agreed service level

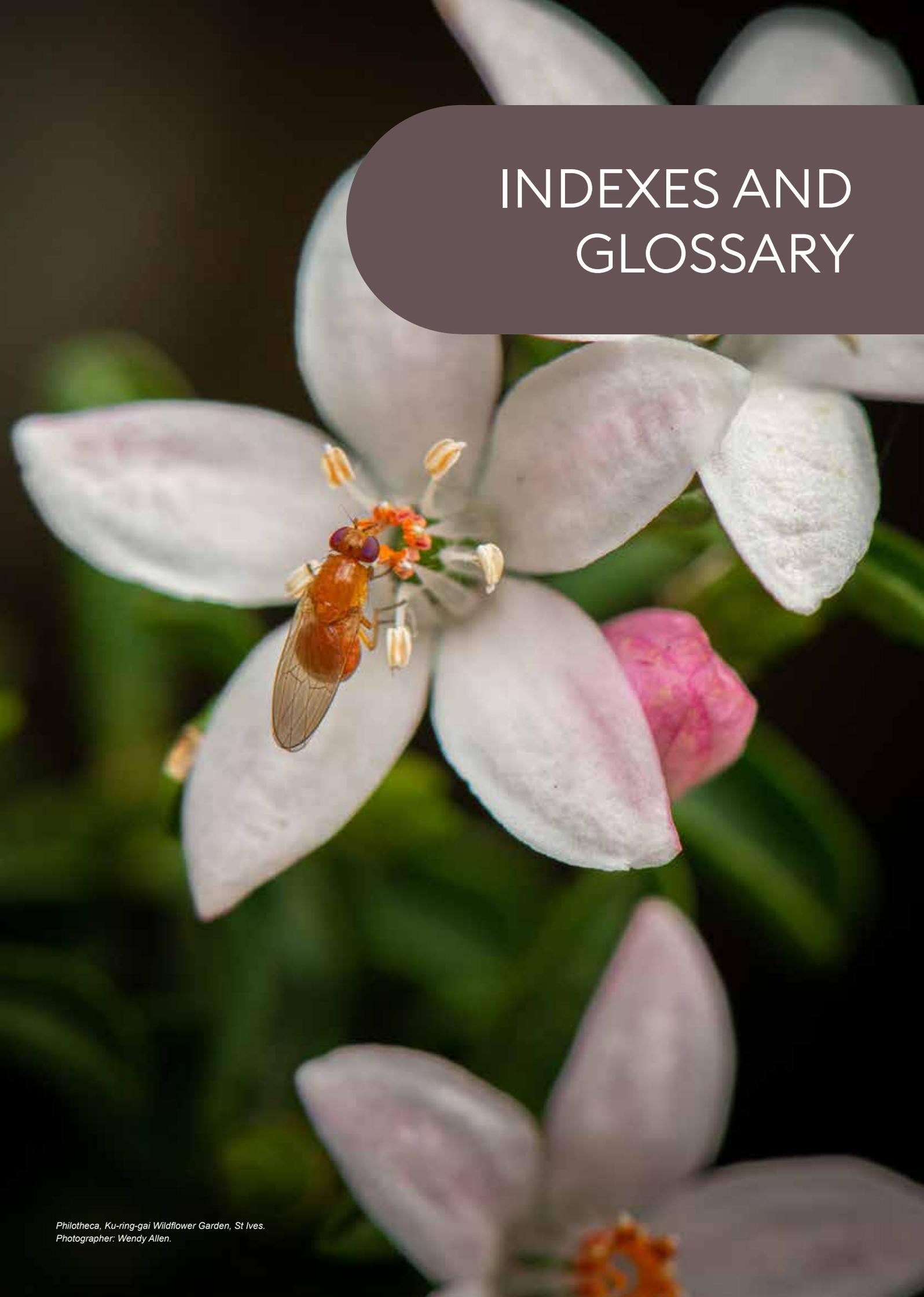


Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

Commentary on result
19/20 ratio 7.75%

The cost to bring to level of service is an estimate of the cost to renew existing assets that have reached the condition-based intervention level. The ratio is an increase on prior year mainly due to reassessment of asset conditions within the infrastructure assets class. Council is committed to increase expenditure on assets renewal in future years and reduce the cost to bring to level of service and this is reflected in Council's Long Term Financial Plan and Asset Management Strategy.



INDEXES AND GLOSSARY

GLOBAL REPORTING INITIATIVE – CONTENT INDEX

The Global Reporting Initiative (GRI) is an independent international organisation established in 1997 to promote and assist organisations to undertake sustainability reporting. This includes reporting publicly on a range of economic, environmental and social impacts of their operations and providing information about an organisation’s positive or negative contributions to sustainable development through the GRI best practice Sustainability Reporting Standards.

Use of the standards provides another means of monitoring Council’s coverage of sustainability issues, in addition to existing sustainability reporting requirements under the NSW Local Government Act, Environmental

Planning and Assessment Act and other statutory requirements addressing financial management and accounting, the environment, climate change, employee and workplace conditions, governance and social wellbeing.

Relevant GRI standards included in the following index, have either full or partial disclosure information in Council’s 2019/20 Annual Report.

More information about the GRI is available at www.globalreporting.org

Disclosure Number	GRI Standard Title	Report section	Page number/s
GRI 102 – General Disclosures 2016			
Organisational profile			
102-1	Name of the organisation	Inside front cover	2
102-2	Activities, brands, products and services	The year in review Performance summary Performance – delivering the vision	9 47 165
102-3	Location of headquarters	Inside front cover Inside back cover	2 444
102-4	Location of operations	Inside front cover Inside back cover	2 444
102-5	Ownership and legal form	Our organisation Governance	119 155
102-6	Markets served	Snapshot of Ku-ring-gai Engagement and collaboration	35 96
102-7	Scale of the organisation	Our organisation Financial reporting	119 301
102-8	Information on employees and other workers	Our organisation	119
102-9	Supply chain of Council	Local Government Reporting – contracts awarded	270
102-13	Memberships of associations	Community democracy – Decision making and Engagement and collaboration	91 96

Disclosure Number	GRI Standard Title	Report section	Page number/s
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GLOSSARY AND ACRONYMS

Aboriginal Heritage Office (AHO)	Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects over 1,000 Aboriginal heritage sites across Sydney's North Shore. Other partnering councils are Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby. The office is located in Freshwater.
ABS	Australian Bureau of Statistics.
Advocacy	Proactively communicating to support for a recommendation of a cause or policy.
ARIC	Audit, Risk and Improvement Committee.
Asset management	Managing the ongoing maintenance of existing Council assets and development of new assets, to ensure they meet the community's needs and expectations now and into the future.
BCM	Business Continuity Management.
BCP	Business Continuity Plans.
Best practice	A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.
Better Business Partnership (BBP)	BBP is a joint Council program designed to improve the sustainability of businesses located on Sydney's North Shore. Small to medium sized businesses can join the program for free thanks to the support of the three local government areas of Ku-ring-gai, North Sydney and Willoughby City. For information visit: www.betterbusinesspartnership.com.au
BIA	Business Impact Analysis.
Biodiversity	The variety of all living things including plants, animals and microorganisms, their genes and the ecosystems of which they are a part.
CALD	Culturally and Linguistically Diverse.
Catastrophic fire danger rating	Catastrophic is the highest level of bush fire danger. Homes are not designed to withstand a fire under these conditions and lives are at risk.
Catchment	Area of land that drains rainfall into a river or lake.
CBD	Central business district.
CDC	Complying Development Certificate.
CHSP	Commonwealth Home Support Program.
CMBCP	Crisis Management and Business Continuity Plan.
CMT	Crisis Management Team. The team consists of the General Manager, Directors and Managers.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.

Community Strategic Plan (CSP)	The Ku-ring-gai Community Strategic Plan – Our Ku-ring-gai 2038 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.
Content Manager	Councils electronic document record management system that registers incoming/ outgoing correspondence and documentation and provides ready access to files.
Councillors	Elected representatives, who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.
COVID-19	Coronavirus disease (COVID-19) is a highly contagious virus that was first confirmed in Australia in January 2020. It is defined as a pandemic.
CPP	Community Participation Plan.
CRA	Corporate Risk and Assurance.
CRC	Cooperative Research Centre.
Crown land	Land managed by Council that is owned by State Government.
CSIRO	Commonwealth Scientific and Industrial Research Organisation.
CWC	Climate Wise Communities.
DA	Development Application.
Delivery Program (DP)	The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan’s long-term objectives and priorities during the normal four year term of the elected Council. This includes identifying who is responsible for achieving objectives in the Community Strategic Plan. Some will be the responsibility of Council, some will be other levels of government and some will be community groups or individuals.
Demographic statistics including ERP	Demographic statistics in this report are taken from both the Australian Bureau of Statistics Census and National Institute of Economic and Industry Research for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council’s website. ERP refers to the estimated resident population and is updated annually by the Australian Bureau of Statistics. The Census count is not the official population of an area. To provide a more accurate population figure which is updated more frequently than every five years, the Australian Bureau of Statistics also produces ‘Estimated Resident Population’ (ERP) numbers.
Destination Management Plan (DMP)	Council adopted the Destination Management Plan 2017-2020 in 2017/18. It outlines ways to boost economic development and visitor numbers to the LGA until the year 2020.
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.
DRFA	Disaster Recovery Funding Arrangements.
EAP	Employee Assistance Program. In January 2020, Council commenced with a new provider – AccessEAP.
ECO	Emergency Control Organisation.
EEO	Equal Employment Opportunity.

Environmental Levy	Council's Environmental Levy funds approximately \$3 million worth of environmental works and programs annually in biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education. Council was successful in its application to IPART for the permanent continuation of the Environmental Levy, commencing on 1 July 2019.
ERM	Enterprise Risk Management.
Financial year	The financial year for this Annual Report 2019/20 is the period from 1 July 2019 to 30 June 2020.
GHG	Greenhouse Gas.
Global Reporting Initiative	A program that introduces globally applicable standards to enable organisations to understand their contribution towards sustainable development.
Governance	Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.
Greater Sydney Commission	The role of the Commission is to coordinate and align planning that will shape the future of Greater Sydney.
Guringai people	Refers to origination in a particular region or country, native to the area. The original inhabitants of the Ku-ring-gai area were the Guringai people. For thousands of years before the arrival of European settlers, the Guringai people lived in the area from Newcastle down to Sydney, mostly along the foreshores of the harbour. The Guringai people developed a rich and complex culture, including distinctive language, customs, spirituality and law, the heart of which was their connection to the land.
Heritage	Refers to the extensive aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.
HSR	Health and Safety Representative.
HVAC	Heating, ventilation and air conditioning.
IAP2	International Association of Public Participation.
ICAC	Independent Commission Against Corruption.
Independent Pricing and Regulatory Tribunal of NSW (IPART)	The tribunal sets the local government rate peg and assesses applications for special rate variations and council contributions plans.
Infrastructure	Roads, buildings, bridges, pavements, cycleways and other constructions.
Integrated planning and reporting (IP&R)	In 2009, the NSW Office of Local Government introduced the Integrated Planning and Reporting Framework. The framework introduced a hierarchy of plans which require: <ul style="list-style-type: none"> ✓ long-term strategic planning with the community ✓ long-term resourcing strategies for assets, finances and the workforce ✓ four year programs aligned to a council's term, detailing key actions, projects and resourcing ✓ one year plans of actions, projects and budget, and ✓ a quarterly biannual and annual performance reporting schedule.
IPWEA	Institute of Public Works Engineering Australia.
JP	Justice of the Peace.
KBA	Ku-ring-gai Bushcare Association.
KFAC	Ku-ring-gai Fitness and Aquatic Centre.
KLEP 2015	Ku-ring-gai Local Environmental Plan 2015.

KLPP	Ku-ring-gai Local Planning Panel.
KYDS	Ku-ring-gai Youth Development Services Inc.
LGA	Local Government Area.
Life Online	The web based portal was created by Council within two weeks of the COVID-19 lockdown in mid-March. It provided assistance to residents to manage life at home and do business with Council during COVID-19. The website helped to keep people supported and connected with both Council and others in the community.
LGNSW	Local Government NSW.
Local environmental plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development.
Long term objective (LTO)	Describes the desired future state or outcome for each issue. 'Long Term' implies that it is beyond this Council's term and in some instances beyond a second term as well. It recognises that it may take some time to achieve the objective.
LSPS	Local Strategic Planning Statement. 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.
MAD	Make a Difference.
National Institute of Economic and Industry Research Pty Ltd (NIEIR)	National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.
NCAT	NSW Civil and Administration Tribunal.
Northern Sydney Regional Organisation of Councils (NSROC)	Comprising the Councils of Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby.
Office of Local Government (OLG)	The Office of Local Government is responsible for local government across NSW. The Office has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. The Office strives to work collaboratively with the Local Government sector and is the key adviser to the NSW Government on local government matters.
Operational Plan (OP)	An annual plan that provides details of projects and activities for one year of the Delivery Program with a detailed annual budget.
Partnering/ collaboration	A structured approach to working together with other parties to achieve a mutually beneficial outcome.
Performance indicator (PI)	A measure that assists in the assessment of overall performance towards the community's term achievements and long-term objectives and also tell us whether we are heading in the right direction.
Performance reporting	The performance of Council against the delivery of the activities is measured through various mechanisms. Performance indicators (PIs) represent a measure of the standard or outcome of an organisation's services or activities. PIs are designed to encapsulate the performance and outcomes of Council and are reported annually. Bi-annual reporting on the Delivery Program and quarterly budget reporting provide data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.
Plan of management (PoM)	A document which regulates the use and management of community land.
PPA	Power Purchase Agreement.
PPE	Personal Protective Equipment.

Principal activity	Key areas in which Council sets objectives, delivers tasks, projects, programs and services and utilises performance indicators in order to measure performance.
Projected population	Our current population of 127,153 (2019 ABS, ERP) was expected to reach over 147,800 by 2036 (2019, NSW Department Planning, Industry and Environment). Due to the impacts of the COVID-19 pandemic there has been a rapid shift in some of the components of population change (migration, births and deaths) – particularly migration – which may mean that previous population projections no longer reflect our new demographic reality.
PV	Solar photovoltaics.
Quadruple bottom line (QBL)	The framework for measuring and reporting on the achievement of long-term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.
R&R	Rewards and Recognition program.
REF	Review of Environmental Factors.
Resourcing Strategy	<p>The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:</p> <ul style="list-style-type: none"> ✓ 10-year Long Term Financial Plan (LTFP) ✓ 10-year Asset Management Strategy (AMS) ✓ Four-year Workforce Management Strategy (WMS) <p>The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. Initiatives within the Resourcing Strategy will be reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.</p>
RFS	Rural Fire Service.
Risk management	Good management which operates to minimise the incidence of injury, damage, or loss to persons or property and to the good reputation of Council.
RMS	Roads and Maritime Services.
S96	An application to modify a development consent.
S82a	Request to review determination.
Small Business Friendly Council's Program (NSW Small Business Commission) and Easy to do Business Program (Service NSW)	These programs were joined in 2017 and 2018 respectively and are designed to provide support to local business by connecting them with services provided at a state level.
SNPP	Sydney North Planning Panel.
SRV	Special rate variation.
Stakeholder	Any individual or group having a particular interest in a project or action.
Stormwater management charge	The Stormwater Management Charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses.
Sustainability	Sensitive use of natural resources without harming the ecological balance of the region.
Sustainable development	Development designed to meet the present needs whilst also taking into account future costs. These include environmental costs and the depletion of natural resources.

Term achievement (TA)	The 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.
TfNSW	Transport for NSW.
Theme	A topic heading that groups issues, long-term objectives and term achievements together. The six themes in the Community Strategic Plan are; 1: Community, people and culture; 2: Natural environment; 3: Places, spaces and infrastructure; 4: Access, traffic and transport; 5: Local economy and employment; 6: Leadership and governance. Together the six themes, containing issues, objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.
Values (corporate)	Underlying attitudes that influence decisions and actions to maximise an organisation's performance.
Vision	Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it. In 2008, the Ku-ring-gai community, with the help of Council, developed a vision and set of values to guide future community planning and directions for Ku-ring-gai, as part of the development of its first 20-year Community Strategic Plan. The original vision and values, as stated above, were retained in our third Community Strategic Plan Our Community – Our Ku-ring-gai 2038, which was endorsed by the community and adopted by Council in June 2018.
Ward	Ku-ring-gai covers the area from Roseville cinemas in the south to Wahroonga Park in the north and from St Ives Showground in the east to Lane Cove National Park in the west. This area is broken up into five wards, each represented by two councillors.
WHS	Workplace, health and safety.
WIC	Worker's Compensation Industry Classification.

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