



**ORDINARY MEETING OF COUNCIL
TO BE HELD ON TUESDAY, 24 JUNE 2008 AT 7.00PM
LEVEL 3, COUNCIL CHAMBERS**

A G E N D A
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NOTE: For Full Details, See Council's Website –
www.kmc.nsw.gov.au under the link to business papers

APOLOGIES

DECLARATIONS OF INTEREST

CONFIRMATION OF REPORTS TO BE CONSIDERED IN CLOSED MEETING

ADDRESS THE COUNCIL

NOTE: Persons who address the Council should be aware that their address will be tape recorded.

DOCUMENTS CIRCULATED TO COUNCILLORS

CONFIRMATION OF MINUTES

Minutes of Ordinary Meeting of Council

File: S02131

Meeting held 10 June 2008

Minutes numbered 178 to 198

MINUTES FROM THE MAYOR

PETITIONS

GENERAL BUSINESS

- i. The Mayor to invite Councillors to nominate any item(s) on the Agenda that they wish to have a site inspection.*
- ii. The Mayor to invite Councillors to nominate any item(s) on the Agenda that they wish to adopt in accordance with the officer's recommendation and without debate.*

GB.1 2008 to 2012 Management Plan incorporating Budget & Fees & Charges for 2008/09 1

.
File: S06351

For Council to adopt the 2008-2012 Management Plan, incorporating the Budget and Fees and Charges for 2008-2009.

Recommendation:

That Council adopt the Management Plan, incorporating the Budget and Fees and Charges for 2008-2009.

GB.2 Ku-ring-gai Access Advisory Committee Meeting - Minutes of 17 April 2008 54

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File: S02116

To provide Council with the Minutes of the Ku-ring-gai Access Advisory Committee of 17 April 2008.

Recommendation:

That the Minutes of the Ku-ring-gai Access Advisory Committee of 17 April 2008 be received and noted.

GB.3	Charters for Forums	60
	. File: S03595, S03851, S03878	
	To adopt charters for the Policy, Finance and Planning Forums	
	Recommendation:	
	That the draft charters for the Policy, Finance and Planning Forums be adopted.	
GB.4	Investment Report as at 31 May 2008	72
	. File: S05273	
	To present to Council investment allocations and returns on investments for May 2008.	
	Recommendation:	
	That the summary of investments and performance for May be received and noted. That the certificate of the Responsible Accounting Officer be noted and the report adopted.	
GB.5	Privacy Management Plan	110
	. File: S05981	
	To adopt a revised Privacy Management Plan.	
	Recommendation:	
	That the revised Privacy Management Plan be adopted.	
GB.6	8 Arnold Street, Killara - Tennis Court Lighting & Extended Hours of Operation	191
	. File: DA0299/08	
	Ward: Gordon Applicant: Killara Lawn Tennis Club Owner: Killara Lawn Tennis Club Ltd	
	To assess Development Application No.0299/08 for tennis court lighting and extended hours of operations of the tennis courts. This has been called to full Council for determination by Councillor Ryan.	

Recommendation:

Refusal.

GB.7 Ku-ring-gai & Hornsby Subregional Employment Study 259

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File: S05049

To present the findings of the Ku-ring-gai and Hornsby Subregional Employment Study and seek endorsement of the Study for public exhibition.

Recommendation:

That Council endorses the draft Ku-ring-gai and Hornsby Subregional Employment Study for public exhibition, jointly with Hornsby Council.

GB.8 Heritage Advisory Committee Meeting - Minutes of 1 April 2008 527

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File: S03816

To report to Council the Minutes of the Heritage Advisory Committee Meeting held 1 April 2008.

Recommendation:

That Council receive and note the Minutes of the Heritage Advisory Committee Meeting held 1 April 2008.

GB.9 Parks, Sport & Recreation Reference Group Meeting - Minutes of 29 May 2008 535

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File: S03447

To bring to the attention of Council the Minutes from the Parks, Sport and Recreation Reference Group Meeting held on Thursday, 29 May 2008.

Recommendation:

That the Minutes of the Parks, Sport and Recreation Reference Group Meeting held on Thursday, 29 May 2008 be received and noted by Council.

GB.10 West Lindfield Sport & Recreation Club Business Plan

541

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File: S02712

To seek Council's in-principle support for the West Lindfield Sport and Recreation Club to lodge a development application for the construction of an all-weather synthetic court surface for multi-purpose sports use on the two disused bowling greens at the club.

Recommendation:

That Council give in-principle support for the proposed multi-purpose use of West Lindfield Sport and Recreation Club subject to approval of a development application for the proposal. That the community be consulted prior to the club lodging a development application. That Council seek to negotiate a new 20 year lease (initial term of 10 years plus an option for a second term of 10 years) with West Lindfield Sport and Recreation Club if development approval for the proposal is granted.

GB.11 Waste Service Performance Certificate

552

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File: S02294

To advise Council of the amended conditions relating to the change over of bin lids as required by the Department of Environment & Climate Change.

Recommendation:

That Council apply blue stickers to paper bins and yellow stickers to mixed recycling bins and change yellow lids completely by 2011.

GB.12 Providing a Service to Customers Policy

575

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File: S06023

For Council to consider the draft Providing a Service to Customers Policy.

Recommendation:

That the draft Providing a Service to Customers Policy be adopted by Council.

EXTRA REPORTS CIRCULATED AT MEETING

MOTIONS OF WHICH DUE NOTICE HAS BEEN GIVEN

- NM.1 **Draft Ku-ring-gai Town Centres Section 94 Development Contributions Plan, Draft Planning Agreements & Draft Amendments to the Adopted 2004 to 2009 Contributions Plan** 596

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File: S04495

Notice of Rescission from Councillors T Hall, J Anderson & M Shelley dated 10 June 2008

We the undersigned, move:

"That Part A of Minute No. 170/08 of 27 May 2008, that refers to the public exhibition of the Maps attached to the draft Ku-ring-gai Town Centres Development Contributions Plan, and the current public exhibition with those Maps, be and is hereby rescinded.

That Part E of Minute No. 170/08 to hold an extraordinary meeting of Council on 15 July 2008 to consider the adoption of this Plan and other consequential amendments thereto, also be and is hereby rescinded."

We further move:

"That the Maps rescinded be replaced by the Maps attached to the Planning Minister's Environmental Planning and Assessment (Ku-ring-gai Planning Panel) Order 2008 dated 29 February 2008 and the draft Ku-ring-gai Town Centres s.94 Developer Contribution Plan with these amended Maps and as depicted by green lines and park shading on the attachments to this Notice of Motion, be re-exhibited for public comment for the statutory period."

We also move:

"That upon the conclusion of the re-exhibition of the draft Ku-ring-gai Town Centres Development Contribution Plan, that Part D of Minute No. 170/08, "a further report to Council; be prepared at the close of the exhibition" be referred to the next available Ordinary Meeting of Council for consideration."

- NM.2 **Retention of Blue Gum High Forest in Ku-ring-gai** 597

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File: S04601

Notice of Motion from Councillor E Malicki dated 12 June 2008

To allow Council to reaffirm its commitment to protecting Blue Gum High Forest throughout Ku-ring-gai.

I move that:

"Council resolves not to sell or otherwise dispose of any park or any land zoned for Open Space which is identified as Blue Gum High Forest."

NM.3 Warrawee Park

598

File: S04601

Notice of Motion from Councillor E Malicki dated 5 June 2008.

There has been a great deal of public support shown for the retention of Warrawee Park as open space, however I noted that on the K Map, Borambil Street actually extends as an unmade road through the park.

I move:

"That to give added future protection to Warrawee Park, Council take steps to close the unmade section of Borambil Street and ensure that the entire current area of park is zoned for Open Space as part of the Comprehensive LEP process."

BUSINESS WITHOUT NOTICE - SUBJECT TO CLAUSE 241 OF GENERAL REGULATIONS

QUESTIONS WITHOUT NOTICE

INSPECTIONS COMMITTEE - SETTING OF TIME, DATE AND RENDEZVOUS

**** ** ** ** ****

Environmental Planning & Assessment Act 1979 (as amended)

Section 79C

1. Matters for consideration - general

In determining a development application, a consent authority is to take into consideration such of the following matters as are of relevance to the development the subject of the development application:

a. The provisions of:

- i. any environmental planning instrument, and*
- ii. any draft environmental planning instrument that is or has been placed on public exhibition and details of which have been notified to the consent authority, and*
- iii. any development control plan, and*
- iv. any matters prescribed by the regulations,*

that apply to the land to which the development application relates,

- b. the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,*
- c. the suitability of the site for the development,*
- d. any submissions made in accordance with this Act or the regulations,*
- e. the public interest.*

2008 TO 2012 MANAGEMENT PLAN INCORPORATING BUDGET AND FEES AND CHARGES FOR 2008/09

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

For Council to adopt the 2008-2012 Management Plan, incorporating the Budget and Fees and Charges for 2008-2009.

BACKGROUND:

Section 402 of the Local Government Act (1993) requires councils to produce an Annual Management Plan which identifies its principal activities and objectives for at least the next three years and its revenue policy for the next year.

Section 405 of the Local Government Act (1993) requires a Draft Management Plan to be placed on public exhibition for a period of twenty eight days which allows for community feedback.

COMMENTS:

The Draft Management Plan 2008-2012 was placed on exhibition for the period 9 May 2008 to 6 June 2008.

13 submissions were received from the community in relation to Council's Draft Management Plan 2008-2012 in addition to the comments raised at the public meeting held on 26 May.

RECOMMENDATION:

That Council adopt the Management Plan, incorporating the Budget and Fees and Charges for 2008-2009.

PURPOSE OF REPORT

For Council to adopt the 2008-2012 Management Plan, incorporating the Budget, Fees and Charges and Capital Works for 2008-2009.

BACKGROUND

Section 402 of the Local Government Act (1993) (LGA) requires councils to produce an annual Management Plan which outlines its principal activities for at least the next three years and its revenue policy for the next year. The statutory requirements for the Plan are set in sections 403 and 404 of the Act. As part of the preparation of the plan, the draft must be placed on public exhibition for at least twenty eight days and a public notice must be given to invite community submissions. Pursuant to section 406, the Council's Management Plan must be adopted prior to the end of each financial year after it has been prepared and exhibited in accordance with the Act. Further, in deciding to adopt the final plan, Council must take into consideration any submissions that have been made concerning the draft plan.

On 29 April 2008 Council considered the Draft Management Plan and resolved:

- A. *That the report on Council's Draft Management Plan 2008-2012 be received and noted.*
- B. *That Council gives notice of its intention to:*
 - (a) *Make and levy an ordinary rate to comprise a minimum rate and ad valorem rating structure for both Residential and Business categories and make and levy a special rate to comprise an ad valorem with a zero base rate for Environmental and Infrastructure categories.*
 - (b) *Increase its rate income by the maximum 3.2% approved by the Minister for Local Government.*
- C. *That pursuant to Sections 405 and 406 of the Local Government Act, 1993, the Draft Management Plan 2008-2012 incorporating the Revenue Policy, Budget, Capital Works Programs and Schedule of Fees and Charges for 2008-2009 be endorsed and placed on public exhibition for a period of 28 days commencing 9 May 2008.*
- D. *That an advertisement be placed in the 'North Shore Times' advising public exhibition details.*
- E. *That following public exhibition, a further report be submitted to Council on 24 June 2008 for adoption of the 2008-2012 Management Plan, Budget and Fees and Charges to enable consideration of:*
 - (a) *any submissions received during the exhibition period referred to C above; and*
 - (b) *formal adoption of Ku-ring-gai Council's Management Plan 2008-2012 and associated policies.*

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- F. That the Draft Management Plan 2008-2012 and relevant attachments be amended to reflect the additional \$1 million as outlined in the attached schedules.*
- G. That a KPI and Objective be created that ensures policy compliance with landscaping requirements of our DCPs in order to reduce the impact of development control on the natural environment.*
- H. That a provision for the investigation and design for the relocation of the SES building be included in the budget for 2008-2009, together with an identified funding source.*
- J. That the one year Community Development Objective on Page 44 of the Management Plan read: "promote Ku-ring-gai as a destination for cultural, heritage and eco-tourism". That a strategy to achieve this objective be developed.*
- K. That the Council-owned tip site at St Ives be included in the St Ives Showground options paper.*

This report discusses the above resolution and submissions made.

COMMENTS

The draft Management Plan was exhibited following resolutions B, C, D, F, J and K. Attachment 1 provides a copy of the plan recommended to be adopted by Council.

Resolution F – Increase in capital works allocation

The extra \$1M required by way of part F of Council's resolution (above) was included in the draft Management Plan as exhibited. The revised Capital Works and Major Projects 2008/2009 is shown below (full Capital Works program is **Attachment 2**):

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CAPITAL WORKS AND MAJOR PROJECTS 2008/2009				
Project Group	Project Name	Case 1*	Case 2*	Total Cost
Council Buildings	Building works and maintenance	0	190	190
	Depots	6,000		6,000
	SES relocation	200		200
Operating Assets	Furniture and other assets	10		10
	IT equipment	135		135
	Library resources	530		530
Operating Projects	Plant and vehicles	1,076	100	1,176
	Catchment analysis	108		108
	Catchment management	162		162
	Communications - survey	30		30
	Community projects	54		54
	Election	523		523
	Handheld infringement devices	116		116
	Info kiosk	35		35
	Intranet	30		30
	IT systems projects	108		108
	Planning projects	269		269
	Tree planting	129	60	189
	Open space acquisition	13,582		13,582
	Parks Development	216	301	517
	Playgrounds	162	149	311
Parks and Recreation	Sewer mining	2,053		2,053
	Sports courts	172	100	271
	Sports fields	1,336	400	1,736
	Swimming pool	396		396
	Fencing and parking areas	0	200	200
	Footpaths	408		408
	Roads program	4,777	751	5,528
	Traffic facilities	154		154
	Drainage structures	333	319	652
	Business centres program	190		190
	Public domain	111		111
	Biodiversity	136		136
	Communication	65		65
	Community partnerships	211		211
	Fire management	46		46
Stormwater Drainage Streetscape and Public Domain Trees and Natural Environment	Monitoring and evaluation	179		179
	Recreation facilities	50		50
	Regulation and enforcement	167		167
	Town centre projects	117		117
	Water catchments	229		229
	Water sensitive urban design	770		770
	Total	35,375	2,570	37,944

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* Note: Case 1 and Case 2 refer to Council's long term financial model as adopted 11 December 2007.

Resolution G – Landscaping Key Performance Indicator

The development of a Key Performance Indicator (KPI) that reports on the level of compliance of landscaping against the requirements of Council's Development Control Plans (DCPs) is complicated for a number of reasons. The first matter for consideration is how any development applications and related assessments are conditioned against relevant planning instruments and development control policies. On this, it is appropriate that all relevant applications would contain the necessary conditions of consent. This in effect provides the input into the landscaping process. The output, being what is planted, and outcome, as to whether it achieves the necessary biodiversity results as sought by the controls. The second relates to the level of control Council has over the output (and ultimate outcome) that is what was planted, what has since grown and what the owners may have additionally planted by way of landscaping in difference to or to supplement the original plan. The level of influence Council has on this is declining as Council is the certifying authority for 23% of all applications (and falling) and that once a development has been given final signoff for its compliance there are limited opportunities for Council to be involved in retrospective compliance. Third relates to the outcome. The intent of the resolution for the KPI seeks to measure a net biodiversity improvement. This can be undertaken through numerous ecological measurements, however such a program would need to take in to account a number of issues including:

- design to account for other factors affecting biodiversity;
- reliability and accuracy given that it would need to be rapid, given the broad number of factors that are included within biodiversity;
- extent of an indicator species, and its representativeness;
- length of time of collection before any reliable trends could be reported;
- cost.

Given the above it is recommended that an operational indicator be included within the Built Environment principal activity requiring that:

"All conditions of consent on development and related applications require compliance with landscaping and tree replenishment provisions within Council's planning instrument and development control plans."

The development and implementation of a KPI in the management plan relating to biodiversity could be served by a surrogate of canopy cover and or coverage of endangered ecological communities. It is recommended that 2008-2009 Management Plan and associated data collection projects be used to progress vegetation mapping in the Natural Environment section as a major project. On completion of this project the form and measure of a KPI could be determined from the outcomes of the project.

Resolution H. SES building

Based on Council's resolution, a provision of \$200,000 has been made available from the new facilities reserve to allow for investigation and design of either a modified building or a new building for the State Emergency Services given that the existing building is currently unstable and the SES is temporarily located at the existing depot site at Gordon. This will allow for geotechnical

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investigation and building designs to be prepared for the submission of a DA and allow for sufficient time to undertake the work prior to their relocation from the existing depot site.

Resolution J. Promote Ku-ring-gai as a destination for cultural, heritage and eco-tourism".

This objective has been included in the community development principle activity of the management plan. A five year objective was developed that states "Ku-ring-gai is a destination for cultural, heritage and eco-tourism", and a one year objective that states "develop a strategy to promote Ku-ring-gai as a destination for cultural, heritage and eco-tourism" works will commence as the development of these strategies, noting it is not funded in the budget.

Resolution K. St Ives showground and surrounds options paper

This has been incorporated into the Management Plan as an activity for the coming year. On this matter there has been considerable discussion in the media at the public meeting on the Management Plan, and with the Minister for Lands. As the nature of the resolution seeks an options paper and there is support from the Department of Lands to explore future and non-binding options for the site this matter is recommended to remain in the Plan.

Development of Council's Budget

Major components of the 2008/09 budget include:

- Rates growth of 3.5 per cent, consisting of the pegging increase of 3.2 per cent and growth of 0.3 per cent
- Fees and charges increased by an average of 2.8 per cent
- Estimated employee award increase of 3.6 per cent
- Estimated CPI increase of 2.5 per cent
- Net debt repayments of \$880,000 (\$1M new loan borrowings and \$1.88M in loan principal repayments)
- Capital works and other major projects program totalling \$37.9M (\$24M in 2007/08)
- Reductions in debt servicing costs allocated to infrastructure renewal of \$1.96M
- Land and Environment Court costs reduced to \$1.05M (\$1.15M in 2007/08)
- Section 94 revenue of \$4.3M (transferred to externally restricted reserves).
- Domestic Waste Management Charge \$15 increase based on reasonable cost
- Stormwater Management Charge:
 - Strata / Company titled residential units : \$12.50 per unit
 - Strata / Company titled business units : \$12.50 per unit
 - Other residential property : \$25.00 per rateable property
 - Business rateable property : \$25.00 per 350 square metres of land area (a maximum charge of \$1,500 applies to land area greater than 21,000 square metres)

Council needs to consider whether it provides a voluntary pensioner rebate for the Stormwater Management Charge, similar to what is currently rebated for the Environmental and Infrastructure Special Rates. If Council was to approve such a rebate the total amount charged would be rebated for eligible pensioners as at 1 July (no part years). The cost to Council of this rebate is \$70,000, and it would be recommended that if Council approves such a rebate that the Stormwater Drainage projects (Case 2) be reduced by \$70,000.

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Rates

Under Section 506 of the Local Government Act 1993 each year the Minister for Local Government determines the maximum amount by which NSW councils can increase their general rates income. The Minister has determined the maximum increase in rates of 3.2 per cent and this increase is reflected in the 2008/09 budget.

Rate pegging increase of 3.2%				
Rate Type	Category	Rate in \$	Min Amount \$	Yield
General	Residential	0.00179285	405	\$38,196,674
General	Business	0.004875	405	\$2,557,972
Special	Environmental	0.00009768		\$2,103,592
Special	Infrastructure	0.00009552		\$2,057,080

CONSULTATION

The exhibition of the Draft Management Plan, budget and fees and charges occurred between 9 May and 6 June 2008. Advertisements were placed in the North Shore Times on 5 May advising public exhibition details and inviting submissions from interested members of the community. Copies of the Draft Management Plan 2008-2012, incorporating the Budget, Fees and Charges and Capital Works for 2008-2009 were made available for inspection at Council Chambers, each of Council's libraries and on Council's website.

13 submissions were received on the draft Management Plan and are included as **Attachment 3** to this report.

15 residents attended a public meeting held on 26 May. At this meeting a number of issues were discussed including the distribution future planning of sports fields, St Ives Showground, infrastructure upgrades, disability issues, national trust interests and environmental funding distribution.

Major issues raised from the above processes are listed below:

1. Recognition of the role of the National Trust

Further to the resolution by Council to add a new 5 year objective in the Community Development Principal activity "To promote Ku-ring-gai as a destination for ecological, cultural, heritage and tourism", a supplementary one year objective has been prepared. This is to prepare a tourism strategy and plan with the focus as identified. This in turn would be used to develop specific programs and projects that would in part target the built and natural environment, among others. In terms of the five submissions that sought greater prominence of the National Trust in the Ku-ring-gai Council Management Plan, it is recommended that the Management Plan is not changed. The reason is threefold. First, the Management Plan is about the operations and direction of Ku-ring-gai Council. Second, there are many groups and organisations that provide valued and continuing support to Council. By specifically naming one over the others can be seen as prioritising their importance and contribution, which is not the intent. Third, included in some of the submissions is reference to the National Trust seeking financial assistance from Council in

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recognition of their contribution to Ku-ring-gai. Such a request should be formally addressed to Council and the General Manager through established protocols not via an e-mail where no affiliation or position within such organisation is given.

2. Sportsground capital works allocation

Council, through the Parks, Sport and Recreation Reference Group, has developed and reviewed the prioritisation process for the allocation of capital funding for sporting facilities. It is acknowledged that within this process it is necessary to adjust priorities based on other factors such as achieving economies of scale for tendering or complementing associated capital projects or grants. In accepting this, no preference is given to any sporting code over another. It is suggested that if the relevant reference group wishes to revise the prioritisation process that it do so and as a group make a formal recommendation to Council.

3. St Ives Showground and precinct options paper

There were two formal submissions on the preparation of an options paper for the future uses of St Ives Showground, Council Nursery, Ku-ring-gai Wildflower Garden and adjacent disused green waste tip. This was also the subject of much of the questions at the public meeting. As noted at the public meeting and subsequently with the Minister for Lands, the Department of Lands and user groups would be involved in the development of any options paper for the site and review of the Plan of Management. The formal submissions and questions at the public meeting had clearly been influenced by misleading statements in the local paper suggesting a take over of the whole showground by a single sporting code. Should Council resolve to adopt the Management Plan including the preparation of an options paper, a consultation strategy would be developed as a matter of priority and by necessity involve present users and those with an interest in the site.

4. Provision of public infrastructure

Comments related to three areas:

1. Commuter parking at Lindfield. The Coles car park located at Lindfield is not owned by Council as it is under private ownership. Therefore Council has no control over the site.
2. Medium strip Pacific Highway Lindfield. The issue regarding the medium strip on the Pacific Highway at Lindfield is maintained by the RTA. Council will refer this matter to them.
3. Footpath and playground programs. A copy of the new footpath program was provided to a resident in regards to the maintenance schedule. The footpath in Malga Avenue has been reviewed and based on the new rating the works are proposed for 2010/11. The rating has been increased from 16 to 21. A petition helped increase the rating. There is nothing in the 5 year program for play equipment for the small park in Malga Avenue due to other high demands to upgrade all existing play ground areas to the current standards.

5. Funding for CARES

Council has received a request from CARES to provide for the construction of an arena roof costing up to \$50,000. No funding is available for this project at this time.

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6. Environmental Funding

Funding for the regeneration program comes from two primary sources: capital via the Environmental Levy program and through the operational budget. The Environmental levy program has allocated \$66,000 this coming year against a seven year program of \$765,000 targeting nine selected sites. The rationale for the funding allocation follows a planned approach that invested more in the first three years (totalling \$505,000). This was to improve the condition of the sites closer to a maintenance phase in the initial period and for the remaining four years reduce to a maintenance phase and assess if the regenerated sites are able to stabilise. Supplementing this is an allocation of \$52,000 targeting additional regeneration at various bushcare sites. Operationally, the regeneration program has an allocation of \$303,058. This program has continued with its historical funding allocation pre the introduction of the Environmental Levy though has reduced the number of sites to increase the focus of the regeneration efforts. Similar to the levy program, the intent is to move a smaller number of sites to maintenance phase. In turn this will enable more sites to be added to the program with a focus more from primary and secondary weeding to a maintenance phase. This is a shift from previous programs that undertook regeneration at too many sites for the resources available.

7. Disability Issues – Council activities better represent people with an intellectual disability

The following additional point (5) has been included as recommended in the submission, in the Disability Discrimination Act Action Plan within the Management Plan. This point will address issues for people with an intellectual disability:-

5. Support disability services, (including services for people with intellectual disabilities) by undertaking a needs study which incorporates a range of disability services data.

The term of Council's Access Consultative Committee is due to be completed in September 2008. With the formation of a new Access Consultative Committee, efforts will be made to recruit representatives across the disability sector, including people with an intellectual disability.

Additionally, Council's Community Plan is due to be updated in 2009. Included in the plan will be updated statistical information relating to people with different types of disability, along with appropriate information relating to disability and carers payments.

In the meantime, Council will place on its website, the Metropolitan North Region, Hornsby and Ku-ring-gai, LGA's framework prepared by the NSW Department of Ageing Disability and Home Care. This document contains demographic and specific disability data for Ku-ring-gai.

8. Child Care – A submission was received requesting Council to conduct further investigation into the supply and demand for childcare places in Ku-ring-gai.

A Multi-Purpose Children's Centre Feasibility Study was completed as a KPI for the 2007-08 Management Plan. This study addressed factors including the need for a multi-purpose facility in Ku-ring-gai, space requirements, site considerations and the identification of suitable locations, along with estimate costs and funding sources .

A Child Care Needs Study for the Ku-ring-gai LGA is also being prepared. Key points in this study include the demand for child care places in Ku-ring-gai, supply of existing child care places, the

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number of approved child care centres in Ku-ring-gai, utilisation levels of existing services, current and future demographic trends relating to children and families in Ku-ring-gai, and Commonwealth and State Government children's service policy and funding directions.

A KPI to further build on these studies has been included in the 2008-09 Management Plan. Based on the study findings, additional options can be investigated regarding the level and variety of child care provision required for current and future populations in Ku-ring-gai. Additionally analysis of updated trend data will provide staff with a better understanding of current and future child care needs in Ku-ring-gai

This matter can also be included in the brief for the development of Council's new Community Plan due to be completed in 2008 – 2009.

FINANCIAL CONSIDERATIONS

Council's budget for 2008/2009 is based on the following objectives:

1. Developed using the framework of the 20 Year Long Term Financial Model, adopted by Council on 11 December 2007.
2. Provide additional funding of \$2.57M infrastructure renewal in 2008/09 incremented by forecast CPI in the 20 year Long Term Financial model (LTFM). Future funding increments will be subject to adoption of an asset management policy and strategy.
3. Maintain the minimum level of working capital of \$1M.
4. Maintain existing service levels to the community. Provision has been made in the budget for existing service levels to be sustained.

The 2008/09 budget shows a total operating revenue of \$81.2M. Operating expenses for 2008/09 are budgeted at \$64.3M after allowing for depreciation of \$7.6M. This results in an operating surplus of \$16.9M, an increase of \$1.3M on the 2007/08 budgeted operating surplus of \$15.5M.

Surplus funds from operations are combined with capital income, reserves and loan monies to fund Council's capital works and other projects as follows:

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FUNDING STATEMENT	2007/2008		2008/2009	
	\$000's	\$000's	\$000's	\$000's
Operating Revenue	76,710		81,160	
Operating Expense (excluding depreciation)	61,230		64,330	
Operating Surplus		15,480		16,830
Plus: Capital Income (s94, Grants, Asset Sales)		10,790		21,590
Less: Net Loan Repayments		-860		-880
Funds for Projects & Reserve Transfers		25,410		37,540
Plus: Transfers from Reserves	19,200		32,400	
Less: Transfers to Reserves	-20,350		-32,010	
Net Reserve Funding		-1,150		390
Funds for Projects		24,260		37,930
Project Expenditure		-23,990		-37,930
Budget Surplus		270		0

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

The development of the Management Plan, Budget and Schedule of Fees and Charges has been undertaken in full consultation with all departments across Council.

SUMMARY

MANAGEMENT PLAN

Council's Management Plan has been developed in accordance with Sections 402, 403 and 404 of the *Local Government Act (1993)*.

Council's six principal activities are:

1. Civic Leadership and Corporate Services
2. Integrated Planning
3. Community Development
4. Natural Environment
5. Built Environment
6. Financial Sustainability

Each principal activity has a number of objectives which are linked to outcomes and performance indicators that clearly identify how objectives will be achieved and how performance in achieving these objectives will be measured over the term of the Plan.

Quarterly reviews measuring the extent to which performance targets have been met, will be reported to Council within two months after the end of each quarter.

RECOMMENDATION

- A. That Council adopt the Management Plan 2008-2012, incorporating the Budget and Fees & Charges for 2008/2009 as amended.
- B. That a general rate in the dollar of \$0.00179285 on the unimproved capital value of all rateable land categorised as residential in the Council area be made for the period of 1 July 2008 to 30 June 2009.
- C. That a general rate in the dollar of \$0.004875 on the unimproved capital value of all rateable land categorised as business in the Council area be made for the period of 1 July 2008 to 30 June 2009.
- D. That an environmental levy rate in the dollar of \$0.00009768 on the unimproved capital value of all rateable land categorised as residential or business in the Council area be made for the period of 1 July 2008 to 30 June 2009. That whereby a ratepayer qualifies as of 1 July 2008 for a pensioner concession on ordinary rates, that rate account be subject to a voluntary rebate equal to the environmental levy.
- E. That an infrastructure levy rate in the dollar of \$0.00009552 on the unimproved capital value of all rateable land categorised as residential or business in the Council area be made for the period of 1 July 2008 to 30 June 2009. That whereby a ratepayer qualifies as of 1 July 2008 for a pensioner concession on ordinary rates, that rate account be subject to a voluntary rebate equal to the infrastructure levy.
- F. That the minimum rate for both residential and business be set at \$405.00 for the period 1 July 2008 to 30 June 2009.
- G. That, in those cases where, after provision of the combined pensioner rebate to a maximum of \$250.00, the pensioner/owner satisfies Council of an inability to pay the remainder, either in whole or in part, the remainder be allowed to accrue with interest payable on arrears, as a charge against the land until such time as there is a change in either circumstances or ownership.
- H. That the charge for the Domestic Waste Management service be set at \$265.00 per residential property per annum excluding flats and home units.
- I. That the charge for Domestic Waste Management service be set at \$245.00 per residential property per annum for flats and home units.
- J. That the charge for Domestic Waste Management base service without green waste be set at \$185.00 per annum.
- K. That the charge for an additional green waste service be set at \$95.00 per container, per annum.
- L. That the charge for a 240 litre waste container with green waste be set at \$365.00 per annum excluding flats and home units.
- M. That the charge for a 240 litre waste container without green waste be set at \$285.00 per annum, excluding flats and home units.

Item 1

S06351
13 June 2008

- N. That the charge for a 240 litre waste container for flats and home units be set at \$365.00 per annum.
- O. That the charge for the provision of an additional 120 litre waste container, per container, per annum be set at \$135.00.
- P. That the charge for Domestic Waste Management on vacant land be charged at \$115.00 per annum, per residential property.
- Q. That the charge for Non-domestic Waste Management services be set at \$205.00 per unit of occupancy per annum. In the case of a single business occupying the whole of the building with more than one storey, the rate will be applied per storey of the building.
- R. That the General Manager and Director Corporate be delegated to negotiate and establish Council's new loan account of \$1,000,000 and the Common Seal be affixed to all required documents.
- S. That the Stormwater Management Charge be set as follows:
 - Strata / Company titled residential units: \$12.50 per unit
 - Strata / Company titled business units: \$12.50 per unit
 - Other residential property: \$25.00 per rateable property
 - Business rateable property: \$25.00 per 350 square metres of Land area (a maximum charge of \$1,500 applies to land area greater than 21,000 square metres).
- T. That Council considers whether it provides a voluntary pensioner rebate for the Stormwater Management Charge, and if Council approves such a rebate that the Stormwater Drainage projects (Case 2) be reduced by \$70,000.
- U. Council acknowledge the formal submissions made on the Management Plan and respond to the authors with the outcomes.
- V. That an operational indicator be included in this year's Management Plan requiring that "all conditions of consent on development and related applications require compliance with landscaping and tree replenishment provisions within Council's planning instrument and development control plans."

Andrew Watson
Director Strategy

John McKee
General Manager

Attachments:

- 1. 2008-2012 Management Plan – (Circulated separately)**
- 2. Capital Works Program - 951951**
- 3. Management Plan Submissions - 951946**



Ku-ring-gai Council

Management Plan

2008 - 2012







Mayor's message

Welcome to Ku-ring-gai Council's Management Plan for 2008/09 to 2011/12. This plan is built around the vision for Ku-ring-gai as developed by Council and the community as part of our long term planning.

Both Council and community share a value of care and respect for the local environment and each other. As our urban areas change, this value is reflected in how we manage the natural environment, the delivery of programs and services and how we interact with each other.

The challenge for all of us comes from the things we cannot control, most notably the outcomes of the NSW Government Metropolitan Strategy. For Ku-ring-gai this will result in more development, people and traffic into our community. But it will also assist us in delivering much needed new facilities such as the North Turramurra Recreation Area, new parks in our town centres and provide additional income for new services. Council's challenge is to deliver the right mix of services and facilities.

Sustainability, be it financial, social or environmental is a cornerstone of our business. For Council this means looking at the present and to the future in setting our plans and policies and ensuring we achieve them. This Management Plan plays a vital role for Council in how it delivers on its short, medium and long term objectives. For our residents this means helping to protect the natural, social, cultural and built heritage, supporting a cohesive and inclusive community, building a strong and stable economy and

decreasing the consumption of resources. For Council this is delivering exemplary services; practicing open, ethical and inclusive governance and wisely managing finances and assets.

The year ahead is an exciting one. \$27.528 million will be spent on community infrastructure through upgrading roads and playing fields, West Pymble Pool Stage 5 and improving water recycling at Gordon Golf Course. Our programs and services will again focus on the needs of our community. Politically, the election in September will bring a number of new councillors with ideas of their own.

Personally, I am dedicated to providing the community with better facilities, more open space and continuing to promote community spirit through our great events and programs.

I thank all the staff and residents that have contributed to this plan and look forward to its delivery.

Cr Nick Ebbeck
Mayor



Corporate snapshot

Corporate performance snapshot (Council operations)

QBL	Measure	Unit	2002/3	2003/4	2004/5	2005/6	2006/7	Outlook
Gov	Leadership Training Program	No.	N/A	N/A	N/A	2	8	Improving
Gov	Induction Program	No.	7	7	6	6	6	Stable
Gov	DA median processing time	Days	N/A	111	78	42	38	Improving
Gov	Fulltime employee turnover rate	%	N/A	N/A	N/A	16.14	15.29	Declining
Gov	Consultation surveys conducted		N/A	N/A	13	28	19	Stable
Soc	Events attendance	No.	N/A	N/A	N/A	10,310	9,830	Stable
Soc	Vacation care	No.	2988	3837	4084	4,350	4,129	Stable
Soc	Wildflower Garden visits	No.	5,565	5,901	4,978	5,546	5,301	Stable
Soc	Library visitors	No.	470,673	493,923	483,820	444,576	479,249	Stable
Soc	Library loans	No.	985,406	978,020	923,496	913,110	908,852	Declining
Soc	YourTutor customers	No.	N/A	N/A	N/A	N/A	357	N/A
Soc	Customer service requests received	No.	47'592	40'660	39'695	32'818	33'517	Declining
Soc	Student Resource Centre visits (Gordon)	No.	1,404	2,525	1,865	1,924	3,081	Increasing
Soc	Identified Aboriginal heritage sites	Sites	67	67	67	69	92	Increasing
Soc	Non-Aboriginal heritage sites	Sites	700	700	700	700	711	Stable
Env	Hazard reduction burns	ha	65.09	96.94	7.13	130.4	17	Declining
Env	Bushland regeneration (area)	ha	N/A	N/A	N/A	N/A	53.8	N/A
Env	Water consumption (Council)	KL	154,713	96,686	97,366	113,889	112,509	Stable
Env	Water consumption (Council)	\$	144,619	93,178	100,512	134,194	143,520	Increasing
Env	Energy consumption (Council) buildings	kw/h	3,094,203	2,918,505	2,849,430	2,995,207	3,083,630	Increasing
Env	Energy consumption (Council) buildings	\$	292,723	299,677	332,644	383,441	374,960	Declining
Env	Energy consumption (Council) street lighting	kw/h	4,569,103	4,813,969	4,843,285	4,911,090	4,924,166	Increasing
Env	Energy consumption (Council) street lighting	\$	1,181,464	1,234,612	1,218,985	1,350,142	1,457,454	Increasing
Env	Greenhouse emissions	CO2t	N/A	N/A	N/A	8,886	8,961	Increasing
Env	Fuel consumption	L	N/A	N/A	N/A	520,957	488,662	Declining
Env	Fuel cost	\$	N/A	N/A	N/A	590,648	588,805	Declining
Env	EPA registered contaminated land sites	No.	N/A	N/A	3	3	3	Stable
Env	Waste Kg/resident	kg	N/A	N/A	187.46	188.77	192.65	Increasing
Env	Recycling Kg/resident	kg	N/A	N/A	272.84	286.62	294.77	Increasing
Env	Noise complaints	No.	438	352	404	479	648	Increasing
Econ	Roads upgraded	\$	4,916,620	3,864,088	3,879,334	4,679,845	5,038,458	Increasing
Econ	Legal costs	\$M	2.252	2.205	1.867	1.2399	1.1959	Declining
Econ	Debt servicing	%	7.5	6.03	5.55	4.4	3.19	Declining
Econ	Restricted cash - internal	\$M	10.16	9.4	9.39	12.46	15.77	Increasing
Econ	Restricted cash - external	\$M	7.52	9.85	15.44	27.68	44.82	Increasing
Econ	Loans/borrowings per year	\$M	1.8	1.8	1.6	1.4	1.0	Declining
Econ	Rate income	\$M	33.6	34.9	36	39.2	40.9	Increasing
Econ	Return on investment	%	5.25	5.38	6.03	5.99	7.37	Increasing
Econ	Ratepayers (rates paid at year end)	No.	N/A	N/A	36,282	32,327	36,430	Increasing
Econ	Residential rate average	\$	N/A	N/A	980	1,066	1,096	Increasing
Econ	State Government rate pegging *	%	3.3	3.6	3.5	3.5	3.6	Stable
Econ	Total rates increase approved (including special variation)	%	3.3	3.6	3.5	8.58	8.57	Stable
Econ	Untied grants revenue	\$M	2.7	2.7	2.8	2.92	2.98	Increasing
Econ	Specific purpose grants revenue	\$M	2.6	3	2.2	4.28	2.18	Declining
Econ	Available funds balance (Working Capital)	\$M	1.468	0.479	0.617	0.243	1.108	Improving
Econ	Source of revenue from rates and charges	%	64.37	66.05	61.89	58.2	53.93	Improving

* State Government rate pegging set at 3.2 per cent for 2008/09 financial year.



Quadruple bottom line project breakdown

Governance	Economic
Department of Local Government Review	Long term financial model
Plans of management	Budget forecast
Planning projects	Investments
Human resources systems	Asset strategy
Workforce plan	Section 94 funding
Intranet	Stormwater charge
Photo library	E-service solutions
Depot relocation	IT systems projects
Plant and vehicles	IT equipment
Furniture and other	
Election	
Social	Environmental
Infrastructure levy	Endangered ecological community regeneration
Road rehabilitation	Water harvesting
Business centre improvements	Catchment management
Footpath works	Stormwater levy
Traffic facilities	Drainage works
Strategic bicycle plan	Catchment analysis
Strategic pedestrian plan	Bushfire management
Integrated traffic and transport plan	Tree planting
Tennis and netball refurbishment	Environmental levy program
Playground refurbishment	Little Blue Gum Creek walking track upgrade
North Turrumurra recreation area	Little Blue Gum Creek Paddy Pallin Reserve
West Pymble pool redevelopment	Bushcare support
Town centres	Dumping and encroachment
Community projects	Sustainable design for St Ives town centre
Community plan	Interface strategy
Cultural plan	Sportsfield enhancement
Festival on the Green	Open space acquisition strategy
Library resources	
Consultation Strategy	
Aboriginal heritage	
Social research	





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General Manager's introduction

Council's Management Plan sets out our goals, objectives and how these will be achieved as we deliver our programs, services and manage our facilities.

It contains a balanced budget for 2008/09 and an assessment of our long term financial position. The plan also aims to achieve the medium and long term objectives articulated in the draft Sustainability Plan.

The Management Plan is divided into two parts. Part One outlines what Council will do over the coming year against each of the six principal activities: civic leadership and corporate services; built environment; natural environment; integrated planning; financial sustainability and community development. Part Two contains Council's financial management framework, budget and financial statements. The budget will deliver \$36.743 million in capital works and other projects and \$64.3 million, after allowing for depreciation of \$7.6 million, in over 100 service areas. The introduction of a new stormwater charge will assist funding capital projects aimed at improving the capacity and maintenance of the drainage network.

Sustainability and the future of Ku-ring-gai

Over the past two years Council has been working closing with the community through a sustainability planning process to provide direction for the next 25 years. This has set a vision for Council and developed a set of values and principles. During 2008 a detailed action plan will be developed to aid future management plans and policies. Similarly Council has updated its long term financial model. The model was developed over a 20 year period to cater for the issues and challenges that now face Council. A key consideration is future asset management, in particular new facilities related to the town centres.

The long term financial model will continue to be revised to incorporate our developing asset management strategies to

ensure financial sustainability - maintaining and improving service delivery to the community, maintaining and renewing our ageing assets and providing for new facilities.

Over the past few years the scope of the Management Plan has expanded and now covers all 103 services and capital works projects. These have been aligned to separate budgets enabling an analysis of performance against cost, output and outcomes. For the first time this plan provides links to service standards, policies and programs, offering transparency on how we deliver the business of Local Government to our ratepayers.

Council will take a leading international approach in reporting on this plan. Performance will be measured against the Global Reporting Initiative indicators for public sector agencies. Council will also report against economic, environmental, social and governance aspects - the quadruple bottom line (QBL).

Economically financial management must be sound and sustainable. Debt will be managed and the reliance on income from rates will reduce. Assets will be managed efficiently to meet community expectations both now and into the future.

Socially Council supports and contributes to a community that is culturally aware, active and healthy. It seeks to secure Ku-ring-gai as a great place to live and work through greater community involvement in decision making, growth in volunteer programs and by ensuring services become more accessible and affordable to meet current expectations and consider future generations.

Environmentally Council will protect and enhance our neighbourhood character, heritage and natural systems



including bushland, creeks and biodiversity. This will be done in partnership with many others through planning, education, projects and development control. Consumption of resources will reduce as Council and the community seek to lessen their ecological footprint.

Governance relates to our internal and external decision making processes; how we plan, deliver and review our services and how we report. Our performance in governance will be benchmarked through the Department of Local Government's Promoting Better Practice Review and we will strive to be a leading council in this regard.

Improvements to services and assets

During 2008/09 our focus will be on delivering programs against set works plans and service standards. As part of this, we will review the Community Plan adopted in 2004 and all maintenance service standards to match current community expectations and the resources available. We will also review the state of our assets and identify future needs based on their condition and whether they meet current and future requirements given changes to our population.

Planning

Urban planning remains a high priority with the appointment of the Ku-ring-gai Planning Panel by the NSW Government. This presents a significant resourcing challenge as we seek to finalise the Town Centres Local Environment Plan (LEP) and progress the principal LEP affecting the rest of the Ku-ring-gai area.

Internal governance

As part of the Local Government's Promoting Better Practice Review, we will continue to revise all policies and ensure

business systems and processes enable accountability and transparency. We will also report on the integration of the plans adopted by Council and develop business rules for the reporting and completion of resolutions.

Staff

Following from results of staff climate surveys, we will develop a workplace planning program this year. This is in response to the need to retain and attract talented staff and provide opportunities for professional growth and development across all levels of the organisation. We will also continue with our leadership and change management programs to equip staff to respond to shifting community expectations of Council and State and Commonwealth Government reforms.

I would like to thank all the managers and staff who have contributed to this plan and for their work and commitment to the organisation.

John McKee
General Manager



About Ku-ring-gai

Aboriginal heritage

While the original inhabitants of Ku-ring-gai have tragically all but gone, they have left behind many traces including middens, petroglyphs and remains of shelters. A 1988 report to Council, 'Municipality of Ku-ring-gai Heritage Study, Aboriginal sites' by Margrit Koettig, estimated that as many as 650 sites of Aboriginal heritage may have existed within the local government area. However, approximately 75 per cent of land within Ku-ring-gai has been developed to date and it is likely that large numbers of Aboriginal sites have been destroyed. Currently 92 sites have been recorded but at least double that number is believed to remain. The Aboriginal sites within Ku-ring-gai

are under constant threat from development, vandalism and natural erosion.

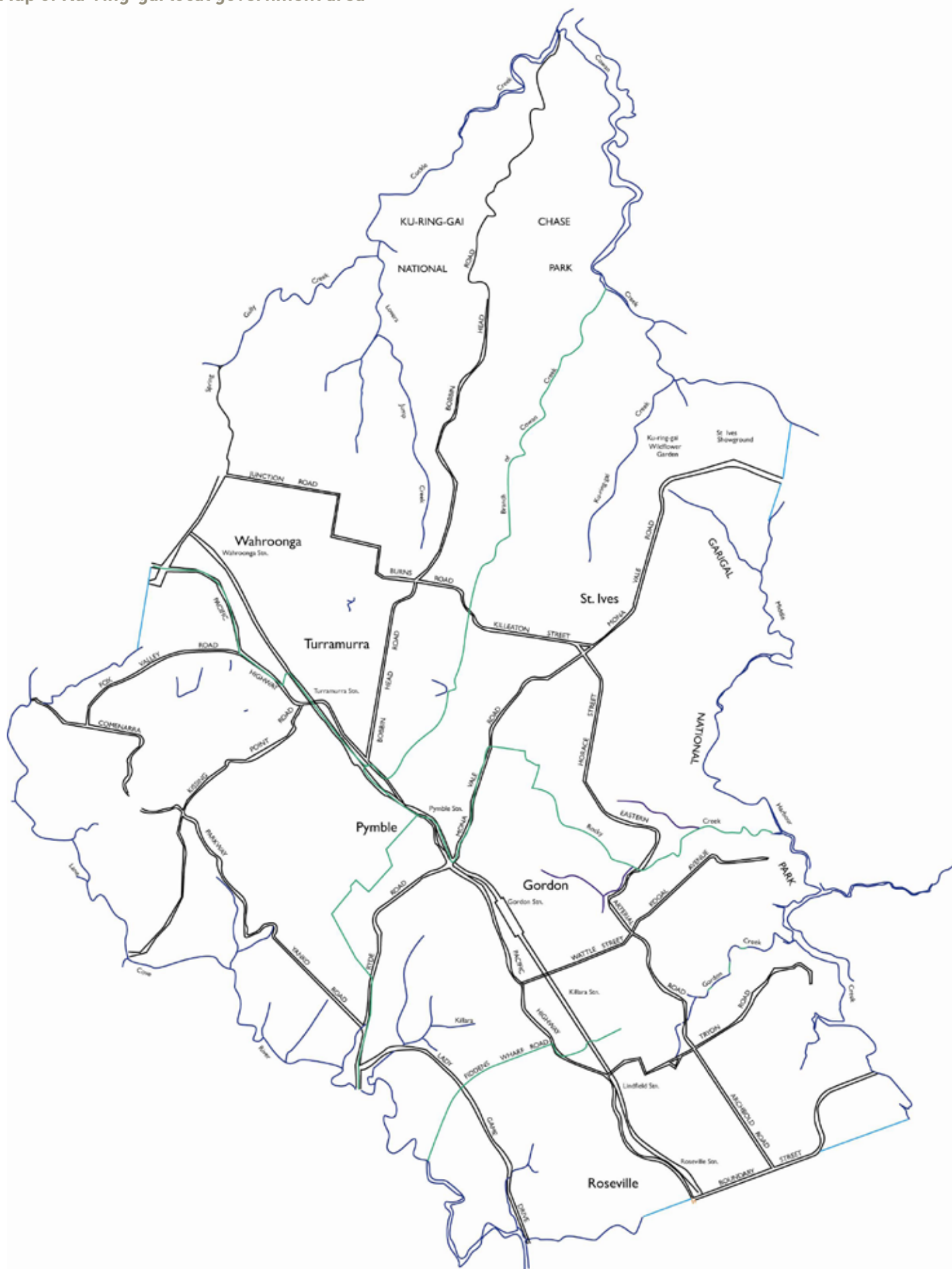
In 2006, Ku-ring-gai Council joined the Aboriginal Heritage Office (AHO), which preserves and protects of over 1,000 sites of Aboriginal culture and heritage across the North Shore. It also aims to open lines of communication between Aboriginal and non-Aboriginal people. Education is an important role of the AHO who organise an annual program of talks, walks and other activities for school groups and the general community.

Facts and figures

Key statistics Ku-ring-gai Council							
	2006			2001			
Enumerated data	Number	%	Sydney statistical division %	Number	%	Sydney statistical division %	Change 2001 - 2006
Enumerated population, including overseas visitors							
Total population (a)	100,460	100	100	101,346	100	100	-886
Males (a)	47,721	47.5	49.2	47,903	47.3	49.2	-182
Females (a)	52,739	52.5	50.8	53,443	52.7	50.8	-704
Overseas visitors	1,075	1.1	1.1	1,194	1.2	1.2	-119
Population characteristics							
Indigenous population	112	0.1	1.1	108	0.1	1	4
Australian born	63,371	63.8	60.3	65,096	65	62.2	-1,725
Overseas born	32,406	32.6	31.8	31,476	31.4	31.2	930
Australian citizens	87,054	87.6	82.6	87,210	87.1	84.3	-156
Australian citizens aged 18+	64,227	64.6	62.2	64,798	64.7	63.3	-571
Institutional population	2,569	2.6	2.7	2,812	2.8	2.7	-243
Age structure							
Infants 0 to 4 years	5,238	5.3	6.6	5,387	5.4	6.7	-149
Children 5 to 17 years	20,564	20.7	16.9	20,464	20.4	17.6	100
Adults 18 to 64 years	56,748	57.1	64.2	58,278	58.2	63.8	-1,530
Mature adults 65 to 84 years	14,012	14.1	10.6	13,660	13.6	10.5	352
Senior citizens 85 years and over	2,823	2.8	1.6	2,365	2.4	1.4	458
Households and dwellings							
Owned	16,470	45.5	27.8	20,187	56.8	36.3	-3,717
Purchasing	11,623	32.1	28.8	7,900	22.2	22	3,723
Renting	4,148	11.5	27.5	3,830	10.8	26.9	318
Households (occupied private dwellings)	33,793	--	--	33,679	--	--	114
Persons counted in households	97,896	--	--	98,534	--	--	-638
Average household size (persons)	2.9	--	--	2.93	--	--	-0.03
Total Dwellings	36,177	100	100	35,537	100	100	640



Map of Ku-ring-gai local government area





The challenges facing Ku-ring-gai

Our local government area and organisation face a number of broad challenges. An additional 10,000 dwellings will be built in Ku-ring-gai by 2031, as required by the NSW Government Metropolitan Strategy. New infrastructure and services will need to be provided for this growing population. Other uncertainties include a volatile financial sector, climate change, an ageing population, changing community expectations and increasing responsibilities shifted to local government by other sectors. The capacity of Council to respond to these is limited by rate capping. However the underlying challenge is a need for greater coordination at local, regional and national levels to allow for smarter urban, infrastructure and financial planning.

Other challenges relevant to individual principal activities include:

Civic leadership and corporate services

Delivering services internally and to the community requires a continual reassessment of service levels and expectations. With this comes a need to review and update policies and procedures to provide necessary transparency and accountability along with delivering the most needed and appropriate services. Advances in information technology and compatibility with existing systems remain a continual challenge along with ensuring their full use and integration. In an economy of near full employment, the attraction and retention of quality staff and planning for future needs remains a concern and a priority.

Built environment

Current and future development must be guided by an understanding, awareness and compliance with high quality urban design as set in Council's planning policies. A challenge for Ku-ring-gai, along with many other local government areas, is the compliance of these standards by Council and particularly private certifiers. Unauthorised works not only impact the environment and character of Ku-ring-gai, but lead to increased costs for Council with appeals to the Land and Environment Court.

The management of Council owned buildings is also of concern, with high costs for maintaining and replacing assets, which is affected by increasing design standards. Responding to natural emergencies such as storms and bushfires is also placing a burden on Council's operational areas and budgets.

Natural environment

The immediate challenge facing the natural environment is the impact of urban development particularly close to bushland. Loss in biodiversity, managing bushfire risk and

increasing community understanding of the value of the environment remain as priority issues. Added to these are changes to legislation and government policy that increase the protection of certain native species and vegetation communities, in turn affecting development. In the longer term, the impacts of climate change are likely to be the most pressing issue globally, having a significant effect on Ku-ring-gai.

Integrated planning

Demands by current and future populations for more housing, housing choice and community and recreation facilities remain challenges for Ku-ring-gai. With this is the need to manage community expectations of new developments and to ensure function and design are of the highest possible quality. Provision of adequate utilities and transport is of concern, particularly as many of our roads and other infrastructure are at capacity and require renewal.

Financial sustainability

The need to identify Council's required financial commitment to upgrade and maintain our assets to a satisfactory standard is an immediate challenge. This will be enabled through the development of detailed asset management strategies. We also need to plan for future town centre development and the associated costs of building and maintaining new facilities. A high priority is to increase and diversify Council's revenue base, prioritise limited financial resources to maintain and deliver infrastructure, while continuing to deliver assets to meet the needs of the community. We also need to maximise returns on our assets and investments while finding a balance between economic returns, social responsibilities and environmental impacts to remain financially sustainable in the long term.

Community development

The planning and delivery of community services and programs is driven by changes to our demography, an ageing population and greater diversity. Legislation too is having an affect, with more facilities needing to become accessible. Volunteering is also on the rise - coordinating this and responding to the diversity needs is a growing challenge. Vandalism of public and private buildings remains a concern.

Long term financial model

In 2001 a long term financial model was developed out of the need to establish principles to ensure the long term financial sustainability of the organisation while providing existing levels of service to the community. In 2007 a new model was developed to cater for the issues and challenges that now face Council, with the key consideration being total asset management for the future. To ensure a rigorous planning framework, the model was extended from 10 years to 20 years to incorporate principles of total asset management, in particular, new facilities related to town centres.



The model contains a core set of assumptions for revenue and expenditure, as well as funding strategies which plan for the future by setting aside funds in restricted asset reserves. As part of our long term financial planning we are developing strategic asset management plans, reviewing and quantifying the renewal gap for our infrastructure assets, identifying opportunities to broaden our revenue base and reviewing our borrowing strategies. This is an ongoing process and the long term financial model will continue to be developed to incorporate these strategies. This will ensure financial sustainability while maintaining and improving service delivery to the community, maintaining and renewing our ageing assets and providing for new facilities as part of our town centres development.

Sustainability Plan

Throughout the 2007/08 financial year, Council began the development of a strategic plan for the next 25 years. From this plan a draft vision for Ku-ring-gai was developed by our community across all age groups.

"Ku-ring-gai will be a creative, vibrant place where citizens respect each other and conserve the magnificent environment and society for our children and grandchildren."

As part of the consultation with our community and staff, 14 outcome areas (themed visions) have been developed. These include:

1. Creative and liveable

Ku-ring-gai will be a place:

- That is safe, friendly and accessible for all people
- That is vibrant and celebrates its rich cultural and environmental heritage
- With infrastructure and planning systems that accommodate the identity and needs of each suburb
- With opportunities for local businesses and employment
- With a strong and stable local economy
- That prioritises knowledge, learning and information that benefits sustainability
- That embraces innovation and technology, to assist in finding solutions to the issues which face us

2. Respect

Ku-ring-gai will be a place:

- Where all people are valued
- Supporting and promoting local stewardship and community participation
- Engaged in partnerships with local, regional, national and global sectors

3. Magnificent environment

Ku-ring-gai will be a place:

- Of extensive bushland with native flora and fauna which we highly value and protect

- Where our open spaces are enhanced
- Progressively reducing its consumption of resources, leading in recycling and reuse
- Addressing and responding to climate change

As part of the development of this Management Plan, all programs and activities are related to at least one of these outcome areas. This provides and ensures the basis for the implementation of our Sustainability Strategy as we seek to realise our future.



Financial summary

Council's budget for 2008/2009 is based on the following objectives:

1. Developed using the framework of the 20 Year Long Term Financial Model, adopted by Council on 11 December 2007.
2. Provide additional funding of \$2.57 million infrastructure renewal in 2008/09 incremented by forecast CPI in the 20 year Long Term Financial model (LTFM). Future funding increments will be subject to adoption of an asset management policy and strategy.
3. Maintain the minimum level of working capital of \$1 million.
4. Maintain existing service levels to the community. Provision has been made in the budget for existing service levels to be sustained.

Major components of the 2008/09 budget include:

- Rates growth of 3.5 per cent, consisting of the pegging increase of 3.2 per cent and growth of 0.3 per cent
- Fees and charges increased by an average of 2.8 per cent
- Estimated employee award increase of 3.6 per cent
- Estimated CPI increase of 2.5 per cent
- Net debt repayments of \$880,000 (\$1 million new loan borrowings and \$1.88 million in loan principal repayments)
- Capital works and other major projects program totalling \$37.9 million (\$24 million in 2007/08)
- Reductions in debt servicing costs allocated to infrastructure renewal of \$1.96 million
- Land and Environment Court costs reduced to \$1.05 million (\$1.15 million in 2007/08)
- Section 94 revenue of \$4.3 million (transferred to externally restricted reserves).

The 2008/09 budget shows a total operating revenue of \$81.2 million. Operating expenses for 2008/09 are budgeted at \$64.3 million after allowing for depreciation of \$7.6 million. This results in an operating surplus of \$16.8 million, an increase of \$1.3 million on the 2007/08 budgeted operating surplus of \$15.5 million.

Surplus funds from operations are combined with capital income, reserves and loan monies to fund Council's capital works and other projects as follows:

Funding Statement	2007/2008		2008/2009	
	\$000's	\$000's	\$000's	\$000's
Operating revenue	76,710		81,160	
Operating expenses (excluding depreciation)	61,230		64,330	
Operating surplus		15,480		16,830
Plus: Capital income (S94, grants, asset sales)		10,790		21,590
Less: Net loan repayments		-860		-880
Funds for projects and reserve transfers		25,410		37,540
Plus: Transfers from reserves	19,200		32,400	
Less: Transfers to reserves	-20,350		-32,010	
Net revenue funding		-1,150		390
Funds for projects		24,260		37,930
Project expenditure		-23,990		-37,930
Budget surplus		270		0

Council's budget is formulated to ensure that Council remains financially sustainable and is able to continue to deliver services to the community at existing or improved levels.

How will performance be measured?

This year's Management Plan measures key performance indicators (KPI) on a quarterly basis in line with the *Local Government Act 1993*. KPIs are used to track the performance of Council against the Management Plan.

The KPIs are designed to track the longer term trends of the organisation, enable the community to provide feedback on the level of satisfaction of services and also benchmark against other councils and organisations through Global Reporting Initiative (GRI) indicators (refer to Appendix D). Each indicator is assigned to either economic, social, environmental or governance themes reflecting the continued commitment to quadruple bottom line reporting.

Policies, plans and guidelines

Council has developed numerous policies and plans that guide how we deliver our services and programs. These are provided in Appendix C.

Public consultation process

In the development of this plan we consulted with:

- Community Development Committee
- Parks, Sport and Recreation Reference Group
- Bushland, Catchments and Natural Areas Reference Group
- Ku-ring-gai Bushcare Association
- Sustainability Reference Group
- Resident feedback and other community e-registers
- Access Committee



The vision and values have been developed in response to ongoing consultation with the local community over many years and in particular through consultations associated with the development of the Sustainability Plan. The Sustainability Plan sets the overall direction for Council for the next 25 years, guiding the Management Plan, policies, strategies and the delivery of capital works projects and urban planning outcomes. Consultation for the 2008/12 plan specifically focused on five year objectives, the majority remaining as central themes for the development of this plan.

The Management Plan is also available on Council's website and at key facilities such as our libraries and Customer Service Centre. Many of the policies and plans that will address the key performance indicators identified in this plan will build on the consultation results already undertaken. The communication between Council and the community form the basis for ongoing consultation that helps to maintain community involvement in the development of Council's works throughout the year.



How Council works

Role of councillors

The role of councillors is to:

- Direct and control the affairs of Council in accordance with the *Local Government Act 1993*
- Facilitate communication between Council and the community
- Ensure optimum allocation of Council's resources for the benefit of Ku-ring-gai

- Play a key role in the creation and review of policy and objectives
- Review the performance of Council and its delivery of services, including management plans and revenue policies.

Elections for councillors are held every four years. There are five wards in Ku-ring-gai, each represented by two councillors.

Councillors



Mayor Nick Ebbeck JP

Wahroonga Ward

mayor@kmc.nsw.gov.au

Councillor Ebbeck has lived in Ku-ring-gai all his life and has been a successful businessman. He now lives in Turramurra after growing up in Wahroonga. A self made businessman owning his first company at 17, Cr Ebbeck has always worked for himself.

His business interests have included electronic security, electrical maintenance and installation, sports management, sports promotion and transport.



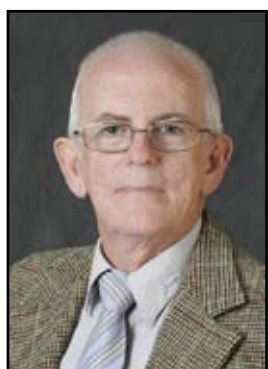
Deputy Mayor Anita Andrew

Comenarra Ward

aandrew@kmc.nsw.gov.au

Councillor Andrew is a director of a small high tech company that provides research and consulting services to the resources and environment industries. She is an Adjunct Professor at Macquarie University following many years as a research scientist and manager

in CSIRO. Councillor Andrew has lived in Comenarra ward for over twenty years. Anita Andrew holds a Bachelor of Science (Hons) and a PhD from Sydney University.



Cr Ian Cross

Wahroonga Ward

icross@kmc.nsw.gov.au

Councillor Cross, who has lived in North Turramurra for 16 years, is glad to have this further opportunity to serve the people of Ku-ring-gai. Ian Cross is a CPA, a Fellow the Chartered Institute of Company Secretaries and a Fellow the Australian Institute of Management.

He holds a Bachelor of Financial Administration and a Master of Arts.



Cr Elaine Malicki

Comenarra Ward

emalicki@kmc.nsw.gov.au

Councillor Malicki has lived in her ward for 35 years and has been actively involved in many aspects of life in her community. She began her local government career as a leader of various community action groups. Cr Malicki trained as a teacher of English and Ancient

History and holds a Bachelor of Arts and a Diploma of Education. She is a Justice of the Peace.



Cr Adrienne Ryan

Gordon Ward

aryan@kmc.nsw.gov.au

Councillor Ryan comes to Council with diverse international experience. Originally from Yorkshire in the UK, she has lived in four countries and has now made her home in Ku-ring-gai. Councillor Ryan holds an honours degree in Politics and International Relations from Reading University in the UK.



Cr Jennifer Anderson

Roseville Ward

janderson@kmc.nsw.gov.au

Councillor Anderson grew up in Chatswood and for the past 20 years has lived with her husband and four children in a heritage listed home in Killara. Cr Anderson has qualifications in the field of Library and Information Science with appointments to the University of NSW, University of London and Lane Cove Council. More recently, Jennifer worked with Federal MP Dr Brendan Nelson and is currently self-employed as a consultant.



Cr Michael Lane

Gordon Ward

mlane@kmc.nsw.gov.au

Councillor Lane, originally from Yorkshire, came to Australia and worked in the steel mills at Port Kembla. He has lived in Ku-ring-gai for over 20 years, has worked in government for many years and holds a Bachelor of Science degree from the University of Leeds in the UK.



Cr Tony Hall

St Ives Ward

thall@kmc.nsw.gov.au

Councillor Hall grew up in Wahroonga and has lived in St Ives since 1978. Prior to his election, Councillor Hall spent 23 years in the New South Wales public service, including the Premiers' Department as adviser to a local government minister, a Consular Officer in London and is now heavily involved in the aged care industry.



Cr Maureen Shelley

Roseville Ward

mshelley@kmc.nsw.gov.au

Councillor Shelley, a journalist and qualified mediator, is widely experienced in the media and with equity organisations. Maureen Shelley holds a Bachelor of Arts (English) from Curtin University and a Master of Equity and Social Administration from the University of New South Wales.

Cr Laura Bennett

St Ives Ward

lbennett@kmc.nsw.gov.au

Councillor Bennett has worked as an academic, teaching a range of law subjects - from administrative law to commercial law - at universities in Victoria and Queensland. She is also the author of a book on law, a study of how law functions in practice. Laura Bennett holds an Honours degree in Arts and a Master of Law.



How Council decisions are made

Council meetings

Council meets to debate and make decisions about issues that affect Ku-ring-gai and its people. These are called Ordinary Meetings of Council and all councillors attend. Under the *Local Government Act 1993 (LGA)* there must be at least 10 meetings each year. The public is welcome and invited to attend these meetings and may address Council. Most decisions are made at these meetings, which are generally held in the Council Chambers every second and fourth Tuesday of the month at 7pm.

The Mayor chairs the meetings in accordance with the Code of Meeting Practice. The General Manager and staff prepare reports and make recommendations for the consideration of Council. Council staff are also present to provide advice and record the decisions, known as minutes.

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 the majority of Councillors vote for something to occur. When motions are adopted, Council staff undertake the necessary actions to implement the decision of Council. When motions are lost, no further action will be taken on the matter.

Forums, reference groups and committees

To assist in the decision making process and the operation of Council, formal and informal forums, reference groups and committees 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 groups may be referred to an Ordinary Meeting of Council for a decision. On election of a new council in September 2008, following the local government elections, all forums, reference groups and other committees must be reviewed.

Monitoring organisational performance

The process of monitoring the performance of Ku-ring-gai Council is conducted through quarterly Management Plan and budget reviews that are presented to Council for comment and adoption. The quarterly reviews include:

- Report on the key objectives set out in the Management Plan
- Progress towards performance indicators
- Progress of current projects
- Financial details and statements of investments
- Local government health check

Community involvement

Ku-ring-gai Council is committed to our community and works closely with them to help shape decisions and provide feedback on our services, projects and planning. This is evident as part of the development of the Sustainability Plan and through Council's formal consultation policies, use of e-registers and the many community meetings and consultations undertaken to direct our plans, policies, services and capital works.



Our organisation

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.

Role of the General Manager

As the General Manager my responsibilities include:

- Manage the day to day operations of the organisation
- Exercise such functions as are delegated by Council
- Appoint staff in accordance with the organisational structure and resources
- Direct and dismiss staff
- Implement Council's Equal Employment Opportunity Plan.

The overall performance of the General Manager is measured through a performance agreement as part of the contract of employment.



General Manager

John McKee

The General Manager's responsibilities are to implement the decisions of Council's elected representatives and oversee the day to day management of Council as a corporate organisation. This also includes overseeing the civic management team including mayoral and councillor support, the office of the internal ombudsman and legal services.

The General Manager's performance is reviewed by Council against the Management Plan. The General Manager, along with the five directors, make up the senior management team that ensures the organisation is meeting its obligations and provides staff with advice on emerging issues.



Senior management team

During 2006 Council formally reviewed its structure. This resulted in a reduction in directorates from six to five. A summary of the activities undertaken in each directorate is provided below.



Director Development and Regulation

Michael Miocic

The development and regulation directorate's key responsibilities are assessing and monitoring the construction and progress of development and subdivision applications, the regulation of land uses, parking management, companion animal management and environmental health control.



Director Community

Janice Bevan

The community directorate plans and delivers a vast range of programs and services that are specifically designed for the Ku-ring-gai community. These include programs for seniors and people with special needs, school vacation programs, the family day care scheme, youth services and events and festivals to encourage

community spirit. The directorate is also responsible for the management of Council's four libraries, Ku-ring-gai Art Centre, Thomas Carlyle Childcare Centre, Ku-ring-gai Wildflower Garden and the Customer Service Centre. Other responsibilities include bookings of ovals and tennis courts, environmental education, volunteer programs and corporate communications.



Director Operations

Greg Piconi

The operations directorate is responsible for the overall delivery of operations across Council. Operational activities include the maintenance of built assets including buildings, roads, footpaths, drainage, parks, sportsfields, trees, bushland, pest species, recycling services and waste delivery. Operations

also deliver education programs on road safety, waste and recycling. All tree management (including Tree Preservation Orders) is managed by this directorate as well as security and venue support. The delivery of all capital works projects is under the control of the operational directorate. Over the next twelve months, the operations directorate will be focusing on reviewing its current service delivery programs to improve efficiency.



Director Corporate

John Clark

The corporate directorate provides the necessary internal services to assist in ensuring the organisation is effective and efficient in its delivery of services to the community. The directorate also ensures corporate legislative compliance and best practice corporate governance. This role encompasses finance, business,

corporate governance, human resources, payroll, insurance, risk management, information technology, land information and records.



Director Strategy

Andrew Watson

The strategy directorate undertakes the role of integrated and forward planning for Council. The directorate recently completed the development of plans for six town centres and is near to completing a "visioning" process that will help set the long term strategy and vision, with the community to aid in the

development of long term plans. Additionally work begins this year on the development of a consolidated planning instrument for Ku-ring-gai in line with State Government requirements. Facility renewal, recreational planning and long term financial planning for Council is also a high priority for this year.



Civic leadership and corporate services

Introduction

Ku-ring-gai Council works to ensure that its affairs are conducted in an open and transparent manner. This involves effectively consulting with our community to ensure we provide quality services that reflect the expectations of rate payers.

Objectives

5 year objective	1 year objective
Review our policies regularly to ensure that they are maintained and effectively communicated across the organisation and, where appropriate, across the community	<ul style="list-style-type: none"> • All Council policies are developed, updated and implemented as per Department of Local Government's Promoting Better Practice Review Action Plan • Council's website is updated with all current policies • To investigate the deployment of a network of information kiosks into Council buildings to promote Council's services, programs and key messages
Ongoing commitment throughout the whole of Council to our service standards to ensure customer satisfaction through the delivery of quality service in all internal and external transactions	<ul style="list-style-type: none"> • Customer service standards are effectively implemented across Council • Continue to develop and implement Council's intranet • Continuously improve the services we provide to all our customers
Council has in place an integrated information system that facilitates the provision of services to all customers	<ul style="list-style-type: none"> • Implement new systems in accordance with Council's Information Technology Strategy • Improve training, utilisation and understanding of Council's corporate system across the organisation
Increased communication and engagement with the staff and the community	<ul style="list-style-type: none"> • To enhance the participatory process in internal and external decision making
The range of human resource services is enhanced in both quality and quantity	<ul style="list-style-type: none"> • Develop and implement a Workforce plan • Develop and implement new human resources systems • Develop an occupational health and safety strategic plan and commence implementation of the occupational health and safety management system
An expanded e-business capability to enable customers to conduct business with Council electronically	<ul style="list-style-type: none"> • Develop a plan to implement e-service solutions • Review long term direction, use, technology needs and funding for geographic information systems • Continue to provide an effective support service to the organisation

Function areas and services

Communications

Communications and marketing

Governance

Corporate governance

Print room

Councillor support

Executive support

Office of the Internal Ombudsman

Ombudsman service

Corporate Planning and Reporting

Corporate planning

Information Management

Records management

Information Technology (IT)

Telecommunication

Land Information

Land information (Geographical

Information Systems)

Human Resources (HR)

- Occupational health and safety training

- Learning and careers workforce management

- HR systems and payroll

- Integrated occupational health and safety management plan

Customer Service

Customer Services



Major projects:

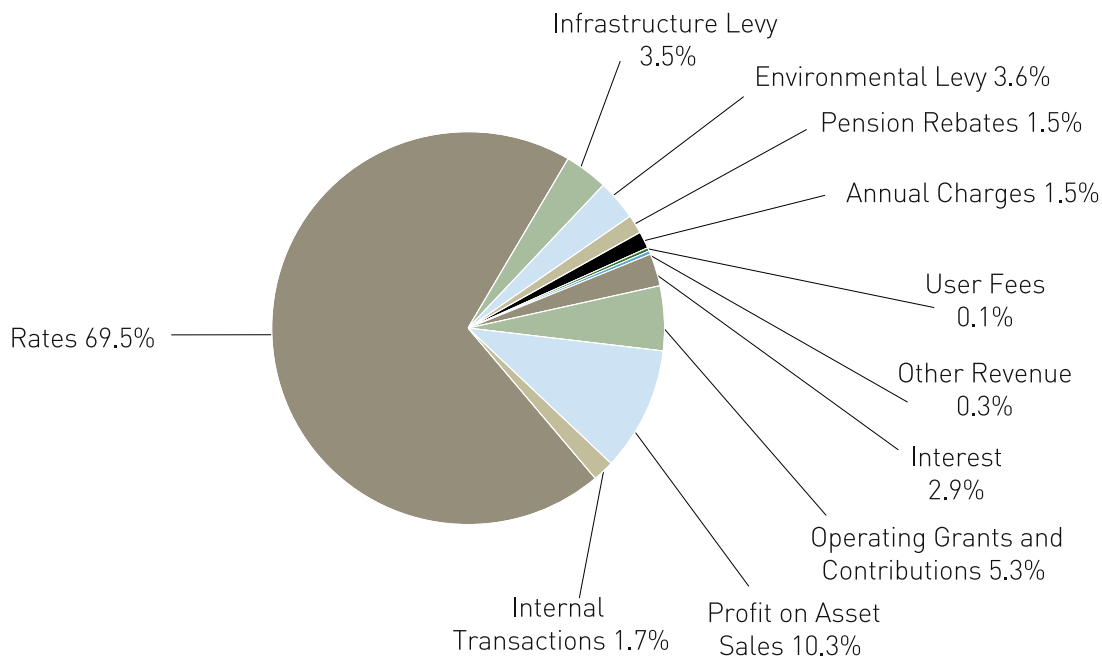
- Human resources systems
- Council policies are updated as per Department of Local Government Promoting Best Practice Review action plan
- Intranet
- Workforce plan
- Comprehensive photo library
- E-service solutions
- Occupational health and safety management system

Management Plan Key Performance Indicators

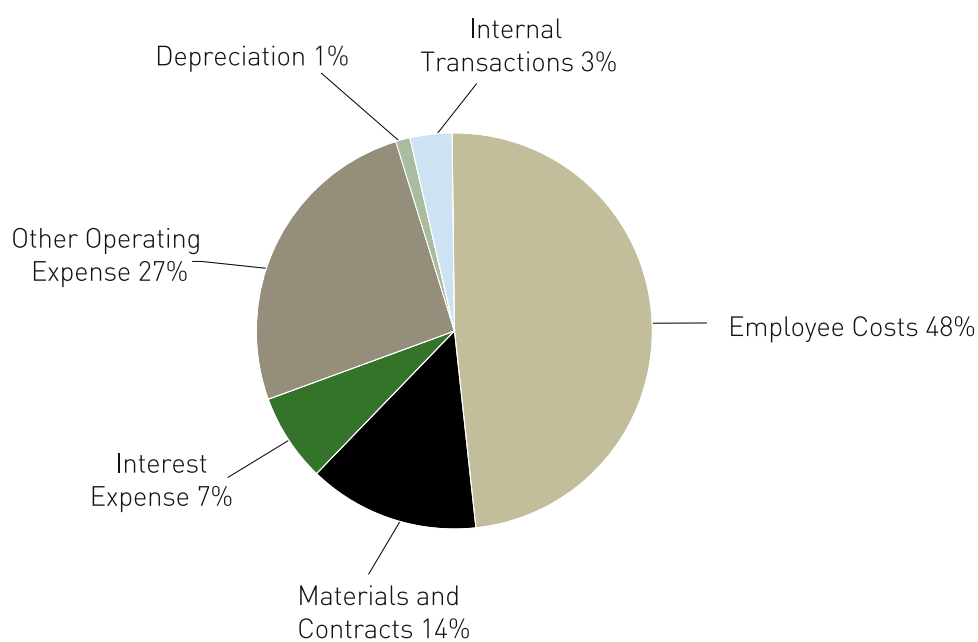
Function area	Management Plan KPI
Communication and Marketing	<ul style="list-style-type: none"> • 70% satisfaction with Council's communications
Governance	<ul style="list-style-type: none"> • 90% of Department of Local Government Promoting Better Practice review action plan implemented • 100% of Freedom Of Information requests processed within set timeframe • 80% of requests to access publicly available information under Section 12 of the LGA are actioned within 10 working days • 100% of statutory governance requests are completed within legislative timeframe
Ombudsman service	<ul style="list-style-type: none"> • 100% of complaints referred to the ombudsman investigated and assessed within set timeframe
Corporate planning and reporting	<ul style="list-style-type: none"> • 100% of reports are prepared and submitted within statutory timeframe
Information technology	<ul style="list-style-type: none"> • 100% of IT agreed project milestones completed • 98% availability of IT systems • 90% of service requests completed in set timeframe
Land information	<ul style="list-style-type: none"> • 100% of land information project milestones completed within set timeframe • 95% of 149s issued within set timeframes • 98% availability of GIS system
Human resources	<ul style="list-style-type: none"> • 5% reduction of lost time injury rate from previous year • Staff turnover less than 20% • 90% of training and development programs for direct reports implemented
Customer service	<ul style="list-style-type: none"> • 80% of customer requests (CRS) processed within service standard • 75% of CRS actioned within service standard



Revenue budget 57,279,800



Expenditure budget 8,213,800



Percentages have been rounded



Built Environment

Introduction

Our assets are managed effectively to meet community needs and standards within our available resources.

Objectives

5 year objective	1 year objective
More sustainable fleet that reduces the impact on climate change and reduces consumption of fuel by 15% from 2007 levels	<ul style="list-style-type: none"> Review of Council's fleet and plant to implement more sustainable options
20% increase in the use of recycling products compared with the 2007 levels	<ul style="list-style-type: none"> Increase the use of recycling materials in Council's road construction works
Reduction in road accidents on Council's roads	<ul style="list-style-type: none"> Examine options for improving traffic flow and road safety on Council's road network
A transport network that complies with accessibility standards	<ul style="list-style-type: none"> Implement accessibility improvements for public transport areas and Council buildings
20% reduction in energy consumption kwh for street lighting	<ul style="list-style-type: none"> Examine options with Energy Australia for reducing energy consumption for street lighting
Established service level agreements with emergency service organisations	<ul style="list-style-type: none"> Establish a memorandum of understanding with adjoining councils and emergency service organisations
An established program that provides funding to maintain Council's assets at a sustainable standard	<ul style="list-style-type: none"> Undertake a review of Council's capital works program for all asset classes to determine the preferred level of funding and priorities
Established service level agreements for all asset maintenance areas	<ul style="list-style-type: none"> Undertake a review of service levels for maintenance of Council's assets and develop programs for all areas A security contract that provides upgraded security for all of Council's buildings and public areas
An established list of internal policies and procedures for operational areas	<ul style="list-style-type: none"> Review and establish internal policies and procedures for operational areas
An established customer service agreement for all operational areas	<ul style="list-style-type: none"> Undertake a review of customer service standards for all operational areas
An adopted program for the implementation of new facilities and identified funding sources	<ul style="list-style-type: none"> Undertake planning and costing for proposed new facilities
A new depot will be completed and base all Council's operations area	<ul style="list-style-type: none"> Commence construction of the new depot following approval of tenders by Council
Develop an asset management strategy that integrates into Council's long term financial model and capital works programs	<ul style="list-style-type: none"> Develop an asset management policy Develop an asset management project strategy Ensure ongoing implementation of the open space acquisition strategy Examine outcomes of the building condition audit to prioritise a works program to bring Council's buildings up to a satisfactory standard Introduce and implement a stormwater charge
Continued community confidence in our assessment, regulatory and environmental processes	<ul style="list-style-type: none"> Ensure development, land use and activities are consistent with statutory regulations and Council's policies and codes
Continue to provide a development assessment and regulatory service that is consistent with Council's planning objectives	<ul style="list-style-type: none"> Maintain an efficient and effective development assessment certification and regulatory service
An automated Development Assessment (DA) certification and regulatory system is implemented	<ul style="list-style-type: none"> Online DA tracking implemented Electric infringement devices introduced
Companion Animals Management Plan is implemented	<ul style="list-style-type: none"> Annual review undertaken



Function areas and services

Engineering services asset maintenance and management

Building maintenance
Building trade maintenance
Building contractor management
Road maintenance
Access crossings
Footpath maintenance
Kerb and gutter maintenance
Patching
Restorations
Road maintenance - road shoulders

Infrastructure design and construction

Infrastructure restoration
Engineering capital works projects
Open space capital works projects
Public lighting

Fleet maintenance and management

Management support - fleet
Passenger fleet
Plant maintenance
Fleet maintenance and repair
Small plant and equipment

Traffic and transport

Investigation and design
Road safety
Traffic management
Road safety programs

Development control

Management support - Development and Regulation
Administration
Development assessment
Development assessment engineer
Landscape assessment

Regulation and compliance

Development compliance
Public health services
Animal control
Parking and traffic
Area rangers
Building Unit

Emergency management

Local emergency management
Rural fire services brigade
SES services

Security

Security services

Cleaning

Cleaning services

Waste management

Street sweeping
Routine pit clearance
Litter control and clearing
Unformed shoulder clearing
Domestic waste
Green waste service

Recycling service
Trade waste
Drainage maintenance

Open space services

Management support
Open space services
Asset management

Park maintenance

Park maintenance
Playground maintenance

Sportsfield maintenance

Sportsfield maintenance

Tree maintenance

Tree maintenance
Tree Preservation Order (TPO) process

Strategic Asset Management and Services

Strategic asset management

Major projects:

- Establish a memorandum of understanding with adjoining councils
- Stormwater charge
- Environmental levy
- Infrastructure levy
- New depot
- Asset classes Service Level Standards Review
- Asset Strategy

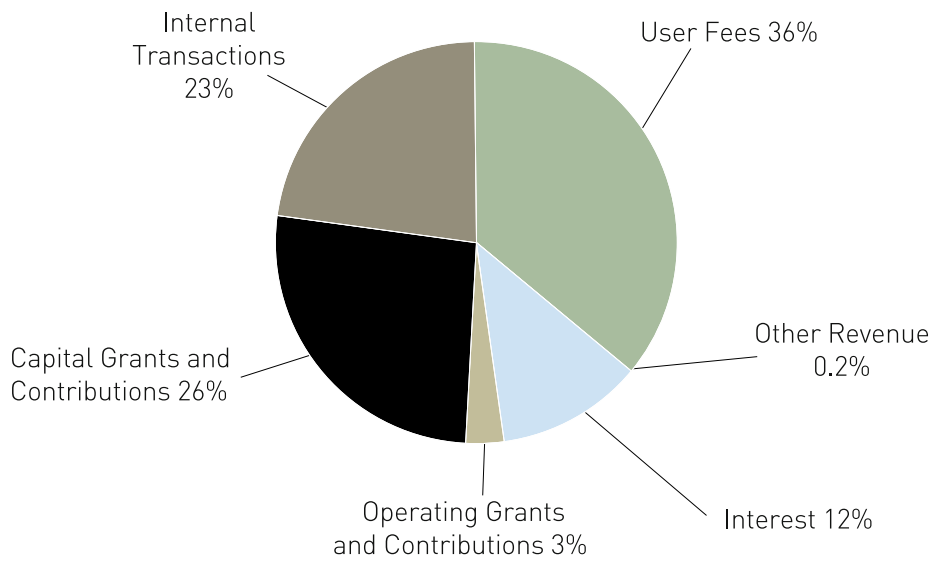


Management Plan Key Performance Indicators

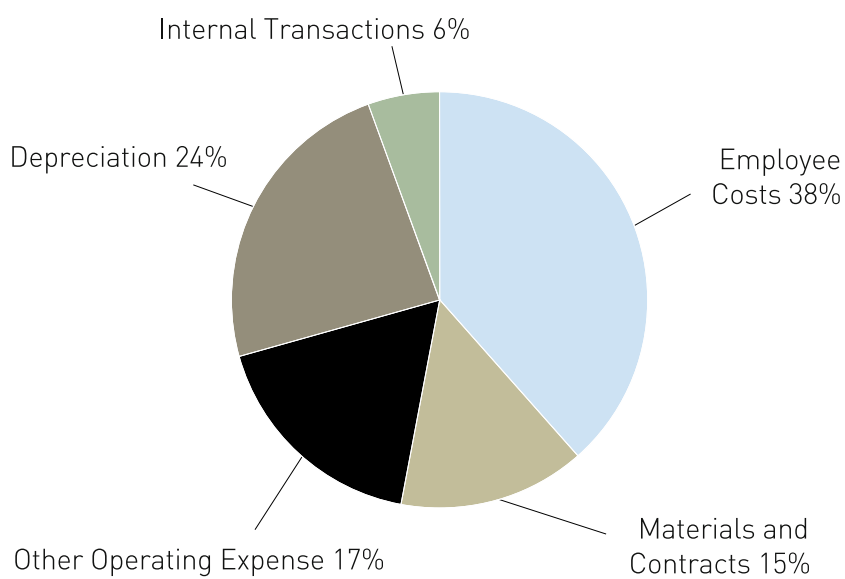
Function area	Management Plan KPI
Engineering services asset maintenance and management	<ul style="list-style-type: none"> • 85% of building maintenance program completed • 10% improvement in the condition of Council's building assets
Infrastructure Design and Construction	<ul style="list-style-type: none"> • Increase 10% of recycle material in operational projects • 90% of capital works project milestones are completed as per program • 90% of infrastructure levy project milestones are completed as per program • 90% of environmental levy project milestones are completed as per program • 90% of stormwater charge program implemented within set timeframe
Fleet maintenance and management	<ul style="list-style-type: none"> • 5% reduction of fuel consumption by passenger fleet • 5% reduction of fuel consumption by operational fleet
Traffic and transport	<ul style="list-style-type: none"> • 90% of road safety program completed within set timeframe • 90% of traffic facilities program completed within set timeframe • 25% compliance with transport accessibility standard
Development assessment	<ul style="list-style-type: none"> • Median processing times for all applications is 60 days • 70% of applications have a processing time of 50 days • Land and Environment Court costs do not exceed budget • Number of undetermined development applications less than 450 • Median processing times for express assessment is 30 days
Regulation and compliance	<ul style="list-style-type: none"> • 90% of construction certificates are processed within 14 days • 80% of residential flat buildings comply with fire safety standards
Waste management	<ul style="list-style-type: none"> • 60% diversion of waste from landfill • Below 4% contamination by weight for dry recyclables and green waste • 95% compliance with Landfill Environmental Management Plan
Park maintenance	<ul style="list-style-type: none"> • 80% of park maintenance programs complete • 10% improvement in the condition of Council's playgrounds
Sportsfield maintenance	<ul style="list-style-type: none"> • 80% of sportsfield maintenance programs complete
Tree maintenance	<ul style="list-style-type: none"> • 80% of tree maintenance programs complete • 10% of proactive tree maintenance program completed
Strategic Asset Management and Services	<ul style="list-style-type: none"> • 90% of strategic asset management project milestones completed within timeframes



Revenue budget 19,019,900



Expenditure budget 22,601,400



Percentages have been rounded



Natural environment

Introduction

Council and the community, value, respect and actively participate in the care and management of our environment. Our natural area management plans, policies, strategies and actions reflect current legislation and policies. These include our biodiversity, natural resources, bushland and creeks as well as our urban landscape.

Objectives

5 year objective	1 year objective
Bushland areas under regeneration require minimal maintenance. This will increase the capacity of the regeneration program to add more sites	<ul style="list-style-type: none"> • Improve the condition of bushland environment
Our natural area program meets community priorities	<ul style="list-style-type: none"> • Improve community understanding and satisfaction of Council's natural area management program
Improved conservation and recovery of flora and fauna	<ul style="list-style-type: none"> • Improve knowledge of ecological systems
The management of bushfire risk for extreme to high prioritised areas addresses our needs to protect life, property, and the local ecology	<ul style="list-style-type: none"> • Manage community concerns in relation to bushfires • Implement the Hornsby/Ku-ring-gai District Bushfire Management Plan • Develop Bushfire Management Plan with the local agencies and land managers
Improve water quality in urban streams	<ul style="list-style-type: none"> • Implement five water savings and water sensitive urban design projects • Complete three creek remediation projects
Improve the adoption of integrated water cycle management	<ul style="list-style-type: none"> • Implement an action plan to accompany the adopted integrated water management strategy
Potable water consumption of community and Council decreases 30% based on levels in the year 2000	<ul style="list-style-type: none"> • Reduce Council's potable water consumption by 6% • Reduce community potable water consumption by 6%
Council's major water using facilities use 25 % non-potable water	<ul style="list-style-type: none"> • Increase Council's non-potable water consumption by 5% per year
Council's greenhouse emissions reduced to 20% based on levels in 1996	<ul style="list-style-type: none"> • Reduce Council's greenhouse emissions by 4% per year
Council and community better adapted to climate change	<ul style="list-style-type: none"> • Develop a climate change adaptation action plan for Council infrastructure and services
Community greenhouse emissions reduced by 10% based on levels in 1996	<ul style="list-style-type: none"> • To reduce community greenhouse emissions by 2% per year

Function areas and services

Bushland

Flora and fauna
 Riparian
 Fire
 Bushland maintenance
 Ku-ring-gai nursery

Water

Water re-use
 Water conservation
 Water sensitive urban design

Climate Change

Energy consumption
 Climate change



Major projects:

- Preparation and implementation of Hornsby/Ku-ring-gai District Bushfire Management Plan
- Implement five water savings and water sensitive urban design projects
- Three creek remediation projects
- Commence implementation of high priority actions from the site management reports prepared by the northern region Aboriginal Heritage Office
- Vegetation mapping

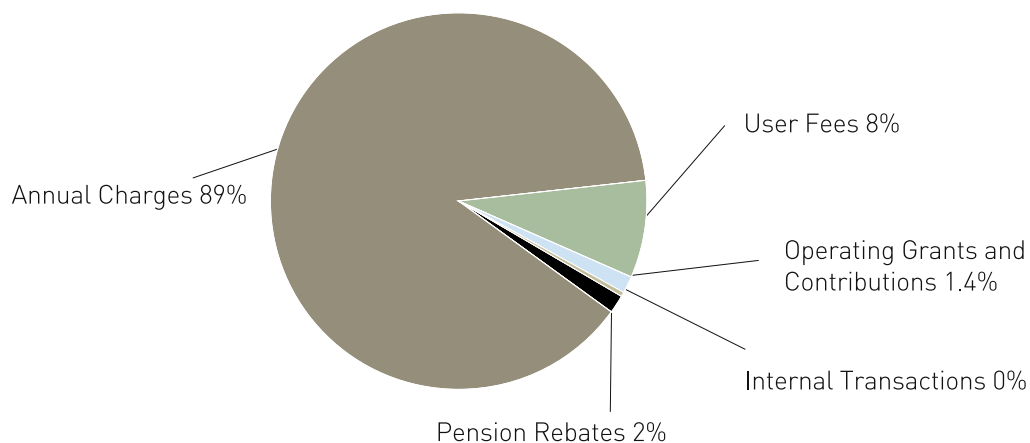
Management Plan KPIs

Function area	Management Plan KPI
Bushland	<ul style="list-style-type: none">• 80% of bushland maintenance program completed• 70% satisfaction with Council's bushland management program• 100% of critically endangered and endangered ecological communities mapped against adopted method in Blue Gum High Forest, Sydney Turpentine Ironbark Forest and Duffy's Forest communities• 90% of ecologically sustainable lands mapping and training program completed• 100% of bushfire complaints (via CRS) responded to• Number of hectares burnt as part of the annual Hornsby/Ku-ring-gai hazard reduction program
Water	<ul style="list-style-type: none">• 90% of water sensitive urban design program completed• 90% of stormwater pollution control maintenance program completed• 90% of the creek remediation program completed• 90% of the integrated water management strategy program completed• 6% reduction in Council's potable water consumption• 6% reduction in per capita potable water consumption• 5% increase in Council's non-potable water consumption
Climate Change	<ul style="list-style-type: none">• 4% reduction in Council's corporate greenhouse emissions• 10% increase in knowledge and understanding on climate change• 5% of households participate in energy audits



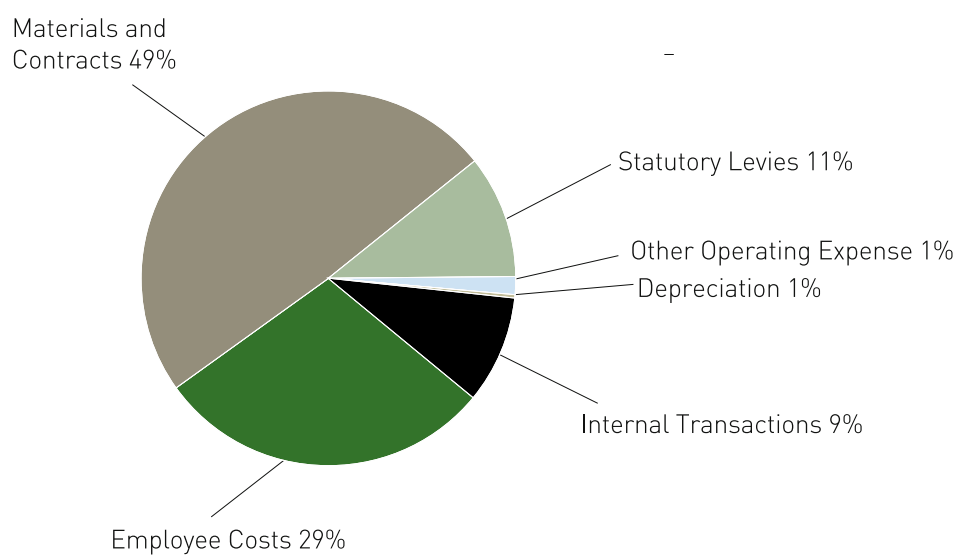
Revenue budget

10,738,300



Expenditure budget

22,714,000



Percentages have been rounded



Integrated planning

Introduction

Ku-ring-gai will be a vibrant place while maintaining its unique character, natural environment and heritage. Our urban area will become more liveable and sustainable as we respond to State Government and community demands for additional housing, greater housing choice and associated facilities.

Objectives

5 year objective	1 year objective
Implementation of Sustainability Plan	<ul style="list-style-type: none"> Adopted sustainability plan that incorporates town centre and principle Local Environment Plan (LEP) objectives
<p>Incorporate and apply principles of sustainability within relevant Council policies, plans and guidelines</p> <p>Actively engage and develop partnerships with other government bodies</p> <p>Enhance connection between communities and their local environment</p>	<ul style="list-style-type: none"> Conduct training, liaise and raise awareness of urban design principles within Council and the community
<p>Complete comprehensive Integrated Principal LEP and Development Control Plan (DCP) for the local government area (LGA) that addresses the Metropolitan Strategy and North Subregion objectives</p> <p>Integrate high quality urban design through plans, guidelines and urban design service</p>	<ul style="list-style-type: none"> Progress the town centre LEP and DCP including reclassification process Complete Stage 1 of the Principal LEP Develop interface strategy and incorporate into principle LEP Revise heritage items and urban conservation areas (UCAs) and incorporate into principle LEP Completion of LGA neighbourhood study, for incorporation into Principal DCP and public domain manual Prepare a dual occupancy LEP/DCP Complete a public domain strategy and manual for the town centres
Take a leadership role implementing sustainable design and systems through demonstration projects	<ul style="list-style-type: none"> Following adoption, commence implementation of the town centre section 94 plan
Commence preparation for electronic delivery of all planning documents- e plan	<ul style="list-style-type: none"> Preparation off the principle LEP/DCP in accordance with State Government guideline
Adopt and implement climate change mitigation targets and adaptation measures	<ul style="list-style-type: none"> Undertake economic analysis of cost to Council of climate change adaptation and mitigation under various reduction targets
Develop place management and place making strategies	<ul style="list-style-type: none"> Develop and implement urban design plans, policies and guidelines Prepare architectural style guide
Establish long-term planning and funding strategy for the delivery of high quality infrastructure that meets the needs of the community	<ul style="list-style-type: none"> Maintain and develop 3D virtual modelling capability to support preparation of plans and policies and education program Prepare Integrated traffic and transport plan, for adoption, and commence consultation with State bodies Finalise the parking management strategies for each centre, and review and implement strategies in response to development in each town centre Complete the Ku-ring-gai strategic bicycle plan and commence implementation in town centres through the public domain plan Complete strategic pedestrian plan and commence implementation through the public domain plans Liaise with Ministry of Transport in relation to implementation of strategic bus corridors



5 year objective	1 year objective
Deliver quality planning and policy decisions based on a representative and consultative approach	<ul style="list-style-type: none"> • Complete preparation of consolidated development contributions system
Provide open space, community and recreation facilities that meet the needs of our changing population Complete redevelopment of West Pymble Pool Commence multi-use sport and recreation facility at North Turramurra Recreation Area as part of a staged development process	<ul style="list-style-type: none"> • Complete detailed design for West Pymble Pool redevelopment • Finalise Plan of Management for North Turramurra Recreation Area and prepare detailed designs, DA and construction documentation for Stage 1 • Investigate site options and identify suitable site for new BMX facility; prepare facility design and lodge DA • Prepare an options paper for the St Ives Showground, nursery, Wildflower Garden and green waste tip • Complete annual review and update of Plans of Management • Complete a revision of community plan • Complete a revision of cultural plan • Prepare a netball facilities development plan

Function areas and services

Urban Planning

Urban planning
Urban design

Open Space Planning

Open space planning

Major projects:

- Town centre LEP
- Town centre DCP
- Town centre Section 94 Plan
- Interface strategy
- Principles of place making and place management
- LGA neighbourhood study
- Dual occupancy LEP/DCP
- Public domain manuals
- Architectural Style Guide
- Integrated Traffic and Transport plan
- Open Space Acquisition Strategy
- Strategic Bicycle Plan
- Strategic Pedestrian Plan
- Consolidation development contributions system
- Planning Agreement Policy
- Plans of management
- Open space planning
- West Pymble pool redevelopment
- BMX facility
- Parking Management Plan
- North Turramurra Recreation Area
- District park masterplans

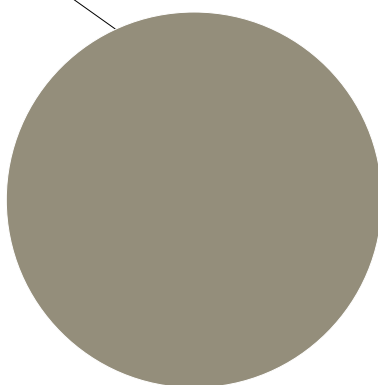
Management Plan Key Performance Indicators

Function area	Management Plan KPI
Urban Planning	<ul style="list-style-type: none"> • 95% of urban planning project milestones are completed within set timeframe • 95% of urban design project milestones are completed within set timeframe
Open Space Planning	<ul style="list-style-type: none"> • 80% of open space planning project milestones are completed within set timeframe • 85% of Plan of Management program complete

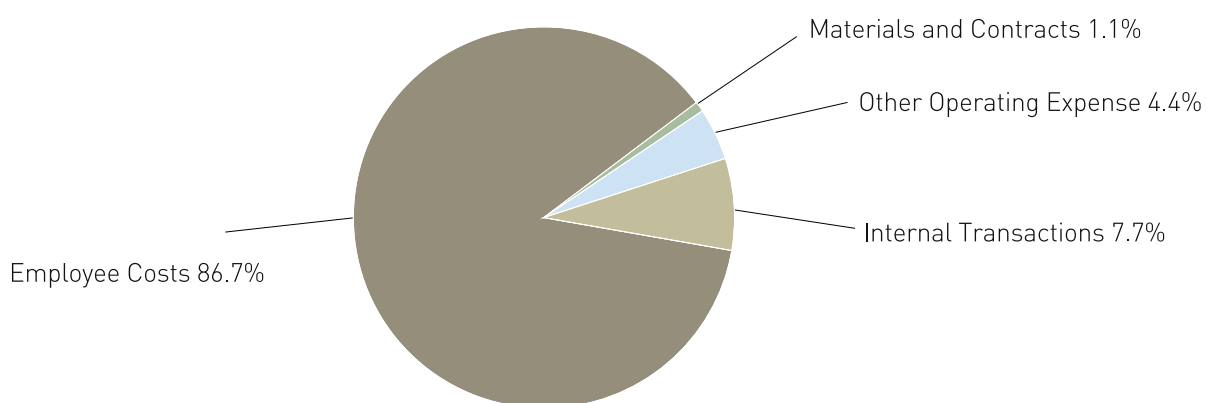


Revenue budget	314,500
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User Fees 100%



Expenditure budget	1,822,900
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Percentages have been rounded



Financial sustainability

Introduction

Council's financial management is sound and sustainable. This includes effectively managing our debt, diversifying our income sources, providing long term financial plans that allow Council to maintain our infrastructure and provide for new facilities, while meeting community expectations for service delivery now and into the future.

Objectives

5 year objective	1 year objective
Our long term financial model provides funding options to address our infrastructure renewal gap, town centre facilities plans and maintain and improve service delivery to the community	<ul style="list-style-type: none"> Review and update the long term financial model to incorporate information from the asset management plans and strategies and the town centre facilities plan
Our long term financial model incorporates Council's strategic plans	<ul style="list-style-type: none"> Further refine funding, timing and prioritisation of major projects and incorporate these projects in the long term financial model
Working capital balance is increased to the level recommended by our external auditors	<ul style="list-style-type: none"> Determine a working capital target
Council's revenue base is broadened and increased to reduce our reliance on rates	<ul style="list-style-type: none"> Identify revenue opportunities and implement changes to Council's Revenue Policy where appropriate
Implement a review of our financial and business services to identify areas for improvements	<ul style="list-style-type: none"> Develop a service review methodology and program
Implement systems to calculate, index and collect funds for public infrastructure and to manage that funding in the strategic context	<ul style="list-style-type: none"> Commence development of principles for place making and place management Develop and implement Proclaim enhancement package for the administration of development contributions Implement, monitor and review a planning agreement policy

Function areas and services

Financial Management

Financial management
Accounts payable

Revenue Accounting

Revenue accounting (rates and debtors)
Corporate accounts
Statutory levies
Sec 94 contribution

Procurement and Risk Management

Procurement
Insurance and risk

Major projects:

- Asset Management Strategy
- Long term financial model

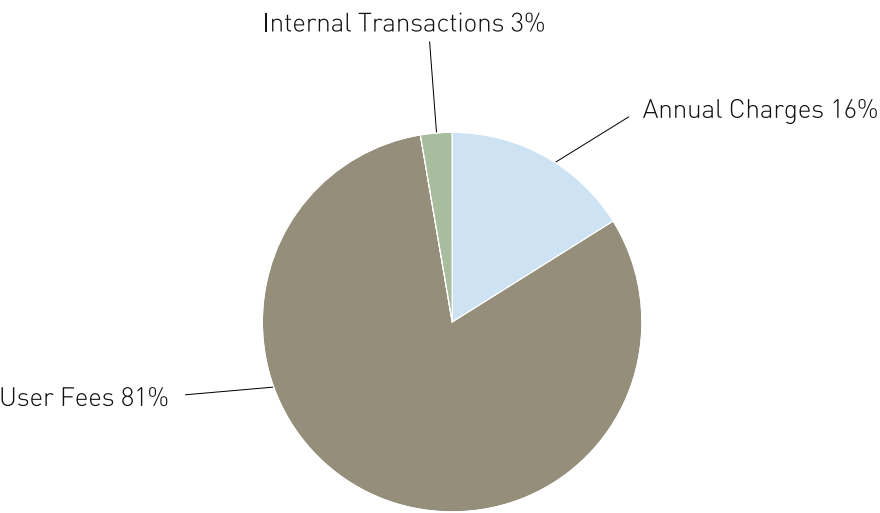


Management Plan Key Performance Indicators

Function area	Management Plan KPI
Financial management	<ul style="list-style-type: none">• 100% of statutory financial reports prepared and submitted within legislative timeframes• Weighted average year to date return exceeds the UBSWA bank bill index (%) benchmark return• Available working capital balance exceeds \$1million
Revenue accounting	<ul style="list-style-type: none">• 96% of rates, charges and fees collected

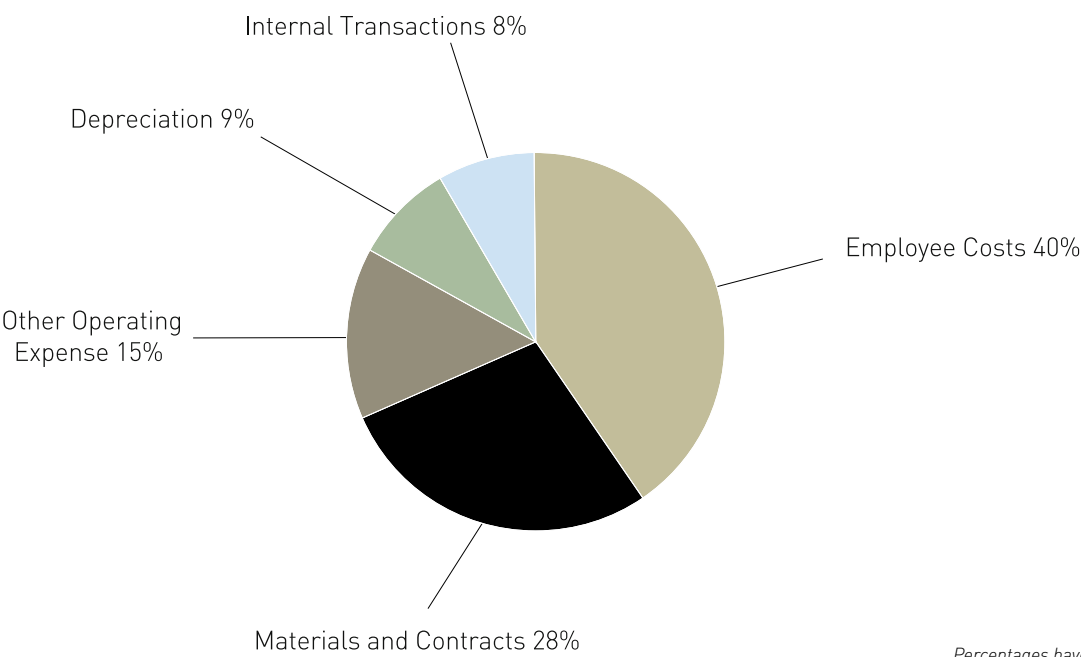
Revenue budget

2,835,800



Expenditure budget

5,246,100



Percentages have been rounded



Community development

Introduction

The Ku-ring-gai community is healthy, safe, inclusive and informed. Council's programs and services are accessible, affordable and meet current and emerging needs. Our community is culturally and socially aware and participates in activities that contribute to a sense of wellbeing.

Objectives

5 year objective	1 year objective
A community with increased participation in social, cultural, sporting and recreational activities and events	<ul style="list-style-type: none"> Develop and provide opportunities for the community to engage in the public life of Ku-ring-gai
Parks, recreational facilities and other public spaces are a focal point for the community	<ul style="list-style-type: none"> Organise activities, programs and events to increase use of public spaces and community facilities
Council's community, sporting and cultural facilities management systems address the needs and expectations of the community	<ul style="list-style-type: none"> Implement facility management plans and programs to increase accessibility and utilisation Promote Ku-ring-gai as a destination for cultural and heritage tourism
A community that is aware of environmental, cultural and social issues	<ul style="list-style-type: none"> Develop and implement programs to educate and inform the community about current and emerging areas of public interest
Libraries and information centres that are adaptable in meeting the changing needs of the community	<ul style="list-style-type: none"> Provide a range of library services in response to community needs
Community services developed in response to emerging local needs	<ul style="list-style-type: none"> Provide a range of community services that are affordable and accessible
Sponsorship opportunities are fostered through partnerships	<ul style="list-style-type: none"> Develop partnership and sponsorship opportunities for services, programs and events
Increased volunteer participation, and recognition of volunteer contributions to the community	<ul style="list-style-type: none"> Resource and support programs to enhance volunteer involvement
A better informed community	<ul style="list-style-type: none"> Implement consultation strategy
Ku-ring-gai is a destination for cultural, ecological, heritage and tourism	<ul style="list-style-type: none"> Develop a strategy for cultural, ecological, heritage and tourism

Function areas and services

Service Planning and Development

Service planning and development

Aged care and disability planning and development

Aged services

Disability services

Leisure, art and cultural development

Community programs

Ku-ring-gai Art Centre

Volunteer planning and development

Community volunteer programs

Library services

Library services

Children's planning and development

Thomas Carlyle Children's Centre

Family Day Care

Children services development

Immunisation

Community functions

Community functions

Youth planning and development

Youth service

Environmental education

Ku-ring-gai Wildflower Garden

Community recreation property

Facilities revenue



Major projects:

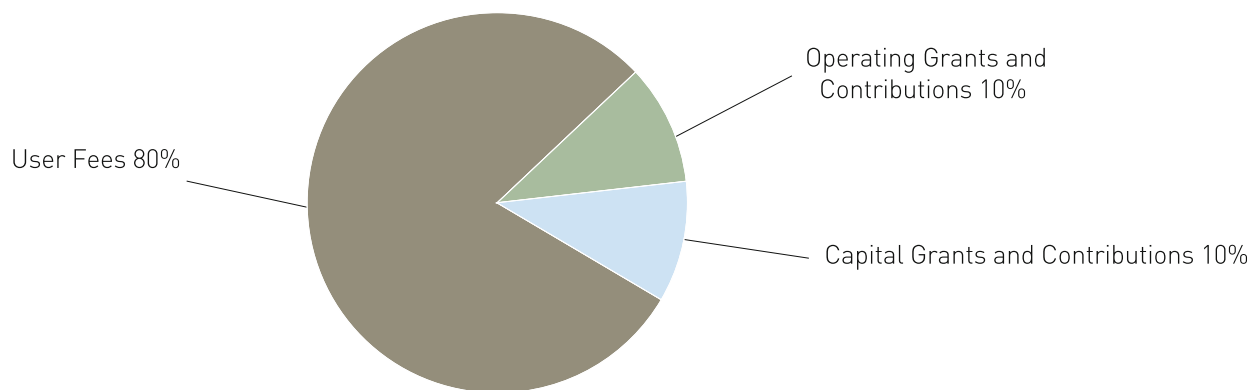
- Community Plan
- Cultural Plan
- Festival on the Green
- Consultation Strategy

Management Plan Key Performance Indicators

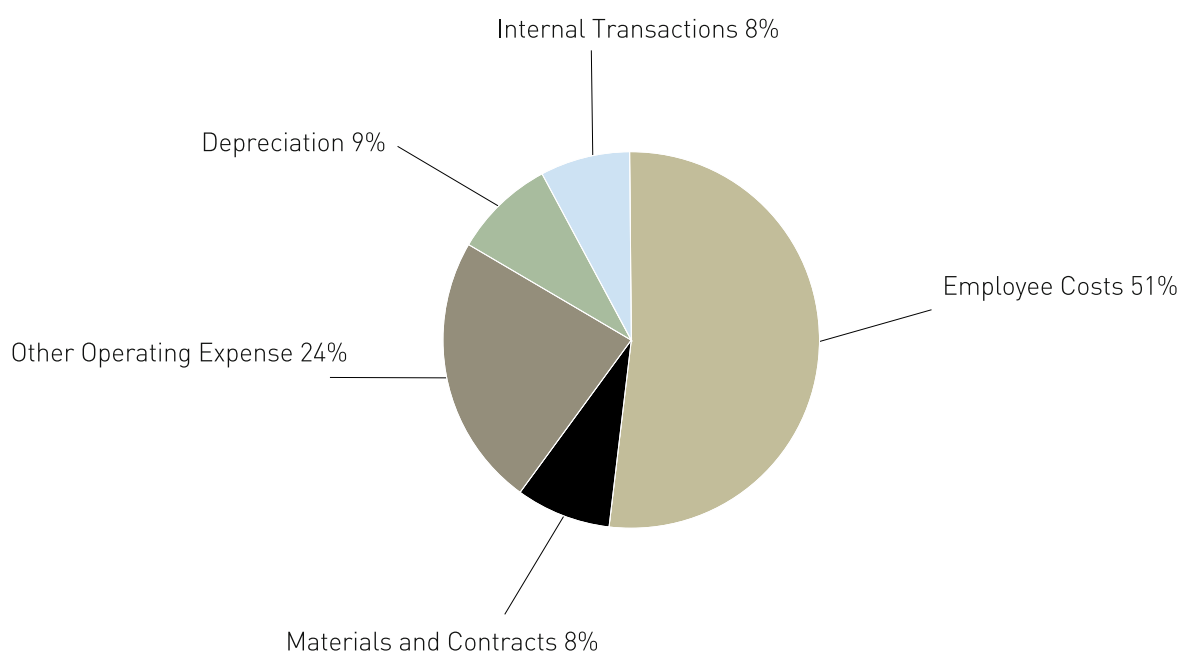
Function area	Management Plan KPI
Service planning and development	<ul style="list-style-type: none">• 95% of 2008/09 priority Community Plan recommendations completed
Aged care and disability planning and development	<ul style="list-style-type: none">• 90% of actions from the Disability Discrimination Act Action Plan completed• 10% increase in participation in seniors program• 85% satisfaction with seniors community education programs
Children's planning and development	<ul style="list-style-type: none">• 90% utilisation of family day care and Thomas Carlyle Children's Centre
Youth planning and development	<ul style="list-style-type: none">• 5,000 participants in youth services activities
Volunteer planning and development	<ul style="list-style-type: none">• 1,200 volunteers enrolled in Councils' community volunteer programs (8% increase)
Leisure, art and cultural development	<ul style="list-style-type: none">• 80% of the funded 2008/09 Cultural Plan recommendations are completed within set timeframe• 80% enrolment at vacation care centres and school holiday programs• 70% of capacity enrolment of Spring in to Action activities• 90% student enrolment in Ku-ring-gai Art Centre programs
Environmental education	<ul style="list-style-type: none">• 80% of environmental education activities delivered
Community functions	<ul style="list-style-type: none">• 15,000 people attend events
Community recreation property	<ul style="list-style-type: none">• 90% of capacity participation in Active Ku-ring-gai program• 100% of recreational facilities seasonal allocation completed
Library services	<ul style="list-style-type: none">• 100% of acquisitions budget spent• 70% satisfaction with library services• 10% increase in e-zone usage



Revenue budget	8,369,700
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Expenditure budget	16,850,200
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Percentages have been rounded



Human resources

Two new agreements were signed last financial year, heralding a change in the way employment related issues will be handled in the future. The Ku-ring-gai Council Skills, Performance, Remuneration and Rewards Agreement 2007 contains new performance assessment and salary systems designed to enhance Council's ability to meet organisational objectives and reward staff who meet their performance targets. The Ku-ring-gai Council Percentage Increase Agreement 2007 gave Council staff a 3.2 per cent salary increase, which was equivalent to the 2007 Local Government (State) Award increase. A new, holistic agreement specifically for Ku-ring-gai Council will be negotiated during the 2008 - 2009 financial year.

Climate survey

The climate survey was conducted for the second time in October 2007 with an incredible 93 per cent response rate. While there are still areas requiring further attention, the 2007 survey did show significant improvement over many of the 2006 results. Three key areas showed significant improvements:

- employee engagement improved by 5 per cent
- organisational commitment improved by 6 per cent
- customer satisfaction improved by 16 per cent
- awareness of organisation objectives improved by 18 per cent
- results focus has improved by 12 per cent.

One area that will receive significant attention during this year will be workforce planning, including the provision of career opportunities to further enhance Council's ability to attract and retain valuable staff.

Human resource systems

A new payroll system, providing improved integration with other corporate systems and enhanced functionality, was implemented in 2007. Other HR modules are scheduled to be implemented this year, cover occupational health and safety, training and development and recruitment.

Foreshadowed for the 2009 - 2010 financial year will be the implementation of an online portal through which staff will be able to access human resource information and statistics.

Regional cooperation

Regional cooperation with 11 neighbouring councils will progress this year with particular focus on attraction and retention of staff and cost effective tendering for services.

Industrial relations

Industrial relations continue to be a challenge for all local councils. This followed the previous Federal Government's passing of the WorkChoices legislation and indecision as to whether it applied to employees of councils. The new Federal Government has proposed to introduce new legislation to simplify the industrial relation issues and make them clearer.

Human development

Employee development workshops on coping and managing change were rolled out to all staff this financial year. The next phase of the leadership program will focus on shifting organisational culture, particularly through mentoring and coaching programs.

In order to fully implement the new performance assessment system (incorporated in the Ku-ring-gai Council Skills, Performance, Remuneration and Rewards Agreement 2007), effort has been put into training managers and supervisors on the operation of this new system. By June 2008, all staff will be allocated into new salary bands, with the first round of performance assessments due to commence on 1 July 2008.

A comprehensive training plan is being developed for the 2008-2009 financial year. This plan will become an important component for the Ku-ring-gai Council Workforce Plan, which is due to be completed towards the end of the 2008-2009 financial year. The key objective of this plan is to ensure the organisation has readily available staff with the required skills and competencies to carry out the business of Council as and when required. This is critical in view of the growing skills shortage and the scrambling by both private and public organisations to attract and retain the staff they need to meet organisational objectives.

Occupational health and safety and injury management

A review of policies and procedures will be the focus for 2008 - 2009. The process has commenced with a review of the Occupational Health and Safety (OH&S) Policy and with that a renewal of Council's commitment to the required standards for managing OH&S in the workplace. A legislative compliance review will assist in future OH&S planning. To date, health surveillance has been identified as a priority, while the risk management process is continuing to provide opportunities for controlling hazards across the organisation. Further work on the management system is scheduled, with the completion of a holistic OH&S manual the target for the coming year.

OH&S training continues, with a strong focus on legislative certification and skills improvement. The Drug and Alcohol Policy will be reviewed and training undertaken to ensure all staff are aware of the issues and procedures for handling such issues in the workplace.

The OH&S Committee is using the 2008 - 2009 year to promote health and wellbeing, in addition to undertaking the scheduled OH&S inspections of sites where staff and/or volunteers work.

Improvements in statistical reporting will be gained with the implementation of the OH&S module of the Technology One HR/Payroll system. This will provide managers and supervisors with the data and the tools to assess OH&S performance internally and for benchmarking against external organisations.



Managing equity and diversity

In the last Management Plan, Ku-ring-gai Council stated that it would work to improve results on the 2006 climate survey. It did in 2007. On the questions focused on diversity, equal employment opportunity (EEO) and OH&S (which also picks up issues relating to bullying and harassment) the scores improved. Out of a potential mean score of 5, Council scored 3.9 and improved its favourable score by 4 per cent over the 2006 results. With 72 per cent of staff either agreeing or strongly agreeing to the way these issues are handled, Council has equalled the benchmark for local government and exceeded the benchmark for private and public organisations by 41 per cent.

During the 2008 - 2009 financial year, the EEO Management Plan will be reviewed, updated and re-focused to improve the ratings even further in the next climate survey.



Community planning, access and equity and disability planning

Community Plan

In May 2006 Council adopted the Ku-ring-gai Community Plan 2005 – 2009. The plan was developed to identify key community needs, promote fairness in the distribution of resources and improve the well-being of the community. The plan addresses a number of key issues affecting residents and targeted groups including:

- Shortages in social services across age segments and target groups including children, young people, older people, people with disabilities and new arrivals to Ku-ring-gai
- Appropriate recreational spaces in parks and playgrounds
- Social isolation, including family support, and networking opportunities
- Lack of venues for entertainment, recreation and leisure pursuits
- Accessible public transport services, infrastructure and urban environment
- Regular entertainment, events and programs
- Demand for home support services to encourage independent living
- Accessible information in various formats
- Access to recreational activities and social engagement opportunities
- Opportunities to celebrate heritage and cultural diversity and access to resources in community languages
- Infrastructure, programs and services to address issues of personal safety and security in public spaces

Over the next five years Council; in cooperation with other levels of government, business, community groups and residents; will be implementing a number of strategies across the six target groups to address these issues as described below.

Children

- A children's services needs study to determine the level and range of services required in Ku-ring-gai
- Review and update the Children's Services Directory
- Inform schools, parents and children's services providers about the range of children's services in the community
- Completion of a multi-purpose children's centre feasibility study

Young people

- Develop an entertainment program of events and activities for young people
- Organise a number of educational workshops and

programs to address important issues affecting young people and families

- Implement the Ku-ring-gai Youth Week 2009 Program
- Organise information nights for parents in cooperation with local schools, government departments and services providers

Older people

- Review and update the Aged and Disability Services Directory
- Organise seminars aimed at providing information to older people
- Provision of a seniors' leisure program during Seniors' Week and throughout the year
- Recruitment, training and referral of volunteers for Home and Community Care Services
- Implement Council's footpath improvements program
- Disseminate information about seminars, programs, activities and services
- Investigate and implement strategies to improve accessibility in public transport services and infrastructure

People with disabilities

- Resource and support the Ku-ring-gai Access Advisory Committee
- Implement the Disability Discrimination Act Action Plan
- Work with the NSW Department of Ageing, Disability Home Care and local disability networks to increase respite support services
- Implement program of works to improve access to Council owned buildings and facilities

Culturally and linguistically diverse backgrounds (CALD)

- Review and update the Multicultural and Indigenous Organisations Database
- Resource and support the Hornsby/Ku-ring-gai Multicultural Network and Northern Sydney Multicultural Networks Forum
- Include representatives from CALD communities on reference groups for events such as Festival on the Green, Seniors' Week and Youth Week

Women

- Support local activities to celebrate International Women's Day
- Resource and support the Hornsby/Ku-ring-gai Domestic Violence Network
- Develop workshops in cooperation with service providers on body image, eating disorders, sexual health etc.

Access and equity

To respond to Ku-ring-gai's culturally and linguistically diverse community, Council developed an Access and Equity Policy and Action Plan. Over 33 per cent of residents living in Ku-ring-gai were born overseas. This plan is designed to



achieve greater equity, better access and wider participation from all members of the community. The accompanying policy contains seven objectives and various strategies and actions have been identified to achieve them:

1. To have standards of communication that will enable Ku-ring-gai Council to communicate effectively with all residents with the purpose of enhancing access to Council services and greater participation of residents in Council activities.
2. In all areas of public consultation Ku-ring-gai Council will actively include residents from culturally and linguistically diverse backgrounds.
3. Ku-ring-gai Council will offer staff training to help employees be aware and professionally responsive to the cultural and linguistic diversity of Ku-ring-gai residents.
4. Ku-ring-gai Council will promote the use of interpreter services.
5. Ku-ring-gai Council will ensure that all Human Resources Corporate Standards do not discriminate against the employment of people from culturally and linguistically diverse backgrounds.
6. Ku-ring-gai Council will have appropriate standards of data collection that will enable Council to target, plan, develop and evaluate programs in a way that is accessible and equitable to all residents.
7. Ku-ring-gai Council will establish budgeting criteria that ensures linguistic and cultural needs of residents are met.

Disability Discrimination Act Action Plan

The introduction of the *Disability Discrimination Act 1992* (Commonwealth) has resulted in a range of initiatives to eliminate discrimination, provide equity and promote recognition and acceptance of persons with a disability. Key initiatives undertaken by Council include the formation of the Ku-ring-gai Access Consultative Committee, a community based committee that provides advice to Council and has adopted an Access Policy, Development Control Plan for Access (DCP31) and a Disability Discrimination Act Action Plan.

The following additional point has been included in the Disability Discrimination Act Action Plan to address issues for people with an intellectual disability.

- Support disability services, (including services for people with intellectual disabilities) by undertaking a needs study which incorporates a range of disability services data.



Domestic waste management

Sections 496 and 504 of the *Local Government Act 1993*, require councils to have domestic waste management (DWM) for each parcel of rateable land for which the service is available, ensure that the cost of providing the service is met by the charge and that the charge is reasonable for the services provided. A council can not use income from its ordinary rate towards the cost of providing DWM services. Council's Domestic Waste Management service is provided on the following basis:

A. Single residential dwellings/base service

- A weekly waste collection service from a container provided by Council
- A fortnightly vegetation collection service from a container provided by Council
- A fortnightly recycling collection service for paper products from a container provided by Council
- A fortnightly recycling collection service for glass and plastic containers from a container provided by Council
- By appointment kerb-side clean up of a maximum three cubic metres bulky materials.

B. Flats and home units

- A weekly waste collection service per unit occupancy of 120 litres per week from either 120 litre or shared 240 litre bins
- A weekly recycling collection service for paper products and beverage containers from a container provided by Council
- By appointment bulky waste collection service with a maximum volume of three cubic metres
- A fortnightly green waste service paid by the body corporate each year as a separate fee
- By appointment whitegoods collection on a fee for service, subject to availability.

C. Medium density residential

- A weekly waste collection service per occupancy using 120 litre bins
- A fortnightly recycling collection per occupancy using 120 litre paper bins
- A fortnightly recycling collection per occupancy using 120 litre mixed containers bins
- By appointment bulky waste collection with a maximum of 3 cubic metres

D. General

- Rehabilitation of former landfill sites and maintenance of sites to meet environmental guidelines and statutory responsibilities.

Charges for 2008/2009 are shown in the table below:

Category	Charge	Properties	Estimated yield
Base service with green waste service	\$265	28,156	\$7,461,340
Base service without green waste service	\$185	280	\$51,800
Flat, home unit	\$245	4,789	\$1,173,305
Provision additional green waste bin, per container per year	\$95	936	\$88,920
240 litre waste container with green waste	\$365	2,740	\$1,000,100
Provision additional 120 litre waste container, per container per year	\$135	71	\$9,585
Vacant land	\$115	299	\$34,385
240 litre waste container without green waste	\$285	19	\$5,415
240 litre waste, flat home unit	\$365	4	\$1,460
Total yield			\$9,826,310



Environmental initiatives

Across the northern Sydney region, concern for the environment is one of the most important issues for residents. Water shortages, climate change, population impacts and transport issues influence the policy and operational programs of councils, businesses and the community. The third Northern Sydney Regional Organisation of Councils State of the Environment Report (www.nsroc.org) reports trends, pressures and programs delivered and reported by councils across the region.

For Ku-ring-gai urban development is the main cause of the deterioration of the natural environment. The degree and extent to which Council is addressing this arises from strategies, policies, plans, operations and regulations as articulated in this Management Plan and elsewhere.

Bushland and biodiversity

Ku-ring-gai is home to a rich array of biodiversity, comprising of over 800 native plant species, 360 animal species (vertebrates) and more than 170 insect and invertebrate species. Council manages over 100 bushland reserves, 92 kilometres of interface and borders three national parks.

Most of the local bushland vegetation is confined to nutrient poor sandstone soils on steep slopes and gullies. Patches of remnant plateau vegetation on shale and transitional soils, such as the critically endangered Blue Gum High Forest ecological community and the endangered Sydney Turpentine Iron-Bark Forest and Duffys Forest ecological communities are under continual pressure from nearby development sites. In December 2007, with the assistance of the community and the Federal and NSW Governments, Council secured the last piece of Blue Gum High Forest adjacent to Dalrymple Hay Nature Reserve. Council has also commenced a mapping project to identify and assess the condition of Blue Gum High Forest and Sydney Turpentine Ironbark Forest.

In 2007 Council adopted an Encroachment Policy to provide a strategic, cost effective and consistent enforcement framework to address backyard encroachments on Council-managed bushland. Individually most encroachments have a minor impact, however their cumulative effect can compromise the integrity of natural and cultural values, alienate land from public use/access and impede fire management activities.

Since the Bushcare Program started in 1991, hundreds of community volunteers have been working to restore and protect the local environment. In 2005 three new programs were introduced:

Streetcare - protecting and preserving remnant native vegetation in healthy, weed free streetscapes

Parkcare - restoring remnant bushland in harmony with local parks

Backyard Bushcare - Ku-ring-gai residents can now call on

Council for help to protect and regenerate native bushland in their own backyards.

These initiatives would not be possible without the support of our community and funding from the environmental levy.

Water, stormwater and estuaries

The Ku-ring-gai local government area drains to three major stormwater catchments: Middle Harbour to the east, Cowan Creek to the north and Lane Cove River to the west.

While development has been largely constrained to the ridges, with bushland providing a buffer to each of the major water courses, the tributaries have been significantly impacted by urbanisation. One of the key causes is the increase in impervious surfaces, fine sediment and other pollution washed from pavements and roads. Creek hydrology is also changing as a result of stormwater pipes that protect against local flooding.

From a planning and development control perspective Council adopted a Riparian Policy in 2004 and Water Management Development Control Plan in 2005. Council has also completed its second generation catchment studies integrating flooding, hydrology and stormwater quality. Assisting the implementation of these plans is a proposed stormwater charge commencing this financial year. This will fund the construction of new stormwater capacity works and the maintenance of our many existing water sensitive urban design and stormwater works such as sag pits, gross pollution control traps, stormwater harvesting schemes. The charge will complement Council's current Capital Works Program for flooding and drainage and the construction of water reuse and stormwater quality improvement projects funded through the environmental levy and the Catchments Capital Works Program.

Our consumption of potable water is set to significantly reduce through a combination of education, innovation and water recycling projects. In the coming year two new stormwater harvesting schemes will be built along with Council's first sewer mining project for Gordon Golf course. At the community level, Council is working with Sydney Water who has distributed 2,100 retrofit kits and assisted in funding 297 rainwater tank rebates to Ku-ring-gai residents.

Climate change

Climate change is set to be the major issue affecting the world. Ku-ring-gai has approached this issue in two ways. First, by understanding the type and magnitude of the changes likely to occur as a result of global warming (adaptation). Second, by proposing a systematic method of investigation to reduce its greenhouse gas emissions (mitigation). Council has already implemented a range of measures to reduce greenhouse gases and a process is underway to determine the most efficient and effective way to achieve further reductions. Adaptation will be tackled via a system of review and planning to establish the level and type of risks the Ku-ring-gai area faces and then, in consultation with the community, plan to mitigate the impacts.



Waste and recycling

Waste is a continual problem for urban societies, impacting on public health and the environment. As there is only a finite amount of area available for landfill, it is extremely important to reduce the amount of waste we produce.

Ku-ring-gai residents already have one of the highest levels of recycling in Sydney, with approximately 60 per cent of total household waste diverted from landfill last year. This equates to roughly 193 kilograms of waste sent to landfill and 295 kilograms of materials recycled per capita.

The current recycling service has allowed Ku-ring-gai residents to recycle a greater volume and variety of materials. The previous glass, aluminium and plastic recycling service has been expanded to include foil-lined cartons, steel cans and a greater range of plastics. Council is also:

- Implementing a corporate waste management plan
- Recycling road base, asphalt and concrete engineering wastes
- Implementing an anti-littering campaign at St Ives Skate Park
- Providing recycling and waste services at community events
- Conducting ongoing waste and recycling education programs for residents, businesses and schools including an illegal dumping campaign.



Revenue Policy

Rates statement

Ordinary rate

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

Rate levy

Council has adopted a differential rate with a general residential rate and a general business rate. Council has elected not to levy a base charge. Business and residential categories can be defined as follows:

Residential - Each parcel of land valued as one assessment whose dominant use is for residential accommodation (other than as a hotel, motel, guesthouse, boarding house, nursing home or any other form of residential accommodation whose dominant use is for business or profit).

Business - Each parcel of land valued as one assessment whose dominant use is for business, commerce or associated with business for profit; whether profitable or not.

Special rate - infrastructure levy

The infrastructure levy is used to upgrade Council's road network. The Minister for Local Government initially approved a special rate for five years from 2002 to 2006. This was extended to 2013 following an application from Council in 2006.

The levy will be collected on each parcel of land categorised residential or business. It is estimated to raise \$2,065,400 in 2008/09. Eligible pensioners will receive a full rebate on this levy at an estimated cost of \$138,000.

Special rate - environmental levy

The environmental levy allows for the implementation and continuation of a range of environmental programs. The Minister for Local Government approved a special rate for seven years from 2006.

It is estimated that the environmental levy will yield \$2,111,000 in 2008/09. Eligible pensioners receive a full rebate of this rate at an estimated cost of \$140,000.

Rate pegging

Under Section 506 of the *Local Government Act 1993* each year the Minister for Local Government determines the maximum amount by which NSW councils can increase their general rates income. The minister has determined the maximum increase in rates of 3.2 per cent and this increase is reflected in the 2008/09 budget.

Rate pegging increase of 3.2%

Rate Type	Category	Rate \$	Min amount \$	Yield \$
General	Residential	0.00179285	405	38,196,674
General	Business	0.004875	405	2,557,972
Special	Environmental	0.00009768		2,103,592
Special	Infrastructure	0.00009552		2,057,080
Total				\$44,915,318

Payment of rates

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

- A telephone payment service
- Direct debit
- Payments at Australia Post
- Credit Card, cheque, money order, or cash payments at Council Chambers
- Bpay
- Bill Express at participating newsagencies and Coles stores.

Interest is charged on each instalment not paid by the due date. The applicable interest rate is set each year by the Minister for Local Government. The rate for 2008/09 has not yet been announced but is anticipated to be 10 per cent.

Eligible pensioners receive a statutory reduction of 50 per cent of the combined rates and domestic waste management charge to a maximum of \$250 and a full rebate on Council's environmental and infrastructure levies. Council receives a subsidy of 55 per cent of the total mandatory rebate. Those pensioners who are uncertain of their status should contact Council's Pensions Officer for assistance and advice.



Other charges

Stormwater management service charge

The stormwater management service charge for 2008/2009 is levied under Section 496A of the *Local Government Act 1993* (as amended).

The charges have been set in accordance with the Local Government Amendment (Stormwater) Bill 2005 and for 2008/2009 are as follows:

Strata / Company titled residential units	\$12.50 per unit
Strata / Company titled business units	\$12.50 per unit
Other residential property	\$25.00 per rateable property
Business rateable property	\$25 per 350 square metres of land area (a maximum charge of \$1,500 applies to land area greater than 21,000 square metres)

Non-domestic waste management charge

The non-domestic waste management charge for 2008/2009 is levied under Section 501 of the *Local Government Act 1993* (as amended).

Council's annual non-domestic waste management charges include:

- Street sweeping
- Roadside litter removal
- Footpath sweeping
- An availability charge

This charge relates to business land per business occupancy within a building. Or in the case of a single business occupying the whole of the building with more than one storey, the rate will be applied per storey of the building.

In 2008/2009 this charge will be \$205 per unit occupancy.

Non-domestic aged care charge applied per occupancy at:

50 per cent non-domestic waste charge
1 x bed self care unit

25 per cent non-domestic waste charge
1 x bed fully serviced hostel room

Service level aged care:

Equivalent of 120 litres of waste per unit occupancy per week

Equivalent of 120 litres of recycling per unit occupancy per week

Section 611 charge

AGL gas mains

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

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



Restricted assets

Council has resolved that restricted assets (reserves) can only be utilised for the acquisition of assets or in providing major new capital works or renewal. Council must have determined the use of such funds as appropriate.

Such funds will not be used in meeting Council's normal operational requirements.

This excludes those restricted assets governed by legislation, for example domestic waste management and Section 94 contributions.

The Restricted Assets Policy has been reviewed and it is proposed that internally restricted reserves be used for the following purposes:

Reserve	Use
Bond/security reserve	To facilitate the refund of bonds held by Council Target: 20% of deposits, retentions and bonds liability
Catchment management	To fund new capital and renewal works relating to catchment management
Contingency reserve	To make allowance for unforeseen, unplanned, non-discretionary costs that may arise during the financial period that are not included in Council's budget Target: Maintain 0.5% of net rates
Contribution to works	To restrict external contributions received for specific works, particularly when contributions are received late in the financial year
Election reserve	To amortise the cost of holding a Council election over the four year term of the Council
Employee leave entitlements	To fund a minimum of 15% of the total employee leave entitlements liability. This is in addition to amounts budgeted annually to cover expected commitments in the current financial year
Golf course levy	To fund capital and renewal works at Council's golf courses
Infrastructure and facilities reserve	To fund infrastructure programs and other asset renewal works. Additionally, to purchase associated land or land deemed to be environmentally sensitive
Insurance reserve	To fund unplanned increases in the cost of Council's insurances
Parking funds	To fund capital projects relating to the provision of car parking facilities
Plant replacement reserve	To fund the replacement of Council's passenger and operational fleet
Revenue fund carried forward works	To fund revenue funded carry-over works from a previous financial year
Revolving energy fund	Funds set aside to fund future energy initiatives to further reduce electricity consumption within Council
St Ives Showground environmental remediation reserve	To fund environmental remediation at St Ives Showground funded from car parking charges
Superannuation reserve	To fund the anticipated resumption of full employer contributions to the Local Government Superannuation Scheme
Swimming pool reserve	To fund the future replacement and renewal of Council's swimming pool
Tennis court reserve	To fund new capital and renewal works relating to tennis courts



Section 94 contributions

Council has adopted Section 94 contribution plans in respect of the following:

Residential development

Council's current Section 94 Plan applying to residential development came into effect on 30 June 2004 and was amended effective 19 October 2007. This plan applies to all forms of new residential development including single dwelling houses, residential flat buildings, units, villas, townhouses, dual occupancies, land subdivisions for residential purposes and development under State Environmental Planning Policy (Seniors Living).

The primary purpose of this plan is to enable Council to require a contribution towards the provision, extension or augmentation of facilities that will, or are likely to be, required as a consequence of residential development in the area. Specific facilities for which contributions are being collected under the current plan included the following:

- Community facilities
- Recreation facilities and open space
- Traffic, pedestrian and cycleway facilities
- Public domain improvements
- Plan administration.

Commercial/retail development

Council currently levies Section 94 contributions on new commercial and retail development for the provision car parking in:

- Pymble (Alma Street)
- Wahroonga
- West Lindfield Business Centre
- Gordon.

Council must use any contributions received, together with investment income from those contributions, for the purpose for which the contribution was made.

Full details are available in the relevant plans, which are subject to annual inflation by the CPI.

Copies of Council's Section 94 plans are available for inspection at Council Chambers and at each of Council's libraries.

Town Centres Contribution Plan

Council is in the process of preparing a Section 94 Contribution Plan to apply to development within the town centres. This plan will raise contributions towards the provision, extension or augmentation of facilities that will, or are likely to be, required as a consequence of development in or adjacent to the town centres. The new plans are scheduled for adoption in July 2008.

Discounts to qualifying community groups

Council has adopted a policy that allows for a discount to be provided in certain circumstances. The policy provides for reduction in fees for community groups that qualify, namely:

- Incorporated associations and/or non-profit making community organisations
- An organisation whose aims and objectives provide benefits to the community
- A school or church
- A registered charity
- A rental rebate is available to community groups that meet the eligibility criteria and who lease a Council owned property.

Works on private land

Traditionally Council has not performed work on private land. In the event that such work is carried out, the fee for such work will be charged on the basis of full cost recovery to Council.



Pricing Policy - goods and services

Council's policy

Council's Pricing Policy is detailed below. The Schedule of Fees and Charges

(Appendix A) also details the principles employed by Council in determining each fee and charge.

	Motive	Code	Pricing principle
1.	Community service obligations	CSO	Fees may be discounted to a level below the cost of a service where the production or consumption of the service generates external benefits to the community (as well as creating a community service obligation). However, the cost of the discount will not exceed the estimated benefit.
2.	Natural monopoly	NM	Where Council has a monopoly over the production of a good or service, prices should be set at a level to fully recover costs unless there are explicit community service obligations or equity obligations.
3.	Statutory fees	SF	Certain goods and services provided by Council emanate from a requirement contained in legislation and, in some circumstances, the fees for these goods or services are set by that legislation.
4.	Regulatory fees	RF	Certain goods and services provided by Council emanate from a requirement contained in legislation but Council may set its own fee. In such cases, fees should be set at a level to fully recover costs unless they are accepted community service obligations or equity obligations.
5.	Entrepreneurial activities	EA	Where Council produces a good or service as a commercial pursuit, prices should be set at a level to fully recover costs and risk.



Statement of Proposed Borrowings

Any new borrowings must be in accordance with the Ministerial Order dated 27 September 1993 and comply with Section 624 of the *Local Government Act 1993* and clause 230 of the Local Government (General) Regulation 2005. A council may borrow at any time for any purpose allowed under the *Local Government Act 1993*. The minister may, from time to time, impose limitations or restrictions on borrowings.

Council considers the maintenance of existing infrastructure assets should be funded from operating revenue and that loan funds are only to be utilised for the following purposes:

- Infrastructure new and renewal works programs
- To purchase or build a major new asset, where full funding costs can be recovered over the life of the asset
- To buy an asset or establish a service which will decrease costs of service delivery or generate income and is justifiable in economic terms
- In an emergency.

Submissions will be invited from financial institutions to provide the required borrowings.

Council complies with the provisions of Section 623 of the *Local Government Act 1993* and clause 229 of the Local Government (General) Regulation 2005, in that any funds borrowed by Council will be secured by a charge over Council's general fund income.

Council will need a moderate borrowing program to continue to commit funding to asset renewal.

Accordingly, the proposed new borrowings, principal repayments and net repayments proposed over the term of the plan are:

Financial year	Proposed borrowings	Principal repayments	Net repayments
2008/2009	\$1,000,000	\$1,878,360	\$878,360
2009/2010	\$1,000,000	\$1,780,060	\$780,060
2010/2011	\$1,000,000	\$1,695,260	\$695,260
2011/2012	\$1,000,000	\$1,521,110	\$521,110
TOTAL	\$4,000,000	\$6,874,790	\$2,874,790

Over the term of this Management Plan, Council will reduce debt by \$2,874,790.

National Competition Policy

The intent of the National Competition Policy is to apply competitive neutrality principles to business activities conducted by councils. The principle of competitive neutrality is based on the concept of the 'level playing field' and essentially means that Council should operate without net competitive advantage over other businesses as a result of its public ownership. The 'level playing field' enhances competition, promotes greater efficiency and lower costs to government and the community.

Council is required to incorporate the costs of administrative overheads including depreciation charges, imputed taxation costs, and a notional return on capital for its Category 1 and Category 2 businesses.

Category 1 businesses are defined as those which have gross operating income exceeding \$2 million, while Category 2 businesses have gross operating incomes of less than \$2 million.

In accordance with this policy Council has identified the following business activities.

Category 1

At this stage Council has no Category 1 businesses.

Category 2

- (a) Ku-ring-gai Art Centre
- (f) Thomas Carlyle Children's Centre
- (b) Tennis courts
- (g) Gordon Golf Course
- (c) Nursery
- (h) Turramurra Golf Course
- (d) Swimming pool
- (i) Commercial leasing
- (e) Trade Waste

The above businesses are identified in Council's Annual Financial Statements and a separate Special Purpose Financial Report is prepared to disclose their results. This report is presented to Council in October each year.



Replacement and sale of assets

Replacement of assets

\$650,000 has been provided in the 2008/2009 budget for operational plant replacement and \$400,000 for passenger fleet replacement.

Plants intended to be replaced during 2008/2009 taking into account the following turnover periods:

Plant type	Turnover period
Fleet passenger vehicles	2 year/40,000 km
Light commercials	5 years/80,000 km
Trucks < 4 tonne	5 years
Trucks > 4 tonne	7–8 years
Buses	5 years
Tractors/mowers	7 years
Road sweepers/compactors	7 years
Backhoes/rollers	8–10 years

Sale of assets

Council's vehicles shall be disposed of in one of three ways:

1. Public auction
2. Public tender
3. Other means (eg trade-in) as approved by the General Manager.

In the current market, sale by public auction is the most cost-effective method of disposal.

4 year financial forecast

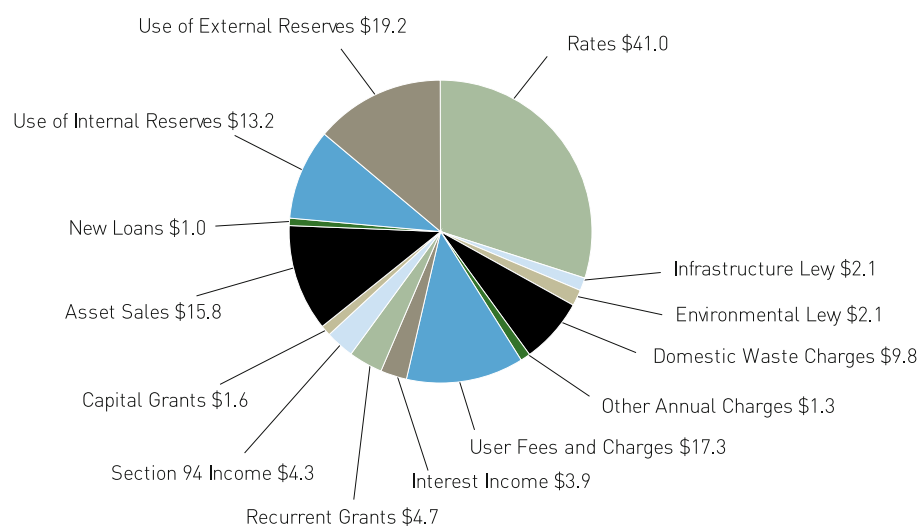
Unless otherwise indicated, amounts have been rounded off to the nearest thousand dollars.

Operating result	Budget 2007/08 \$' 000	Budget 2008/09 \$' 000	Budget 2009/10 \$' 000	Budget 2010/11 \$' 000	Budget 2011/12 \$' 000
Operating revenues					
Rates	39,550	40,990	42,200	43,300	44,600
Infrastructure levy	1,993	2,070	2,130	2,180	2,250
Environmental levy	2,037	2,110	2,170	2,230	2,300
Pensioner rebates	-1,045	-1,060	-1,060	-1,070	-1,070
Domestic waste revenue	9,400	9,830	10,650	10,910	11,220
Other annual charges	455	1,340	1,360	1,370	1,390
User charges, fees and other	16,503	17,320	17,670	18,040	18,470
Interest	3,189	3,910	3,150	3,110	3,230
Operating grants and contributions	4,623	4,650	4,740	4,840	4,970
Total operating revenues	76,705	81,160	83,010	84,910	87,360
Operating expenses					
Employee costs	29,985	31,560	32,840	33,740	34,800
Materials and contracts	17,608	18,540	18,510	18,850	19,380
Statutory levies	2,330	2,390	2,420	2,470	2,530
Interest charges	649	590	540	480	440
Other operating expenses	10,658	11,250	11,240	11,510	11,840
Total operating expenses	61,230	64,330	65,550	67,050	68,990
<i>Operating result (excluding capital items)</i>	<i>15,475</i>	<i>16,830</i>	<i>17,420</i>	<i>17,770</i>	<i>18,200</i>
Capital income					
S94 development contributions	9,451	4,290	4,270	4,290	4,300
Grants and contributions	1,340	1,550	730	750	770
Net / gain (loss) on disposal of assets	0	6,050	0	0	0
Operating result before depreciation	26,266	28,720	22,420	22,810	23,270
Depreciation and amortisation	7,056	7,600	7,800	8,080	8,370
Total operating result	19,210	21,120	14,620	14,730	14,900
Projected funding					
Operating result	19,210	21,120	14,620	14,730	14,900
Funding					
Add: (non-cash) - depreciation	7,056	7,600	7,800	8,080	8,370
Add: book value of assets disposed		9,700			
Add/less: other non-cash adjustments					
Less: in kind contributions					
Cash available to fund project expenditure	26,266	38,420	22,420	22,810	23,270
Project expenditure					
Operating projects		-1,430	-710	-730	-750
Roads and transport		-6,090	-6,210	-6,360	-6,560
Streetscape and public domain		-300	-310	-200	-200
Parks and recreation		-19,250	-5,380	-12,710	-5,560
Stormwater drainage		-650	-670	-680	-700
Council buildings		-6,390	-7,230	-480	-8,830
Trees and natural environment		-1,970	-2,010	-2,050	-2,110
Operating assets		-1,850	-1,890	-2,050	-1,990
Total projects	-23,987	-37,930	-24,410	-25,260	-26,700
Cash flow surplus/(to fund)	2,279	490	-1,990	-2,450	-3,430
Financed by:					
New borrowings	1,000	1,000	1,000	1,000	1,000
Less: loan repayments	1,858	1,880	1,780	1,700	1,520
Net loan funds (payments/receipts)	-858	-880	-780	-700	-520
Funds to restricted assets					
Funds to restricted assets	20,353	32,010	16,160	16,390	16,810
Depreciation reserve	0	0	0	0	0
Funds from restricted assets					
Internal reserves	5,639	13,210	11,800	4,980	10,040
Section 94 plans	8,692	14,690	3,270	10,430	6,470
Environmental levy	2,322	1,970	2,030	2,090	2,150
Infrastructure levy	1,993	1,920	1,990	2,040	2,100
DWM and grants reserves	556	610	0	0	0
- Section 94 pre 1993 plan					
- Section 94 pre plan	0	0	0	0	0
- Section 94 2004 plan					
- Section 94 future plans	0	0	0	0	0
Net funding from reserves	-1,151	390	2,930	3,150	3,950
Net working capital change	270	0	160	0	0

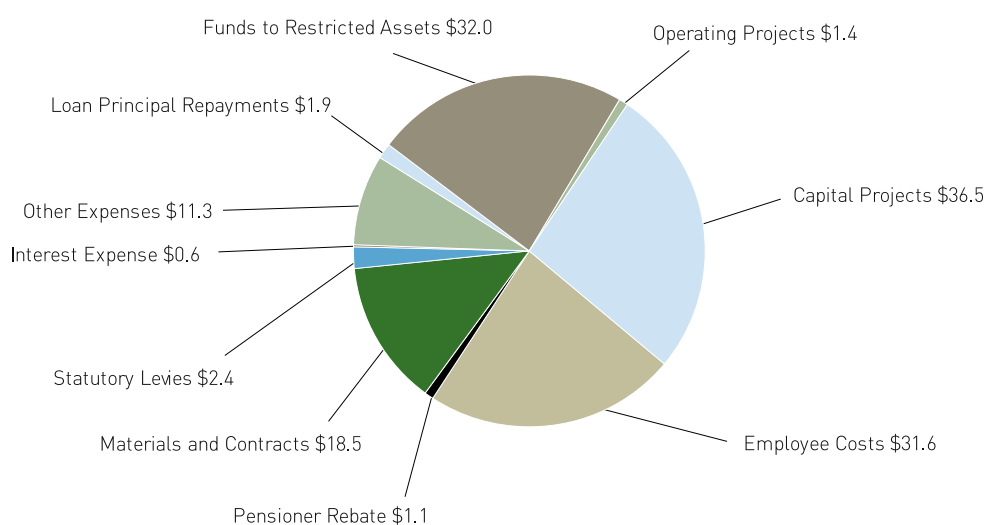


Long term financial planning

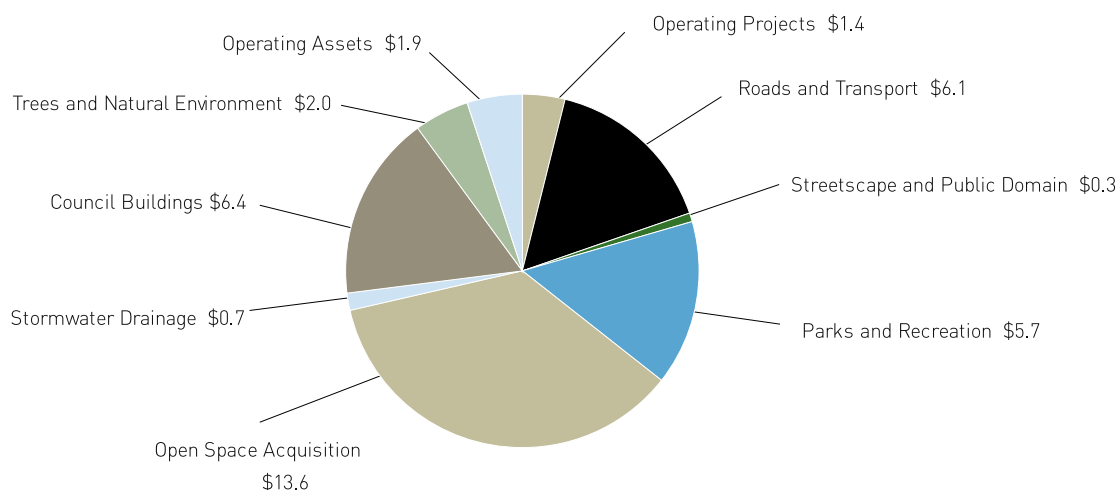
Revenue sources 2008/09



Allocation of expenditure 2008/09



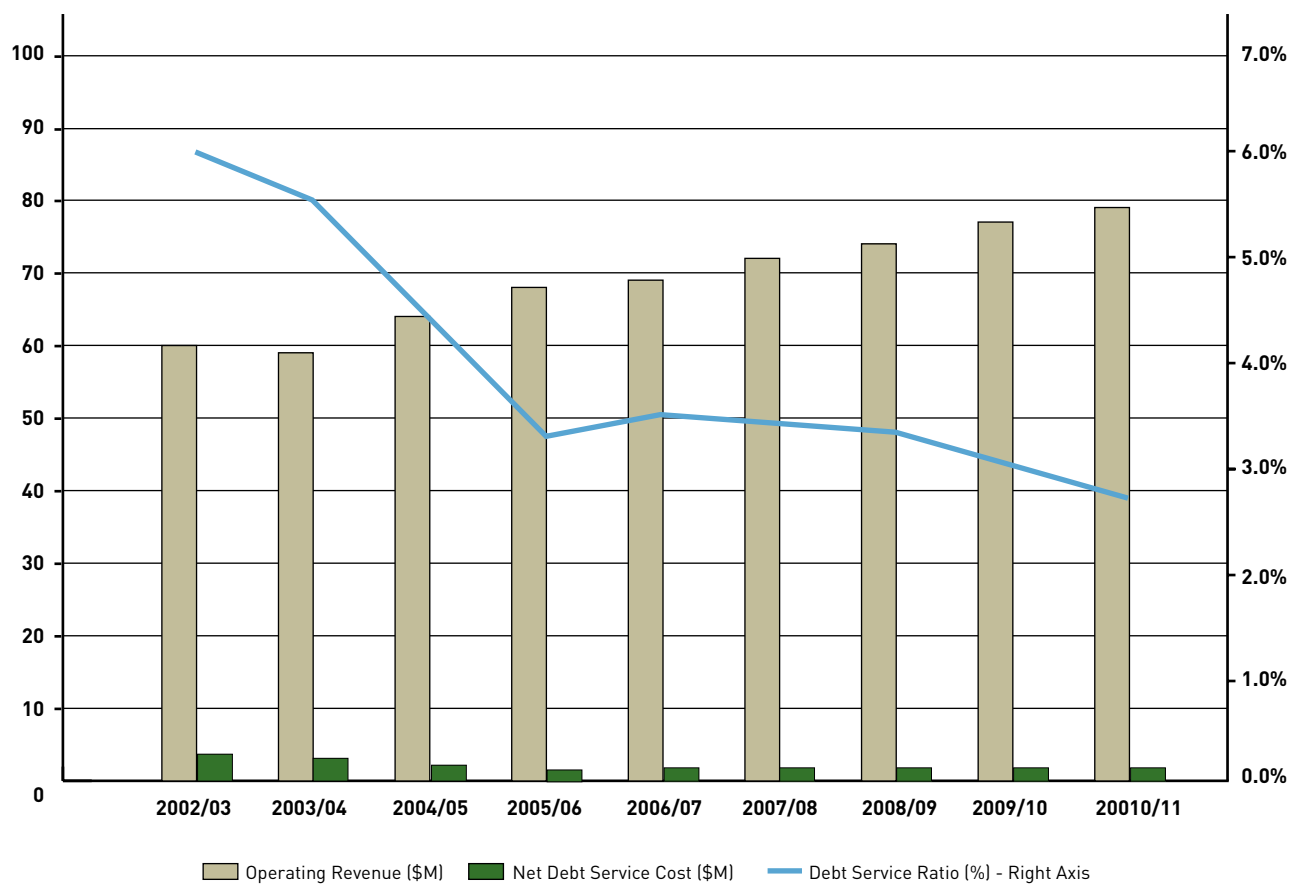
Capital works and other projects 2008/2009



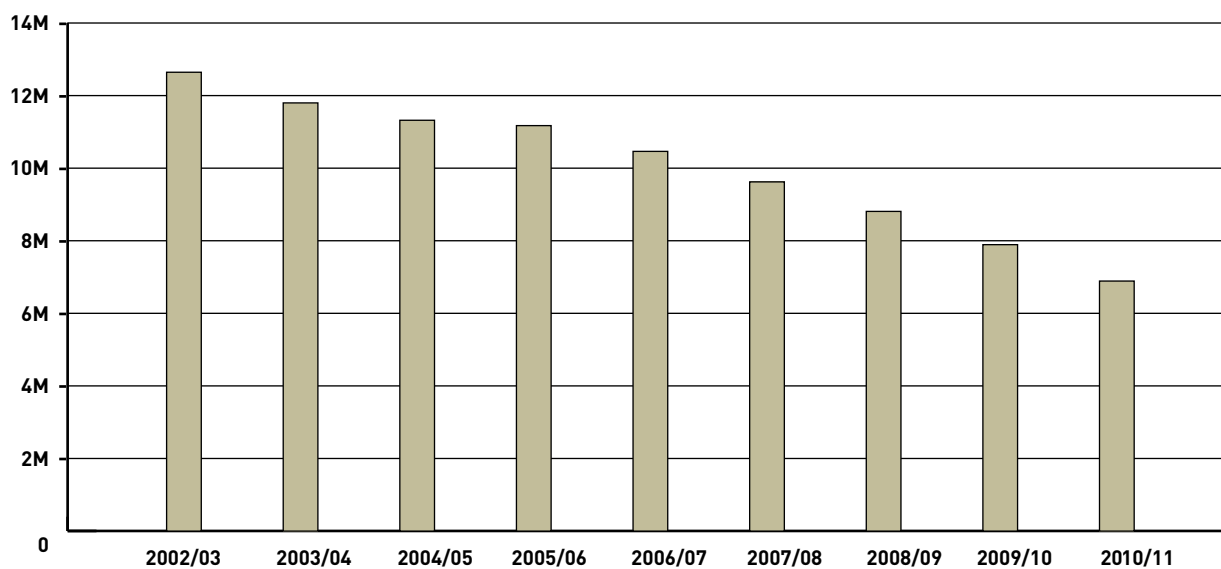
Percentages have been rounded



How Council's debt is being managed



Total loan liability



Operating budget summaries

Principal activity net expenditure for 2008/09

Principal activity	Income \$' 000	Expenditure \$' 000	Net expenditure \$' 000
Built Environment	19,020	22,600	-3,580
Community Development	8,370	16,850	-8,480
Corporate Services	57,270	8,210	49,060
Financial Sustainability	2,840	5,250	-2,410
Natural Environment	10,740	22,710	-11,970
Integrated Planning	310	1,820	-1,510
Total	98,550	77,440	21,110

Corporate services	2007/08 Budget \$' 000	2008/09 Budget \$' 000
Rates	39,550	40,990
Infrastructure levy	1,990	2,070
Environmental levy	2,040	2,110
Pension rebates	-860	-860
Annual charges		880
User fees	80	60
Other revenue	170	150
Interest	1,120	1,700
Operating grants and contributions	3,060	3,130
Profit on asset sales		6,050
Internal transactions		990
Total operating income	47,170	57,270
Employee costs	3,270	3,940
Materials and contracts	980	1,140
Interest expense	650	590
Other operating expense	2,120	2,180
Depreciation	80	80
Internal transactions	260	280
Total operating expenditure	7,360	8,210
Operating result	39,810	49,060

Built environment	2007/08 Budget \$' 000	2008/09 Budget \$' 000
User fees	6,180	6,850
Other revenue		20
Interest	2,070	2,210
Operating grants and contributions	520	520
Capital Grants and contributions	9,450	5,010
Internal transactions	4,710	4,410
Total operating income	22,920	19,020
Employee costs	8,340	8,690
Materials and contracts	3,330	3,300
Other operating expense	3,590	3,940
Depreciation	4,970	5,400
Internal transactions	1,300	1,270
Total operating expenditure	21,530	22,600
Operating result	1,390	-3,580



Natural environment	2007/08 Budget \$' 000	2008/09 Budget \$' 000
Pension rebates	-190	-200
Annual charges	9,400	9,830
User fees	1,130	920
Operating grants and contributions	230	160
Internal transactions	40	30
Total Operating Income	10,600	10,740
Employee costs	6,430	6,550
Materials and contracts	10,520	11,230
Statutory levies	2,330	2,390
Other operating expense	330	320
Depreciation	140	130
Internal transactions	2,290	2,100
Total operating expenditure	22,040	22,710
Operating result	-11,440	-11,980

Integrated planning	2007/08 Budget \$' 000	2008/09 Budget \$' 000
User fees	300	310
Total operating income	300	310
Employee costs	1,490	1,580
Materials and contracts	20	20
Other operating expense	60	80
Internal transactions	120	140
Total operating expenditure	1,690	1,820
Operating result	-1,400	-1,510

Financial sustainability	2007/08 Budget \$' 000	2008/09 Budget \$' 000
Annual charges	460	460
User fees	2,170	2,300
Internal transactions	80	80
Total operating income	2,700	2,840
Employee costs	2,030	2,110
Materials and contracts	1,450	1,480
Other operating expense	820	770
Depreciation	430	450
Internal transactions	750	440
Total operating expenditure	5,480	5,250
Operating result	-2,780	-2,410

Community development	2007/08 Budget \$' 000	2008/09 Budget \$' 000
User fees	6,470	6,700
Operating Grants and contributions	810	840
Capital Grants and contributions		830
Total Operating Income	7,290	8,370
Employee costs	8,330	8,700
Materials and contracts	1,310	1,370
Other operating expense	3,830	3,960
Depreciation	1,440	1,530
Internal transactions	1,170	1,290
Total operating expenditure	16,060	16,850
Operating result	-8,780	-8,480



Project by funding type

Project name	Total cost	General fund	Section 94 funds	Capital grants	Infra-structure levy	Environ-mental levy	Infrastructure and facilities reserve	Swimming pool reserve	Golf course levies	Car parks reserves	Plant reserve	Election reserve
Building works and maintenance	190	190										
Depots	6,000						6,000					
SES relocation	200						200					
Furniture and other assets	10	10										
IT equipment	135	135										
Library resources	530	530										
Plant and vehicles	1,176	767									409	
Catchment analysis	108	108										
Catchment management	162	162										
Communications - survey	30	30										
Community projects	54	54										
Election	523											523
Handheld infringement devices	116	116										
Information kiosk	35	35										
Intranet	30	30										
IT systems projects	108	108										
Planning projects	269	269										
Tree planting	189	189										
Open space acquisition	13,582		13,582									
Parks development	517	213					304					
Playgrounds	311	54					257					
Sewer mining	2,053			830					1,223			
Sports courts	271	99					172					
Sports fields	1,736	399	912				425					
Swimming pool	396						287	109				
Fencing and parking areas	200	200										
Footpaths	408						408					
Roads program	5,528	936		715	1,967		1,910					
Traffic facilities	154	154										
Drainage structures	652						652					
Business Centres Program	190	180								10		
Public domain	111		111									
Biodiversity	136					136						
Communication	65					65						
Community partnerships	211					211						
Fire management	46					46						
Monitoring and evaluation	179					179						
Recreation facilities	50					50						
Regulation and enforcement	167					167						
Town centre projects	117					117						
Water catchments	229					229						
Water sensitive urban design	770					770						
Total	37,944	4,968	14,605	1,545	1,967	1,970	10,615	109	1,223	10	409	523



Capital works and major projects program 2008/2009

Project group/ asset category	Description of work	Estimated total cost (08/09 Prices)	General funds	Developer contributions	Grants
Council buildings	Building works and maintenance	190,000	190,000		
	Depot relocation	6,000,000	6,000,000		
	SES relocation	200,000	200,000		
Operating assets	Furniture and other assets	10,250	10,250		
	IT equipment	135,300	135,300		
	Library resources	530,440	530,440		
	Plant and vehicles	1,176,250	1,176,250		
Operating projects	Catchment analysis	107,630	107,630		
	Catchment management	161,950	161,950		
	Communications - reputation survey	30,450	30,450		
	Community projects	53,810	53,810		
	election	522,700	522,700		
	Handheld infringement devices	116,450	116,450		
	Information kiosk	34,550	34,550		
	Intranet	29,550	29,550		
	IT systems projects	107,630	107,630		
	Planning projects	268,550	268,550		
Fencing and parking areas	Loyal Henry Park court fencing	20,000	20,000		
	St Ives Showground cattle rings - fencing for dog training	30,000	30,000		
	Roseville Park carpark re-sheeting	100,000	100,000		
	Golden Jubilee Fields cycle track safety fencing	50,000	50,000		
Open space acquisition	Open space acquisition	9,608,300		9,608,300	
	Open space acquisition	3,974,170		3,974,170	
Parks development	Swain Gardens Landscape Masterplan - implementation of Stage 1 works to gardens and pathway	45,000	45,000		
	St Ives Village Green Skate and Bike Park - facility design for integration into masterplan	20,000	20,000		
	Turramurra Memorial Park and Karuah Park Landscape Masterplan - Stage 1 works for recreation, accessibility, War memorial enhancement plus \$21,000 grant from NSW Sport and Recreation for exercise equipment circuit	51,000	51,000		
	Two Creeks Track	50,000	50,000		
	Bicentennial Park dog off-leash area contaminated site remediation and reconfiguration in conjunction with Lofberg Oval upgrade and stormwater harvesting project	50,000	50,000		
	District park Upgrade - Lindfield Soldiers Memorial Park new toilet block	64,790	64,790		
	1927 LSMP War Memorial Gates essential restoration repairs	50,000	50,000		
	1944 Army Relief Map restoration works in accordance with CMP and interpretation embellishment, St Ives Showground	83,000	83,000		
	1930 Seven Little Australians Gatehouse Precinct restoration in accordance with CMP	58,000	58,000		
	Memorial Avenue Reserve - landscape works associated with playground upgrade	45,000	45,000		
Playgrounds	Cherrywood Reserve	62,000	62,000		
	St Ives Showground toddler playground	46,000	46,000		
	Turramurra Memorial Park to be supplemented by s94 funds	54,000	54,000		
	Melaleuca Drive playground safety fencing	25,000	25,000		



Project group/ asset category	Description of work	Estimated total cost (08/09 prices)	General funds	Developer contributions	Grants
	Eldinhope Green	52,000	52,000		
	Memorial Avenue Reserve	72,000	72,000		
Sewer mining	Gordon Golf Course watering from recycled water	2,053,080	1,223,080		830,000
Sports courts	Roseville Park tennis courts - floodlights on courts 1-3 for tennis and netball, re-surface practice tennis court area, install basketball half court	95,000	95,000		
	Canoon Road netball courts - construct hotmix area adjacent to court 20 and amenities block, install 2 shelter sheds	33,500	33,500		
	Allan Small Park - resurface 2 synthetic grass courts, repair root damage, install 1 shelter adjacent to courts 1 & 2	43,000	43,000		
	Lofberg Road netball courts - lighting upgrade, retaining wall	36,500	36,500		
	Kendall Street courts - resurface 2 courts with synthetic grass, repair root damage	35,000	35,000		
	The Glade - resurface 2 acrylic tennis courts	28,000	28,000		
Sports fields	Koola Park major upgrade – project investigation	51,250		51,250	
	Aluba 1 and 2 - install new lights and seating/ bubblers/pathways; upgrade playing surface (levels, turf, drainage, irrigation, wicket); upgrade fencing and practice nets - NSW of Sport and Recreation grant of \$30,000 confirmed	413,520	124,000	289,520	
	Aluba 3 - install seating, bubblers and fencing; upgrade playing surface (levels, turf, irrigation, wicket); upgrade fencing and back nets	499,460	124,000	375,460	
	Golden Jubilee Sports Field (No 1) - investigative survey for sports field upgrade	25,630		25,630	
	Golden Jubilee Sports Field (No 2) - new fencing	131,500	29,000	102,500	
	Roseville Chase - install seating and bubblers; upgrade playing surface (levels, turf, irrigation); raise level of wicket; upgrade fencing and back nets	75,090	7,130	67,960	
	Lofberg Oval - floodlighting upgrade to meet Australian Standard	60,200	60,200		
	Bert Oldfield Oval (Killara Park) - Re-construction of cricket turf centre wicket area and wicket drainage. Gordon Cricket Club will be contributing a further \$40,000	45,000	45,000		
	Bert Oldfield Oval (Killara Park) - upgrade of outfield, entry pads, and gutter drainage around oval	34,000	34,000		
	Lofberg Oval- sportsfield upgrade in conjunction with stormwater harvesting works	270,000	270,000		
	St Ives High School (agreement with DET anticipated by September for Council to take responsibility for care, control and management of the sports fields) - security fencing between school and ovals, maintenance of oval surrounds, floodlighting of fields	130,000	130,000		
Swimming pool	Stage 5 of refurbishment works	395,650	395,650		
Tree planting	Tree planting	129,150	129,150		
	Extra projects to be defined	60,000	60,000		
Footpaths	Existing path to East Art Road - south side - Cycleway	75,100	75,100		
	Kissing Point Road west side Maxwell to opp Ravenhill	69,400	69,400		
	Wahroonga to No 107, south side - Cycleway	90,000	90,000		
	Mcintosh to Khartoum 4 west side To Complete Gaps	27,000	27,000		
	Freeway to east Boundary of 138 Coonanbarra Road - north side	17,900	17,900		
	Freeway to Coonabarabra - south side	12,400	12,400		
	Pentecost Avenue to Rushall east side - Costly Connection across Rushall	69,900	69,900		
	Allara Avenue to Normurra Avenue, west side	35,500	35,500		
	Pave nature strip Stanley Close to Mona Vale Road	10,800	10,800		
Roads program	Albion Avenue	42,600	42,600		
	Annabelle Place	74,800	74,800		



Project group/ asset category	Description of work	Estimated total cost (08/09 prices)	General funds	Developer contributions	Grants
	Arundel Street	88,000	88,000		
	Bell Street	27,300	27,300		
	Billabong Avenue	87,400	87,400		
	Collins Road	93,800	93,800		
	Collins Road	88,900	88,900		
	Broula Road	36,000	36,000		
	Diana Avenue	54,400	54,400		
	Flinders Avenue	23,100	23,100		
	Gilroy Road	10,000	10,000		
	Buckingham Road	47,500	47,500		
	Henry Street	152,400	152,400		
	Hopkins Place	53,500	53,500		
	Kiamala Crescent	112,400	112,400		
	Lindfield Library	25,000	25,000		
	Lucia Avenue	68,100	68,100		
	Lynwood Avenue	84,100	84,100		
	Myall Avenue	114,000	114,000		
	Newark Crescent	82,600	82,600		
	Reely Street	65,700	65,700		
	Robinson Street Bardia Place to Badarene Place	57,000	57,000		
	Robinson Street Badarene Place to Tryon Road (east)	91,000	91,000		
	Tallong Place	84,500	84,500		
	Ulm Avenue	50,200	50,200		
	Valley Lane Nelson Road to No 11 Fbdy - 21 M	16,700	16,700		
	Valley Lane No 11 Fbdy - 21 M to Short Street	8,700	8,700		
	Wahroonga Avenue	61,800	61,800		
	Wyuna Road	165,600	165,600		
	Abingdon Road	81,600	81,600		
	Andrew Avenue	105,800	105,800		
	Beaumont Road	85,700	85,700		
	Bourke Street	93,800	93,800		
	Bedford Avenue Burns Road to No 8 Fbdy	81,800	81,800		
	Bedford Avenue No 8 Fbdy to Cul-De-Sac	67,500	67,500		
	Bent Street	101,000	101,000		
	Chapala Close	46,600	46,600		
	Edmund Street	87,600	87,600		
	Gerald Avenue	52,200	52,200		
	Gilda Avenue	110,000	110,000		
	Gowrie Close	49,600	49,600		
	Lennox Street Baldwin Street to No 17 Fbdy	50,300	50,300		
	Lennox Street No 17 Fbdy to Waugoola Street	50,300	50,300		
	Malga Avenue	109,900	109,900		
	Owen Street	101,300	101,300		
	Pibrac Avenue Hastings Road to Cul-De-Sac	50,700	50,700		
	Pibrac Avenue Pibrac Avenue to No 27 Nb Dead End	34,400	34,400		
	Rosebery Road	151,600	151,600		
	Victoria Street	103,000	103,000		



Project group/ asset category	Description of work	Estimated total cost (08/09 prices)	General funds	Developer contributions	Grants
	Wattle Street	79,800	79,800		
	Rehab pavement condition survey and testing	150,000	150,000		
	Bobbin Head Road	209,800	104,900		104,900
	Junction Road	290,200	145,100		145,100
	Rosedale Road	415,000			415,000
	Cherry Street	50,400			50,400
	Bradfield Road	65,900	65,900		
	Coonanbarra Road	80,600	80,600		
	Lawson Parade	142,000	142,000		
	Links Avenue	62,500	62,500		
	Redleaf Avenue	235,000	235,000		
	Yarrabung Road	165,000	165,000		
Traffic facilities	Lofberg Road	51,250	51,250		
	Werona Avenue	51,250	51,250		
	Eastern Road	51,250	51,250		
Drainage structures	Martin Lane and Lord Street - insufficient inlets to 900mm pipe from MC02E20 to MC02E10.	7,000	7,000		
	Lynwood Avenue - Pipe constriction under Lynwood from 1050 to 900 then 1200 mm. 1200 has spare capacity, so could upgrade 3m length of pipe and inlets on Lynwood.	25,000	25,000		
	Knowlman Avenue - Both pipes at headwall RC06A170 have inlet capacity restricted by their diameter. Poor inlet capacity of pits in street. Small pipes in street <30% full.	7,000	7,000		
	Wattle Street - culvert extension and embankment stabilisation	143,000	143,000		
	Addison Avenue at Moore Street - replace ageing pipeline	33,000	33,000		
	Middle Harbour Road - insufficient street drainage system	58,000	58,000		
	Minor Drainage upgrades	60,000	60,000		
	Ormonde Road sag - small pipes are running around 30% full so inlet constrained but total flow could not be carried either in these small pipes so pipes are also constrained.	7,000	7,000		
	Killeaton St to Carcoola Road - the 1200m pipe has capacity to carry the 5 year storm event, pit capacity on road and through properties appears to be the constraint.	7,000	7,000		
	Depression from Warrane Road sag near Lawn Bowls Club - inlet capacity problem from sag at Warrane Rd all the way to MH10A120. Around 50% capacity remains in 750mm.	7,000	7,000		
	Across Pymble Avenue - inlet capacity	7,000	7,000		
	McIntosh and Arthur Street - there is some spare pipe capacity all the way from Rosedale to McIntosh, box section along McIntosh is full, then spare capacity to outlet to creek (750+1050). 70m box section could benefit from upgrade.	7,000	7,000		
	Glencroft Road sag - 900mm pipe passing just south of MC02B10 has some spare capacity so another pit on this side would help.	7,000	7,000		
	Across Maitland Street - inlet capacity	7,000	7,000		
	1a Brentwood Avenue - insufficient capacity for existing system. Pipe augmentation is the option	190,000	190,000		
	Environmental drainage system management	80,000	80,000		
Business Centres Program	Heavy patch and resheeting of car park including landscaping and line marking	40,000	40,000		
	Ashpalt and pavers, street furniture	35,000	35,000		
	Improvements to paving area in front of shops including landscaping and street furniture. Landscaping of car park and line marking	30,000	30,000		
	Heavy patch and resheeting of car park including line marking	40,000	40,000		
	Concrete and pavers banding, street furniture	45,000	45,000		
Public Domain	Public domain study	111,340		111,340	



Project group/ asset category	Description of work	Estimated total cost (08/09 prices)	General funds	Developer contributions	Grants
Trees and natural environment (environmental levy funding)	Regeneration and revegetation	72,100	72,100		
	Urban biodiversity	63,500	63,500		
	Communication	65,000	65,000		
	Community volunteer	99,900	99,900		
	Community grants	111,000	111,000		
	Fire management	45,500	45,500		
	Monitoring and evaluation	178,600	178,600		
	Walking track sites	49,800	49,800		
	Two regulatory support staff	166,500	166,500		
	Sustainable design	116,500	116,500		
	Creeks and streams	180,900	180,900		
	Outlet protection structures	47,700	47,700		
	Stormwater harvesting	569,400	569,400		
	Integrated drainage	200,800	200,800		
TOTAL PROGRAMS		37,940,590	21,789,060	14,606,130	1,545,400



Capital works and major projects program 2009/2010

Project group/ asset category	Description of work	Estimated total cost (09/10 prices)	General funds	Developer contributions	Grants
Council buildings	Building works and maintenance	193,800	193,800		
	Multi-purpose Community Centre (building costs only) stage 1 - masterplan, feasibility study and concept design	72,640	49,220	23,430	
	Depot relocation	6,120,000	6,120,000		
	SES relocation	841,500	841,500		
Operating assets	Furniture and other assets	10,460	10,460		
	IT equipment	138,010	138,010		
	Library resources	541,050	541,050		
	Plant and vehicles	1,199,780	1,199,780		
Operating projects	Catchment analysis	109,780	109,780		
	Catchment management	165,190	165,190		
	Community projects	54,890	54,890		
	IT systems projects	109,780	109,780		
	Planning projects	273,920	273,920		
Fencing and parking areas	Koola Park car park - in conjunction with major sportsfield upgrade	104,550	104,550		
	Koola Park fencing - in conjunction with major sportsfield upgrade	51,000	51,000		
Parks development	Browns Field - landscape works associated with playground upgrade	15,300	15,300		
	St Ives Showground - picnic areas - landscape works associated with playground upgrade	99,960	99,960		
	St Ives Village Green bike park - construction	223,380	223,380		
	Turramurra Memorial Park and Karuah Park Landscape Masterplan - stage 2 works	30,600	30,600		
	Swain Gardens Landscape Masterplan - irrigation works	71,400	71,400		
	Balmaringa reserve - landscape works associated with playground upgrade	25,500	25,500		
	Airman's Park - landscape works associated with playground upgrade	10,200	10,200		
	Kent Road dog off-leash area upgrade	51,000	51,000		
Playgrounds	Balmaringa Reserve	48,960	48,960		
	Airman's Park	29,580	29,580		
	St Ives Chase	40,800	40,800		
	Browns Field playground	16,320	16,320		
	Comenarra Oval playground	24,480	24,480		
	Extra projects to be defined	157,080	157,080		
Sewer mining	Gordon Golf Course watering from recycled water				
Sports courts	Lindfield Community Centre courts - resurface	20,400	20,400		
	New satellite netball facilities (subject to adoption of netball facilities development plan)	125,870	125,870		
	Lofberg Road netball courts - install shelter shed, storeroom and umpires changeroom	35,700	35,700		
	Allan Small Reserve - resurface 2 acrylic courts, resurface basketball practice court	27,130	27,130		
	Lofberg Road netball courts - resheet ct 1, resurface 4 acrylic courts	76,500	76,500		
	Hamilton Park courts - resurface 2 acrylic courts, linemark basketball practice court	25,500	25,500		
Sports fields	Roseville Chase - install seating and bubblers; upgrade playing surface (levels, turf, irrigation); raise level of wicket; upgrade fencing and back nets	336,600	30,600	306,000	
	Koola Park - reconfiguration of field, surface levelling and upgrade, relocation of turf wicket, new lighting and playground	1,566,720	397,290	1,169,430	



Project group/ asset category	Description of work	Estimated total cost (09/10 prices)	General funds	Developer contributions	Grants
	Allan Small Park - installation of new floodlights	71,400	71,400		
	Lindfield Oval No.1 - reconstruction of cricket turf wicket area, wicket drainage, outfield upgrade	153,000	153,000		
	St Ives High School (agreement with DET anticipated by September for Council to take responsibility for care, control and management of the sportsfields) - security fencing between school and ovals, maintenance of oval surrounds, floodlighting of fields	117,300	117,300		
Tree planting	Tree planting	131,730	131,730		
	Extra projects to be defined	61,200	61,200		
Footpaths	North side Turramurra to Ku-ring-gai	31,720	31,720		
	Bradfield to Moore south side to complete	16,420	16,420		
	Eastern side Lady Game Drive to school see Trim 740028	72,620	72,620		
	Between Rosetta Avenue and Springdale Road	27,440	27,440		
	Mona Vale to Gowrie	26,320	26,320		
	K & G across end of road at school boundary to Wallalong south side	22,540	22,540		
	Ryde Road to De Burgh - 610M south side - applying for 50% RTA funding	219,100	219,100		
Roads program	Allan Street	26,110	26,110		
	Anatol Place	23,560	23,560		
	Ancona Road	21,320	21,320		
	Beaumont Road	27,030	27,030		
	Billyard Avenue Eastern Road to Halcyon Avenue	53,040	53,040		
	Billyard Avenue Halcyon Avenue to Young Street	28,760	28,760		
	Binalong Street Grayling Road to No 10 Fbdy	25,090	25,090		
	Binalong Street No 10 Fbdy to Kendall Street	30,500	30,500		
	Blenheim Road Treatts Road to Kenilworth Road	16,630	16,630		
	Blenheim Road Kenilworth Rd to Woodside Avenue	20,400	20,400		
	Blytheswood Avenue Pacific Highway to Oswald Close	57,430	57,430		
	Blytheswood Avenue Oswald Close to No 33 Nbdy	39,470	39,470		
	Blytheswood Avenue No 33 Nbdy to Mildred Street (L)	47,840	47,840		
	Bolton Place	11,630	11,630		
	Bolwarra Avenue	23,660	23,660		
	Boolarong Road Fairway Avenue to Moorina Road	20,400	20,400		
	Boolarong Road Moorina Rd to Korangi Road	30,190	30,190		
	Boronia Avenue	34,370	34,370		
	Burns Road	69,970	69,970		
	Burraneer Avenue south	122,910	122,910		
	Campbell Drive Bogan Place to Clyde Place	66,500	66,500		
	Campbell Drive Clyde Place to Cooper Crescent	70,790	70,790		
	Carbeen Avenue	53,650	53,650		
	Carinya Road	16,010	16,010		
	Cassandra Avenue	26,420	26,420		
	Dalrymple Crescent	105,670	105,670		
	Forbes Lane	18,970	18,970		
	Gleneagles Avenue Golf Links Road to No 15	36,820	36,820		
	Gleneagles Avenue No 15 Fb-14M to No 31 Fb-4M	27,340	27,340		
	Greenway Drive	137,900	137,900		
	Highlands Avenue	18,160	18,160		
	Hill Street	77,930	77,930		
	Johore Place	12,950	12,950		



Project group/ asset category	Description of work	Estimated total cost (09/10 prices)	General funds	Developer contributions	Grants
	Kenilworth Road	44,780	44,780		
	Mcintosh Street	49,880	49,880		
	Neringah Avenue south	17,140	17,140		
	Nulla Nulla Street	21,830	21,830		
	Park Avenue	18,560	18,560		
	Priestley Close	17,140	17,140		
	Raymond Avenue	27,850	27,850		
	Springdale Road	28,760	28,760		
	Sydney Road	55,690	55,690		
	Tryon Road	26,930	26,930		
	Wallalong Crescent	13,360	13,360		
	Walpole Place	37,430	37,430		
	Wambool Street	14,080	14,080		
	Warrabri Place	20,400	20,400		
	Warwick Street	22,340	22,340		
	Winchester Avenue Eton Road to No 12 Fbdy	38,050	38,050		
	Winchester Avenue No 12 Fbdy to Lyle Avenue	36,620	36,620		
	Cassandra Avenue	13,360	13,360		
	Greenway Drive	13,870	13,870		
	Glenview Street No 20 Fbdy to No 36 Fbdy	41,820	41,820		
	Glenview Street Baldwin Street to No 20 Fbdy	47,120	47,120		
	Bruce Avenue	98,630	98,630		
	Bundarra Avenue South	62,830	62,830		
	Calvert Avenue Fitzroy Street to No 24 Nbdy	39,370	39,370		
	Calvert Avenue No 24 Nbdy to Spencer Road	40,700	40,700		
	Coronga Crescent	85,680	85,680		
	Danley Lane	85,370	85,370		
	Dumaresq Street No 9 Fbdy - 4 to No 43 Fbdy	134,440	134,440		
	Dumaresq Street No 43 Fbdy to Vale Street	136,070	136,070		
	Durham Avenue	32,740	32,740		
	Fiddens Wharf Road	112,000	112,000		
	Mayfair Place	28,250	28,250		
	Surrey Road	32,030	32,030		
	Illoura Avenue	67,120	67,120		
	Koola Avenue	96,700	96,700		
	Livingstone Avenue	104,550	104,550		
	Nerringa Avenue North	70,690	70,690		
	Shirley Road	100,780	100,780		
	Springdale Road	74,970	74,970		
	St Ives Shopping car park	239,600	239,600		
	Stanhope Road	53,650	53,650		
	Wolsten Avenue Fairlawn Avenue to No.16	58,340	58,340		
	Wolsten Avenue No.16 to Katina Street	57,320	57,320		
	Woodbury Road	40,290	40,290		
	Narelle Avenue	29,270	29,270		
	Kissing Point Road	153,000	76,500		76,500
	Stanhope Road	357,000	178,500		178,500



Project group/ asset category	Description of work	Estimated total cost (09/10 prices)	General funds	Developer contributions	Grants
	Carlyle Road	270,300			270,300
	Werona Avenue	204,410			204,410
	Boronia Avenue	26,930	26,930		
	Clanville Road Kelburn Road to Lowana Avenue	123,420	123,420		
	Clanville Road Pacific Highway to Bridge	8,670	8,670		
	Clanville Road Bridge to Bridge	10,300	10,300		
	Clanville Road Bridge to Kelburn Road	174,220	174,220		
	Cleveland Street	128,520	128,520		
	Echo Street	59,670	59,670		
	Maranoa Place	20,910	20,910		
	Niblick Avenue	20,600	20,600		
	Northcote Avenue	109,650	109,650		
	Cardigan Road	83,130	83,130		
Traffic facilities	Powell Street	83,640	83,640		
	Yarrabung Road	52,280	52,280		
	Link Road	20,910	20,910		
Drainage structures	Insufficient capacity for existing system. Pipe augmentation or second pipeline 1200mm diameter along Millewa.	340,680	340,680		
	Minor drainage upgrades	61,200	61,200		
	Insufficient street drainage system	112,200	112,200		
	Insufficient capacity for existing system. Diversion of overland flow through easement adjacent to 45. Involve regrading of road, kerb and driveway and grass swale.	71,400	71,400		
	Environmental drainage system management	81,600	81,600		
Business centres program	Business centres program	193,420	193,420		
Public Domain	Public domain study	113,570		113,570	
Trees and natural environment (environmental levy funding)	Regeneration and revegetation	65,790	65,790		
	Urban biodiversity	25,300	25,300		
	Communication	60,790	60,790		
	Community volunteer	91,190	91,190		
	Community grants	101,290	101,290		
	Fire management	87,520	87,520		
	Monitoring and evaluation	106,280	106,280		
	Walking track sites	38,560	38,560		
	Regulation and enforcement	167,080	167,080		
	Town centre projects	308,860	308,860		
	Creeks and streams	262,340	262,340		
	Gross pollution controls	55,690	55,690		
	Stormwater harvesting	404,940	404,940		
	Integrated drainage	230,930	230,930		
TOTAL PROGRAMS		22,772,130	20,430,000	1,612,430	729,710



Capital works and major projects program 20010/2011

Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
Council buildings	Building works and maintenance	198,500	198,500		
	Ku-ring-gai youth centre upgrades -purchase new equipment, furniture, resources, computers and electronic games	166,400		166,400	
	Minor alterations, additional computers, furniture and equipment, 3 centres (Turramurra Senior's Lindfield Seniors and Community Services Support Centres)	118,900		118,900	
Operating assets	Mobile youth service - purchase of vehicle, equipment, resources, computers and electronic games	114,500	27,600	86,900	
	Furniture and other assets	10,700	10,700		
	IT equipment	141,400	141,400		
	Library resources	554,200	554,200		
	Plant and vehicles	1,229,000	1,229,000		
Operating projects	Catchment analysis	112,500	112,500		
	Catchment management	169,200	169,200		
	Community projects	56,200	56,200		
	IT systems projects	112,500	112,500		
	Planning projects	280,600	280,600		
Fencing and parking areas	Lofberg Road netball courts carpark	67,900	67,900		
	Norman Griffiths Oval - verge carparking area	39,200	39,200		
	Allan Small Park fencing	52,200	52,200		
Open space acquisition	Open space acquisition	4,197,900		4,197,900	
	Open space acquisition	5,130,100		5,130,100	
Parks development	Pymble Soldiers Memorial Park - stonework	57,500	57,500		
	Blackburn Reserve - landscape works associated with playground upgrade	26,100	26,100		
	St Crispen's Green - landscape works associated with playground upgrade	12,500	12,500		
	Warrimoo playing field dog off-leash upgrade	26,100	26,100		
	Echo Point Park heritage stonework sea wall reconstruction and bridge abutment stabilisation stage 1- (state heritage listed)	156,700	156,700		
	Gordon Recreation ground - landscape works associated with playground upgrade	65,800	65,800		
	Ticket of Leave Park - landscape works associated with playground upgrade	17,800	17,800		
	Yarrowonga Park - landscape works associated with playground upgrade	10,400	10,400		
	Morona Ave Reserve - landscape works associated with playground upgrade	36,600	36,600		
	St Ives Showground (PA7) - landscape works associated with playground upgrade	130,600	130,600		
Playgrounds	Blackburn Street Reserve	36,600	36,600		
	Gordon recreation ground	78,400	78,400		
	Ticket of Leave Park	26,100	26,100		
	Yarrowonga Close Reserve	23,000	23,000		
	Extra projects to be defined	160,900	160,900		
Sewer mining	Gordon Golf Course watering from recycled water				
Sports courts	New satellite netball facilities (subject to adoption of netball facilities development plan)	76,000	76,000		
	Morona Avenue courts - resurface 2 acrylic courts	20,900	20,900		
	Canoon Road netball courts - resheet and resurface 2 netball courts	62,700	62,700		
	Killara Park courts - resurface 2 synthetic grass courts	36,600	36,600		
	Roseville Park courts - resurface 4 synthetic grass courts	69,000	69,000		
Sports fields	Acron Oval - install seating, bubblers and pathways; upgrade playing surface (levels, turf, irrigation, wicket); upgrade fencing and floodlighting	483,800		483,800	



Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
	Golden Jubilee sports field (No 2) - install new lights, seating, bubblers and pathways; upgrade playing surface (levels, turf, irrigation)	510,900	182,800	328,100	
	Golden Jubilee sports field (No 1) - install seating, bubblers and pathways; upgrade playing surface (levels, turf, irrigation); upgrade fencing	365,700	78,400	287,300	
	Comenarra Park - sportsfield upgrade in conjunction with stormwater harvesting project	168,200	168,200		
	The Glade - sportsfield upgrade in conjunction with stormwater harvesting project	365,700	365,700		
Tree planting	Tree planting	134,900	134,900		
	Extra projects to be defined	62,700	62,700		
Footpaths	Coila to Burns - south side	57,700	57,700		
	East from Saiala to Heath	30,500	30,500		
	Kooyong Street to Ryde Road west side	29,400	29,400		
	Footway full length south side	22,000	22,000		
	Eastern to Young north side	31,800	31,800		
	Full length west side	94,600	94,600		
	Eastbourne to Fox Valley west side	72,200	72,200		
	Huon Park to School east side	58,400	58,400		
	Porters Lane to south side of park south of Richard Road - eastern side	29,800	29,800		
Roads program	Beaconsfield Parade	15,100	15,100		
	Biara Place	13,100	13,100		
	Bolwarra Avenue	23,200	23,200		
	Bontou Road	13,100	13,100		
	Boundary Road	25,600	25,600		
	Bowen Avenue	28,400	28,400		
	Brookfield Place	17,400	17,400		
	Bundabah Avenue Warrabina Av(R) Fk+7 to No 33 Fbdy - 4 Warrabina Av(R) Fk+7 To No 33 Fbdy - 4	6,700	6,700		
	Bundabah Avenue No 30 Fbdy - 7M To Cul-De-Sac No 30 Fbdy - 7M to Cul-De-Sac	7,700	7,700		
	Burraneer Avenue eastern Art Road (Nw) to No 2 Nbdy	12,700	12,700		
	Byron Avenue Richard Road to Cul-De-Sac	11,600	11,600		
	Caithness Street Marian Street to Cul-De-Sac	17,400	17,400		
	Calga Street Griffith to No 26 Fbdy	22,800	22,800		
	Calvert Avenue Spencer Road to No.10	34,500	34,500		
	Capper Street Middle Harbour Road to Chelmsford Avenue	14,900	14,900		
	Carlotta Avenue Pearson Avenue to Highlands Avenue Pearson Avenue To Highlands Avenue	94,700	94,700		
	Carlotta Avenue Highlands Avenue to end Highlands Avenue to end	6,000	6,000		
	Cecil Street No 17 Fbdy to Norfolk Street	49,600	49,600		
	Chase Avenue Ormonde Road (R) to No 2 Ndway (G Cros)	24,100	24,100		
	Chase Avenue No 2 Ndway (G Cros) to End at No 5	6,900	6,900		
	Clarence Avenue Stanhope Road to Cul-De-Sac	10,800	10,800		
	Clermiston Avenue Boundary Street to No 11 Fbdy Boundary Street to No 11 Fbdy	27,600	27,600		
	Clermiston Avenue No 11 Fbdy to Bancroft Avenue No 11 Fbdy to Bancroft Avenue	25,500	25,500		
	Clwydon Place Cleveland Street to Cul-De-Sac	12,700	12,700		
	Cocupara Avenue Polding Road to No 25 Fbdy Polding Road to No 25 Fbdy	24,100	24,100		
	Cocupara Avenue No 25 Fbdy to Cul-De-Sac No 25 Fbdy to Cul-De-Sac	25,700	25,700		



Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
	Commonwealth Road Pacific Highway to Grassmere Road	11,800	11,800		
	Cranford Avenue Memorial Avenue to Cul-De-Sac	10,300	10,300		
	Cyrus Avenue Fox Valley Road to end	20,100	20,100		
	Dennis Avenue Ada Avenue south to Cul-De-Sac	21,500	21,500		
	Derby Street Torokina Avenue to Cul-De-Sac	19,400	19,400		
	Dryden Road Keats Road to Cul-De-Sac	20,100	20,100		
	Eastgate Avenue Truscott Place to Fairbairn Avenue	29,800	29,800		
	Elizabeth Street Strone Avenue to end	15,100	15,100		
	Elizabethan Place No 8 Fbdy to Tudor Place	9,600	9,600		
	Elva Avenue Werona Avenue to No 24 Fbdy	22,900	22,900		
	Eucalyptus Street Eastern Art R Isl+7M To Sussex Road	78,500	78,500		
	Fitzsimons Lane Merriwa Street to No 15 Merriwa Fbdy+2	25,300	25,300		
	Flinders Avenue Lucia Av Nk - 6M to No 29 Nbdy - 2M	5,500	5,500		
	Flinders Avenue No 23 Fb-2M to Briar Street	23,600	23,600		
	Forrest Avenue Curtin Avenue to Cul-De-Sac	23,500	23,500		
	Garnet Street Stanhope Road to No 8 Fbdy	15,300	15,300		
	Garnet Street No 8 Fbdy to Redgum Avenue	14,800	14,800		
	Glenrock Avenue Clissold Road to Cul-De-Sac	14,500	14,500		
	Goulburn Street Rosedale Road to Dorset Drive	29,500	29,500		
	Gould Avenue Warrimoo Avenue to No.11	42,600	42,600		
	Greengate Lane Bruce Avenue Blk 1 to R #10 Greengate R Fb	11,400	11,400		
	Greengate Lane R #10 Greengate R Fb to Bruce Avenue Blk 3	12,200	12,200		
	Grosvenor Lane Grosvenor Road to end at Garage Wall	2,800	2,800		
	Heydon Avenue Yosefa Avenue to Ped Bdge F Edge+15 M	21,700	21,700		
	Highfield Lane Highfield Road to Rear 7 Hfield R Fbdy	11,700	11,700		
	Highfield Lane Rear 7 Hfield R Fbdy to Pathway (R)	9,200	9,200		
	Highfield Lane Pathway (R) to end	6,200	6,200		
	Highlands Avenue Carlotta Avenue to dead end	11,200	11,200		
	Hillcrest Street Water Street to end at No 6 Fbdy - 1	10,000	10,000		
	Horwood Avenue Charles Street to Albert Drive	23,600	23,600		
	Illoura Lane Millewa Avenue to Billyard Lane	10,200	10,200		
	Killeaton Street Yarrabung Road to Shannon Street	38,600	38,600		
	Kingsford Avenue Barwon Avenue to end	19,400	19,400		
	Kiogle Street Fox Valley Road to No 8 Fbdy	14,400	14,400		
	Kochia Lane Lindfield Avenue to Milray Street	8,600	8,600		
	Kochia Lane Milray Street to Nelson Road	8,100	8,100		
	Ku-ring-gai Avenue Wonga Wonga Street to Boomerang Street (Right)	26,600	26,600		
	Livingstone Avenue Livingstone Avenue B02 to Orinoco Street B02	6,200	6,200		
	Llewellyn Lane Llewellyn Street to Burleigh Street	11,900	11,900		
	Llewellyn Street Pacific Highway to Llewellyn Lane	13,700	13,700		
	Loombah Avenue Tryon Road to Robinson Street	34,500	34,500		
	Loorana Street Duntroon Avenue to Cul -De-Sac	9,500	9,500		
	Lowther Park Avenue Pacific Highway to Cul-De-Sac	21,500	21,500		
	Luton Place Memorial Avenue to Cul-De-Sac	10,800	10,800		
	Luxor Parade Merlin Street to No 16 Fbdy	22,500	22,500		
	Luxor Parade No 16 Fbdy to Cul-De-Sac	16,100	16,100		
	Maunder Avenue Dead end to Dead end	30,100	30,100		



Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
	Maytone Avenue Illeroy Avenue to end	18,100	18,100		
	Meadway Close Kulgoa Road to Cul-De-Sac	12,200	12,200		
	Merrivale Lane Buckra Street Fk+3 to end at No 130 Nb+15	5,600	5,600		
	Montah Avenue Kalang Avenue to Rosebery Road	24,900	24,900		
	Montah Avenue Rosebery Road to end at Eastern Art Road	9,900	9,900		
	Moorina Road Pentecost Avenue to Boolarong Road	19,000	19,000		
	Oliver Road Hill Street (Left) to The Grove	25,400	25,400		
	Oroya Parade Earl Street to Park Avenue	8,500	8,500		
	Pennant Avenue Browns Road to No 5 Fbdy/start Cp	10,100	10,100		
	Randolph Street Young Street (R) to Cul-De-Sac	23,300	23,300		
	Reservoir Road Selwyn Street to end	7,400	7,400		
	Riddles Lane Mona Vale Road to Macquarie Road	12,100	12,100		
	Riddles Lane Macquarie Road to Kulgoa Road	12,700	12,700		
	Rosedale Road Cameron Road to Baldwin Street	51,400	51,400		
	Rosedale Road Baldwin Street to No 90 Fd+4	55,500	55,500		
	Russell Avenue Lindfield Avenue (Left) to Trafalgar Avenue	41,100	41,100		
	Savoy Avenue Redfield Road to Cul-De-Sac	20,000	20,000		
	Stonecrop Road No 14 Fb to end	12,600	12,600		
	Taunton Street Alma Street to Cul-De-Sac	22,300	22,300		
	The Glade Lucinda Avenue to end	29,500	29,500		
	Towri Close north end (No 1Nd) to south end (No 7 Fd)	18,700	18,700		
	Trentino Road Eastern Road to Michele Place	29,100	29,100		
	Trentino Road Michele Place to Ancona Road	16,700	16,700		
	Wahroonga Avenue Braeside Street to Kintore Street	15,000	15,000		
	Warwick Street Spencer Road to No 14 Fbdy	22,900	22,900		
	Warwick Street No 14 Fbdy to Buckingham Road	22,800	22,800		
	Wellington Road Melbourne Road to Wellington Lane (E)	52,700	52,700		
	Wolseley Road end Cul-De-Sac (N) to start Cul-De-Sac (S)	7,200	7,200		
	Adams Avenue Princes Street to Buckra Street (R)	109,900	109,900		
	Avon Road Arilla Road to end at The Gate No 1	51,200	51,200		
	Calvert Avenue No.10 to Mildura Street	59,200	59,200		
	Collins Road Cranford Avenue to Mudies Road	134,800	134,800		
	Fairway Avenue No 10Fb-3M to Pentecost Avenue	40,700	40,700		
	Fiddens Wharf Road Cook Road to Prince Road	63,700	63,700		
	Fiddens Wharf Road Prince Road to Golf Links Road	48,800	48,800		
	Fox Valley Road Seymour Close to The Broadway	14,500	14,500		
	Fox Valley Road The Broadway to Cul-De-Sac	37,900	37,900		
	Gould Avenue No.11 to Lee Place	107,100	107,100		
	Highfield Road Pacific Highway to Wallace Parade	144,900	144,900		
	Killeaton Street Lucia Avenue to Acron Road	31,900	31,900		
	Kulgoa Road No 83 Nb+12M to Turning Area end	13,700	13,700		
	Kulgoa Road No 83 Nb+12M to Peace Avenue	5,300	5,300		
	Lucinda Avenue Pacific Highway to The Glade	157,300	157,300		
	Lucinda Avenue The Glade to Eastbourne Avenue	119,500	119,500		
	Macleay Avenue Clissold Road to Cul-De-Sac	128,000	128,000		
	Malga Avenue Koongara Rd to Griffith Avenue	169,900	169,900		
	Memorial Avenue Toolang Road to Cul-De-Sac	55,100	55,100		



Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
	Railway Avenue Coonanbarra Road to Redleaf Avenue	47,700	47,700		
	Railway Avenue Railway Avenue Blk 1 to Millewa Avenue	22,100	22,100		
	Reservoir Road Pacific Highway to Rear 19 Bannockburn	32,800	32,800		
	Spencer Road Norfolk Street to Calvert Avenue	38,400	38,400		
	Stuart Street Illoura Avenue Nk-18M to Illoura Av Fk+20M	45,700	45,700		
	Stuart Street Illoura Avenue Fk+20M to Cleveland Street	99,400	99,400		
	The Chase Road Eastern Road to No 21 Fb	147,400	147,400		
	Bobbin Head Road Keats Road to No 220 Fbdy - 1	170,600	85,300		85,300
	Bobbin Head Road No 220 Fbdy - 1 to Allara Avenue	73,400	36,700		36,700
	Kissing Point Road Catalpa Crescent to Monteith Street	90,700	45,300		45,300
	Kissing Point Road Monteith Street to Boronia Avenue	111,800	55,900		55,900
	Springdale Road Stanhope Road to Karanga Avenue	75,900	37,900		37,900
	Tryon Road Lindfield Avenue to Milray Street	136,500			136,500
	Tryon Road Milray Street to Nelson Road (left)	140,400			140,400
	Moore Avenue Fiddens Wharf Road to Bradfield Road	111,100			111,100
	Moore Avenue Bradfield Road to Lady Game Drive	98,300			98,300
	The Chase Road Tennyson Avenue to Burns Road	60,600	60,600		
	The Crest Rosebery Road to Rosetta Avenue	43,000	43,000		
	Highfield Road Dorman Cresc right to Lady Game Drive	63,800	63,800		
	Killeaton Street Shannon Street to Lucia Avenue	58,700	58,700		
	Lindfield Avenue Treatts Road (left) to Reid Street	91,200	91,200		
	Lindfield Avenue Reid Street to Railway Underpass	94,100	94,100		
	Millewa Avenue Nerigah Avenue north to bridge	125,300	125,300		
	Miowera Road Normurra Avenue (right) to No 36 Fbdy	36,700	36,700		
	Miowera Road No 36 Fbdy to Somerset Avenue	40,200	40,200		
	Narelle Avenue No 37 Nd - 11M to No 16 Fbdy	36,000	36,000		
	Onslow Lane Darnley Street to Cul-De-Sac	15,500	15,500		
	Paul Avenue Catherine Street to No 32 Nbdy	30,100	30,100		
	Trentino Road Ancona Road (right) to No 26 Fbdy	38,700	38,700		
	Vale Street Moree Street to St Johns Avenue (right)	31,200	31,200		
	Vale Street St Johns Avenue (right) to Cul-De-Sac	19,400	19,400		
Traffic Facilities	Woodbury Road	160,600	160,600		
Drainage structures	Insufficient capacity for existing system. Pipe augmentation or second pipeline 1050mm diameter along the southern boundary.	259,100	259,100		
	Environmental drainage system management	83,600	83,600		
	Insufficient capacity for existing system. Upgrading existing pipe on road is the option	276,900	276,900		
	Minor drainage upgrades	62,700	62,700		
Business centres program	Business centres program	198,100	198,100		
Trees and natural environment (environmental levy funding)	Regeneration and revegetation	65,600	65,600		
	Urban biodiversity	25,200	25,200		
	Communication	60,600	60,600		
	Community volunteer	76,700	76,700		
	Community grants	100,900	100,900		
	Fire management	169,600	169,600		



Project group/ asset category	Description of work	Estimated total cost (10/11 prices)	General funds	Developer contributions	Grants
	Monitoring and evaluation	111,100	111,100		
	Walking track sites	28,300	28,300		
	Regulation and enforcement	166,500	166,500		
	Town centre projects	313,000	313,000		
	Creeks and streams	191,800	191,800		
	Gross pollution controls	55,600	55,600		
	Stormwater harvesting	453,100	453,100		
	Integrated drainage	237,300	237,300		
TOTAL PROGRAMS		25,271,900	13,724,900	10,799,400	747,400



Appendix A

Programs and links to website

Civic leadership and corporate services

Department of Local Government Promoting Best Practice Review Action Plan
List statutory reports and timing requirements
IT agreed projects
Land Information projects
Customer service standards
Ombudsman guidelines
IT service standards (help desk service level agreement)
S149 timeframes
FOI timeframes
S12 timeframes

Built environment

Building Maintenance Program and General Maintenance Program
Capital works project
Infrastructure Levy Program
Environmental Levy Program
Stormwater Charge Program
Road safety Program
Traffic and Transport Program
Transport accessibility standard
Landfill Environmental Management Plan
Park maintenance programs
Sportsfield maintenance programs
Tree Maintenance Program
Proactive Tree Maintenance Program
Bushland Maintenance Program
Accessibility standards (DDA Action Plan)
Planning objectives (Link to DCP and LEP)
Fire safety standards (BCA)

Natural environment

Bushland Regeneration Program (Link to be provided in final document)
Bushland Management Program (Link to be provided in final document)
Hornsby/Ku-ring-gai Fuel Management Program (Link to be provided in final document)
Stormwater Pollution Control Maintenance Program
Creek Remediation Program
Integrated Water Management program (Link to be provided in final document)
EEC vegetation mapping method (Link to be provided in final document)

EEC Training Program (Link to be provided in final document)

Integrated planning

Milestone reports as adopted (Planning and Open space)
PoM program as adopted (pool etc)

Financial management

Statutory financial reports
Strategic Asset Management Policy and Strategy
S94 plans
Long term financial model
Procurement Policy
Financial statements
Investment Policy

Community development

Community Plan recommendation
Disability Discrimination Act Action Plan
Seniors services activities
Youth services activities
Cultural Plan recommendations
School holiday program
Spring in to Action activities
Art Centre programs
Art Centre School Holiday Program
Art Centre Teen Vacation Program
Environmental education activities
Active Ku-ring-gai Program
Community Plan Target Groups Summary



Appendix B

Plans of management

Plans of Management provide a framework for management of community land and facilities such as parks, sports grounds and community halls. The requirements for Plans of Management are set out in the *Local Government Act 1993* and include consulting with the community.

Plans can either be “generic” or “specific”. A generic plan applies to a number of similar areas of community land for which the values held and issues needing attention are similar (e.g., sportsgrounds). A specific plan is prepared for specialised facilities such as Marian Street Theatre or a significant area of open space such as Ku-ring-gai Bicentennial Park.

Plans of management	Date adopted	Type
Tennis courts	Jun-96	generic
Swain Gardens	Sep-96	Site specific
St Ives Village Green	Aug-98	site specific
North Turramurra Recreation Area	Dec-98	site specific
St Ives Showground	Jun-99	site specific
Rowe St car park	Aug-99	site specific
East Roseville Community Centre	Dec-99	site specific
Canoon Road Recreation Area South Turramurra	Jun-00	site specific
Firs Cottage, Roseville Park, Roseville	Jun-00	site specific
Community halls and meeting rooms	Oct-00	generic
Tulkiyan, 705 -707 Pacific Highway, Gordon	Feb-01	site specific
Ku-ring-gai Performing Arts Resource Centre	Mar-01	site specific
Car parks	Oct-01	generic
Community Groups Centre and car park, St Ives	Oct-01	site specific
Wahroonga car park	Oct-01	site specific
Gordon Golf Clubhouse Precinct	Nov-01	site specific
Gordon and North Turramurra Golf Courses	Nov-01	site specific
St Ives Village car park	Nov-01	site specific
Ku-ring-gai Bicentennial Park	Aug-02	site specific
Marian Street Theatre	Aug-02	site specific
Lindfield library	Sep-02	site specific
Sports grounds	Jul-03	generic
Ku-ring-gai library	Dec-03	site specific
Echo Point Park	Jun-04	site specific
Unit 1, 12-18 Tryon Road, Lindfield Lindfield Early Childhood Centre	Dec-04	site specific
Parks	Sep-05	generic
Ku-ring-gai Bushland Reserves	May-06	generic



Appendix C

Plans and policies

Civic Management

Policy for Payment of Expenses and Provision of Facilities to Councillors
Councillor Access to Information & Interaction with Staff Policy
Conflict of Interest Policy
Gifts & Benefits Policy
Code of Conduct
Code of Meeting Practice
Internal Reporting Policy (*Protected Disclosures Act 1994*)
Statement of Business Ethics

Community

Financial Assistance for Community Groups Policy (Donations Policy)
Leasing for Community Groups Policy
Ku-ring-gai Access Policy
Library Collection Development Policy
Community Use of Council's Community Facilities – Waiving of Fees
Cultural Plan
Access and Equity Policy
Holiday Recreation Program - Operations Policy
Public Art Policy
Filming Policy
Customer Request and Complaints Policy
Sponsorship Policy
Draft Graffiti Policy
Bushcare Volunteer Policy
Bushland Education Policy
Prohibition of Animal Circus Performances

Corporate

Human Resources Corporate Standards
Child Protection – Corporate Standard
Prohibited Persons (Counselling and Termination of Employment) – Corporate Standard
Internet & E-mail Usage Policy
Investment Policy
Purchasing Policy
Tendering Policy
Workplace Surveillance Policy

Strategy

Ku-ring-gai Planning Scheme Ordinance and Associated Zoning Maps
Interim Development Orders Current Nos 29, 78, 79

Interim Development Orders Repealed 1-28, 30-77

Draft Local Environmental Plans Exhibited:

165, 168, 175, 185, 186, 189, 191, 192, 196, 208, 210,

Draft Local Environmental Plan 2006 (Town Centres),

Draft Local Environmental Plan 2006 (Town Centres) (Draft Amendment No 1),

Draft Local Environmental Plan 2006 (Town Centres) (Draft Amendment No 2),

Draft Local Environmental Plan 2006 (Town Centres) (Draft Amendment No 3)

Ku-ring-gai Local Environmental Plans Repealed:

1, 2, 3, 4, 6, 7, 8, 9, 11, 12, 15, 16, 17, 18, 19, 25, 26, 27, 28, 29, 31, 32, 34, 35, 38, 39, 40, 46, 48, 49, 50, 51, 71, 79, 81, 82, 83

Ku-ring-gai Local Environmental Plans Current:

10, 13, 14, 22, 23, 33, 37, 41, 42, 45, 54, 55, 58, 60, 62, 64, 65, 67, 70, 72, 73, 74, 75, 76, 77, 84, 85, 86, 87, 89, 90, 92, 94, 95, 96, 97, 100, 101, 102, 103, 105, 106, 109, 110, 112, 113, 114, 116, 117, 118, 120, 121, 123, 124, 125, 129, 130, 131, 133, 134, 137, 138, 139, 140, 143, 146, 147, 149, 155, 157, 158, 159, 160, 162, 163, 169, 170, 171, 172, 174, 177, 179, 180, 182, 183, 188, 190, 194, 197, 200, 202, 201, 204, 207

Ku-ring-gai (Consolidating) Local Environmental Plan 1987

Ku-ring-gai (Heritage Conservation) Local Environmental Plans 1-9, 11, 12, 13, 14, 17, 22, 26, 32

Ku-ring-gai Draft (Heritage Conservation) Local Environmental Plans 10, 16, 18, 19, 20, 21, 27, 28, 29, 30, 31, 33

Draft Conservation Area, East Gordon – DLEP 25

House Numbers - kerb painted

Draft Development Control Plans Exhibited:

1. Ku-ring-gai Town Centres Development Control Plan 2006 (St Ives)

2. Ku-ring-gai Town Centres Development Control Plan 2006 (Turramurra)

3. Ku-ring-gai Town Centres Development Control Plan 2006 (Pymble)

4. Ku-ring-gai Town Centres Development Control Plan 2006 (Gordon)

5. Ku-ring-gai Town Centres Development Control Plan 2006 (Lindfield)

6. Ku-ring-gai Town Centres Development Control Plan 2006 (Roseville)

Development Control Plan Nos:

1. 14-20 Link Road, St Ives - Certified 7.1.87

2. Kintore Street, Wahroonga - Certified 29.4.87

3. 1-19 Bent Street, Lindfield - Not proceeded with Council Resolution 1.9.87



4. 49-51 Burns Road, Wahroonga - Certified 17.8.88
 5. Area generally bounded by 19 Pacific Highway, North Shore Railway Line, Boundary Street and Pacific Highway, Roseville - Not made
 6. Development in Residential Zones - Superseded by DCP 38
 7. Business Centres - Abandoned - Council Resolution 4.9.90
 8. Professional Consulting Rooms - Adopted 26.9.89, Certified 11.10.89
 9. 1-7 Bent Street, Lindfield - Not proceeded with Council Resolution 5.6.90
 10. 66-96 Pacific Highway, Roseville - Not made
 11. Pymble Business Centre - Superseded by DCP 14
 12. Town Houses and Villa Houses - No longer relevant with repeal of SEPP No 28
 13. Former St Ives Public School, 6-10 Porters Lane, St Ives - to be prepared
 14. Business Centre - Certified 8.8.95
 15. 134-138 Eastern Road, Wahroonga - Certified 30.9.92
 16. CSIRO Land - Bradfield Road, West Lindfield - Certified 15.1.97
 17. 'Hillcrest' 324-346 Mona Vale Road, St Ives - Certified 13.12.93
 18. 'Uralba' 75 Livingstone Avenue, Pymble - Certified 22.6.94
 19. 2-4 Mona Vale Road, Pymble - Certified 27.7.94
 20. 803-805 Pacific Highway, Gordon - Certified 7.7.94
 21. 67, 69-71, 73-75 Clissold Road, Wahroonga - to be prepared
 22. 9-15 Curagul Road, North Turramurra - Amended 6.12.94, Certified 16.12.94
 23. Properties adjoining Bushland - not made.
 24. Dual Occupancy Development - Policy Document
 25. Masada College, Wolseley Road, Lindfield - To be prepared
 26. 986 Pacific Highway and 2-4 Bloomsbury Avenue, Pymble - Certified 15.1.97
 27. Advertising Signs - Certified 17.4.96
 28. 153-165 Grosvenor Road, Wahroonga - Certified 6.12.96
 29. 71-81, 68-72 Maxwell Street, 270-280 Kissing Point Road, South Turramurra - Draft
 30. Access - Certified 14.5.97
 31. Exeter Road, Wahroonga - Certified 12 March 1996
 32. 9, 11, 15, 17, 19 Bent Street, Lindfield - Certified 9.4.97
 33. Milner Royd - 1379 Pacific Highway, Turramurra - Certified 28.8.96
 34. 1022-1028 Pacific Highway, Pymble - Certified 6.8.97
 35. 1142-1180 Pacific Highway, Pymble - Certified 21.5.97
 36. 66 Livingstone Avenue, Pymble - Certified 26.11.97
 37. Residential Design Manual - (4/2/2002)
 38. 10 Post Office Street, Pymble and 6 & 8 Park Crescent, Pymble - Certified 8.4.98
 39. Construction and Demolition Waste Management - Certified 5.6.98
 40. 75 Junction Road, Wahroonga - Certified 16.12.98
 41. Regulation of Brothels - Certified 7.5.99
 42. Car Parking - Certified 25.11.98
 43. 414 Pacific Highway, Lindfield - Certified 28.4.99
 44. 33, 35-41 Billyard Avenue, Wahroonga - Draft
 45. Exempt and Complying Development - Certified 1/1/2001
 46. Water Management - Adopted March 2004
 47. Medium Density - Adopted 12/12/2001
 48. 414-420 Bobbin Head Road, Turramurra - Adopted 5/3/2002
 49. 986 Pacific Highway & 5 Suakin Street, Pymble
 50. Outdoor Dining (Draft)
 51. Multi-Unit Housing No 55 - Rail/Road Corridor, Pacific Highway and St Ives Centre (effective 14/12/2004) - Revised 1/2/2005
 52. Child Care Centres
- ### Codes and Policies (Strategy)
- Bushfire Management Policy
 - Weed Management Policy
 - Ku-ring-gai Landscape and Habitat Vision Statement
 - Landscape Management Policy
 - Fauna Management Policy
 - Recreation in Natural Areas Policy
 - St Ives Showground Plan of Management
 - Temporary Access over Community Lands Policy
 - Open Space Strategy
 - Riparian Policy
 - Community Consultation Policy
 - Subdivision Code
 - Code for use of Reflective Glass
 - Code for Service Stations, Petrol Fill Points and Associated Services
 - Code for Housing for Older People and People with a disability
 - Code for Control of Group Homes in Ku-ring-gai Municipality
 - Code for Control of School Development
 - Policy on Preparation of Environmental Impact Assessments
 - Ku-ring-gai Section 94 Contributions Plan 2004-2009 - Residential Development
 - Ku-ring-gai Section 94 Contributions Plan No 1
 - Ku-ring-gai Section 94 Contributions Plan: 324-346 Mona



Vale Road, St Ives 'Hillcrest'

Ku-ring-gai Section 94 Contributions Plan: 9, 9A, 11 & 15
Curagul Road, North Turramurra

Ku-ring-gai Section 94 Contributions Plan: West Lindfield
Business Centre Car Parking

Ku-ring-gai Section 94 Contributions Plan: Wahroonga
Business Centre Car Parking

Ku-ring-gai Section 94 Contributions Plan: SEPP5 Housing
Guidelines for Development of Heritage Properties

Guidelines for the Submission of Additional Information for
Development Applications to Demolish Heritage Items

Design Guidelines for Business Centres Development

Telecommunications Code

Policy - Dual Occupancy Development and Associated
Subdivision (only for applications under 'preserved
development' - SEPP 25 Amendment 4)

Dual Occupancy Development Control Code (adopted 8/4/03)

Cowan Creek Catchment Stormwater Management Plan

Lane Cove River Catchment Stormwater Management Plan

Middle Harbour Catchment Stormwater Management Plan

Policy for Notification of Applications for Development
Consent and Building Activity

Policy for Siting Satellite Dishes

Code for the Control and Regulation of Noise on Building
Sites

Policy for Placement of Waste Containers & Waste Trailers
on Footpaths, Native Strips and Roads

Policy for Control of Building Materials on Footpaths, Nature
Strips and Roads

Inter-allotment Drainage Schemes

National Food Premises Code

Tennis Court Retention Ponds safety

Clothing Bins - Placement of Used Clothing Bins

Water Conservation Protocol

Lead in Buildings Policy

Local Approvals Policy

Energy Efficient Housing Policy

Policy for Control of Demolition of Buildings

Development Control Plan No 40 and Policy for Construction
and Demolition Waste Management

Dispute Resolution Policy

Termite Protection Policy

Ku-ring-gai Heritage Study 1987

Ku-ring-gai Heritage Study - Aboriginal Sites - 1988

Contaminated Land Management Policy 2004

Sir David Martin Reserve Landscape Masterplan

Draft Swain Gardens Landscape Masterplan

Planning Agreement Policy (Draft)

Operations

Directional Signs on State and Regional Roads

Drainage Easements

Drainage Works and Maintenance Procedures

Fencing

Fleet Management & Driver Safety - Conditions of Use

Footpath Policy and Procedures for footpath repairs and
maintenance

Hornsby Ku-ring-gai Local Disaster Plan (Local DISPLAN)

Hornsby Ku-ring-gai Local Emergency Operations Centre
- Standing Operating Procedures

Kerb and Gutter Construction

Ku-ring-gai Traffic Advisory Committee

Ku-ring-gai Traffic Committee

Parking of Vehicles on Footpaths

Prioritising Capital Works

Public Lighting - Lighting of Scouts and Guides' Premises on
Council Land

Public Lighting - Residential Streets

Public Lighting - Shading of Lamps

Road Hierarchy

Road Maintenance & Repairs Policy and Procedures
1/3/2004

Road Openings - General Conditions

Road Safety Strategic Plan

Secondary Road 2043 - Future Work

Secondary Road 2043 - Load limit

Standing Restrictions at Driveways

State and Regional Roads Funding to Local Government

Stormwater Drainage Manual and Management

Street Lighting

Street Name Plates

Street Parking near Transport Terminals and Commercial
Centres

Streets with Load Limits

Traffic and Transport Policy

Traffic Facilities - Approval

Vehicular Access Crossings: Access Driveway Grades

Vehicular Access Crossings: Maintenance & Repair

Vehicular Access Crossings: Specification for Construction
of Gutter and Footpath Crossings

Tree Preservation Order

Naming of Parks and Reserves - Procedure in Naming
Proposals for Parks and Reserves in Ku-ring-gai

Wet Weather (Sportsfield) Policy

Pro-active Tree Management Policy

Tree Management Policy

Development & Regulation

Inter-Allotment Drainage Schemes



Appendix D

Global Reporting Initiative Index

Global Reporting Initiative G3		
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1.2	Description of key impacts, risks, and opportunities	7-8, 15-19
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2.4	Location of organisation's headquarters.	Back page
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Back page
2.6	Nature of ownership and legal form	20
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2.8	Scale of the reporting organisation, including: • number of employees; • net sales (for private sector organisations) or net revenues	66
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3.6	Boundary of the report (countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Back page
3.7	State any specific limitations on the scope or boundary of the report	Reported in Annual Report
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations	60
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	Reported in Annual Report
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	13
GRI Content index		
3.12	Table identifying the location of the Standard Disclosures in the report. Identify the page numbers or web links where the following can be found: <ul style="list-style-type: none"> • Strategy and Analysis 1.1 – 1.2; • Organisational Profile 2.1 – 2.10; • Report Parameters 3.1 – 3.13; • Governance, Commitments, and Engagement 4.1 – 4.17; • Disclosure of Management Approach, per category; • Core Performance Indicators; • Any GRI Additional Indicators that were included; and • Any GRI Sector Supplement Indicators included in the report 	15-40
Assurance		
3.13	Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organisation and the assurance provider[s]	Reported in Annual Report



Governance, commitments and engagement		
Governance		
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisation oversight	20-24
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	20
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	-
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	20-23
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance	Reported in Annual Report
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4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics	20-24
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	7-9, 16
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4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	27-44
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4.15	Basis for identification and selection of stakeholders with whom to engage	19
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Economic performance indicators		
Economic performance		
EC1	Economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and to governments	13, 16, 40-41
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Aspect: market presence		
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	28
Indirect economic impacts		
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	41
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	41
Environmental performance indicators		
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EN1	Materials used by weight or volume	32
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Energy		
EN3	Direct energy consumption by primary energy source	35
EN5	Energy saved due to conservation and efficiency improvements.	35
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	13,
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Water		
EN8	Total water withdrawal by source	13, 35
EN9	Water sources significantly affected by withdrawal of water	35
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Biodiversity		
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	13, 35
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	35
EN13	Habitats protected or restored	13, 35
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	35
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	13, 35
Emissions, effluents and waste		
EN16	Total direct and indirect greenhouse gas emissions by weight.	
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	
EN22	Total weight of waste by type and disposal method	13, 32
EN23	Total number and volume of significant spills	32
Products and services		
EN26	Initiatives to manage the environmental impacts of products and services and extent of impact mitigation	35
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	32
Compliance		
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	32
Overall		
EN30	Total environmental protection expenditures and investments by type	35
Social performance		
Labour practices and decent work performance indicators		
Employment		
LA1	Total workforce by employment type, employment contract, and region	Reported in Annual Report
LA2	Total number and rate of employee turnover by age group, gender, and region	Reported in Annual Report
Occupational health and safety		
LA7	Rates of injury, occupational diseases, lost days, and absenteeism and number of work-related fatalities by region.	Reported in Annual Report
LA8	Education, training, counselling, prevention and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	13
Diversity and opportunity		
LA13	Composition of governance bodies' and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	20-24
Social performance: society performance indicators		
Community		
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	28, 32, 43
Corruption		
S02	Percentage and total number of business units analysed for risks related to corruption	28
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	28
S04	Actions taken in response to incidents of corruption	28
Compliance		
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	32
Social performance: product responsibility performance indicators		
Customer health and safety		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	32
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	32
Products and services		
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	28
Marketing communications		
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	28



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CAPITAL WORKS AND MAJOR PROJECTS 2008/2009

Project Name	Total Cost	General Funds	Section 94 Funds	Capital Grants	Infrastructure Levy	Environmental Levy	Infrastructure & Facilities Reserve	Swimming Pool Reserve	Golf Course Levies	Carparks Reserves	Plant Reserve	Election Reserve
Building Works & Maintenance	190	190										
Depots	6,000						6,000					
SES relocation	200						200					
Furniture & Other assets	10	10										
IT Equipment	135	135										
Library Resources	530	530										
Plant & Vehicles	1,176	767									409	
Catchment Analysis	108	108										
Catchment Management	162	162										
Communications - Survey	30	30										
Community Projects	54	54										
Election	523											523
Handheld infringement devices	116	116										
Info Kiosk	35	35										
Intranet	30	30										
IT Systems Projects	108	108										
Planning Projects	269	269										
Tree Planting	189	189										
Open Space Acquisition	13,582		13,582									
Parks Development	517	213					304					
Playgrounds	311	54					257					
Sewer Mining	2,053			830					1,223			
Sports Courts	271	99					172					
Sports Fields	1,736	399	912				425					
Swimming Pool	396						287	109				

Fencing & Parking Areas	200	200										
Footpaths	408						408					
Roads Program	5,528	936		715	1,967		1,910					
Traffic Facilities	154	154										
Drainage structures	652						652					
Business Centres Program	190	180								10		
Public Domain	111		111									
Biodiversity	136					136						
Communication	65					65						
Community Partnerships	211					211						
Fire Management	46					46						
Monitoring & Evaluation	179					179						
Recreation Facilities	50					50						
Regulation & Enforcement	167					167						
Town Centre Projects	117					117						
Water Catchments	229					229						
Water Sensitive Urban Design	770					770						
Total	37,944	4,968	14,605	1,545	1,967	1,970	10,615	109	1,223	10	409	523

Capital works and major projects program 2008/2009

Project Group/ Asset Category	Description of Work	Estimated Total Cost (08/09 Prices)	General Funds	Developer Contributions	Grants
Council Buildings	Building Works & Maintenance	190,000	190,000		
	Depot relocation	6,000,000	6,000,000		
	SES relocation	200,000	200,000		
Operating Assets	Furniture & Other assets	10,250	10,250		
	IT Equipment	135,300	135,300		
	Library Resources	530,440	530,440		
	Plant & Vehicles	1,176,250	1,176,250		
Operating Projects	Catchment Analysis	107,630	107,630		
	Catchment Management	161,950	161,950		
	Communications - Reputation Survey	30,450	30,450		
	Community Projects	53,810	53,810		
	Election	522,700	522,700		
	Handheld infringement devices	116,450	116,450		
	Information Kiosk	34,550	34,550		
	Intranet	29,550	29,550		
	IT Systems Projects	107,630	107,630		
	Planning Projects	268,550	268,550		
Fencing & Parking Areas	Loyal Henry Park court fencing	20,000	20,000		
	St Ives Showground cattle rings - fencing for dog training	30,000	30,000		
	Roseville Park carpark re- sheeting	100,000	100,000		
	Golden Jubilee Fields cycle track safety fencing	50,000	50,000		
Open Space Acquisition	Open Space Acquisition	9,608,300		9,608,300	
	Open Space Acquisition	3,974,170		3,974,170	
Parks Development	Swain Gardens Landscape Masterplan - implementation of Stage 1 works to gardens and pathway	45,000	45,000		
	St Ives Village Green Skate and Bike Park - facility design for integration into masterplan	20,000	20,000		
	Turrumurra Memorial Park & Karuah Park Landscape Masterplan - Stage 1 works for recreation, accessibility, War memorial enhancement plus \$21,000 grant from NSW Sport & Rec for exercise equipment circuit	51,000	51,000		
	Two Creeks Track	50,000	50,000		

	Bicentennial Park Dog Off-leash area contaminated site remediation and reconfiguration in conjunction with Lofberg Oval upgrade & stormwater harvesting project	50,000	50,000		
	District park Upgrade - Lindfield Soldiers Memorial, Park New Toilet Block	64,790	64,790		
	1927 LSMP War Memorial Gates Essential Restoration Repairs	50,000	50,000		
	1944 Army Relief Map Restoration Works in accordance with CMP & interpretation embellishment, St Ives Showground	83,000	83,000		
	1930 Seven Little Australians Gatehouse Precinct Restoration in accordance with CMP	58,000	58,000		
	Memorial Ave Reserve - landscape works associated with playground upgrade	45,000	45,000		
Playgrounds	Cherrywood Reserve	62,000	62,000		
	St Ives Showgrounds toddler playground	46,000	46,000		
	Turramurra Memorial Park to be supplemented by s94 funds	54,000	54,000		
	Melaleuca Drive playground safety fencing	25,000	25,000		
	Eldinhope Green	52,000	52,000		
	Memorial Ave Reserve	72,000	72,000		
Sewer Mining	Gordon Golf course watering from recycled water	2,053,080	1,223,080		830,000
Sports Courts	Roseville Park tennis courts - floodlights on courts 1-3 for tennis and netball, re-surface practice tennis court area, install basketball half court	95,000	95,000		
	Canoon Road netball courts - construct hotmix area adjacent to court 20 and amenities block, install 2 shelter sheds	33,500	33,500		
	Allan Small Park - resurface 2 synthetic grass courts, repair root damage, install 1 shelter adjacent to courts 1 & 2	43,000	43,000		
	Lofberg Road netball courts - lighting upgrade, retaining wall	36,500	36,500		
	Kendall Street courts - resurface 2 courts with synthetic grass, repair root damage	35,000	35,000		

	The GL tennis
Sports Fields	Koola Projec
	Auluba and se bubble playing draina upgrad nets - grant c
	Auluba



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	Heavy car park

Capital works and major

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KU-RING-GAI ACCESS ADVISORY COMMITTEE MEETING - MINUTES OF 17 APRIL 2008

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To provide Council with the Minutes of the Ku-ring-gai Access Advisory Committee of 17 April 2008.

BACKGROUND:

The Ku-ring-gai Access Advisory Committee provides a forum between Ku-ring-gai Council, the community representatives and service providers on access issues in the Ku-ring-gai area. The committee meets every two months.

COMMENTS:

General access issues were discussed during the meeting with a number of actions flowing from the Ku-ring-gai Access Advisory Committee meeting.

RECOMMENDATION:

That the Minutes of the Ku-ring-gai Access Advisory Committee of 17 April 2008 be received and noted.

PURPOSE OF REPORT

To provide Council with the Minutes of the Ku-ring-gai Access Advisory Committee of 17 April 2008.

BACKGROUND

The Ku-ring-gai Access Advisory Committee provides a forum between Ku-ring-gai Council, the community representatives and service providers on access issues in the Ku-ring-gai area. The committee meets every two months.

COMMENTS

General access issues were discussed during the meeting with a number of actions flowing from the Ku-ring-gai Access Advisory Committee meeting.

CONSULTATION

Representatives from all departments of Council have input in agenda items and provide reports to the Committee.

FINANCIAL CONSIDERATIONS

Not applicable.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

Not applicable.

SUMMARY

Not applicable.

RECOMMENDATION

That the Minutes of the Ku-ring-gai Access Advisory Committee of 13 March 2008 be received and noted.

Martin Butcher
**Community Development Officer
Aged & Disability Services**

Janice Bevan
Director Community

Attachments: Minutes of 17 April 2008 - 951914



KU-RING-GAI ACCESS ADVISORY COMMITTEE

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Thursday 17 April 2008

Minutes

1. Welcome Present/Apologies

Present

Cr Michael Lane (Chair)
Kate Boyd
Ivan and Joyce Cribb
Arthur Gillott
Beverley Schultz
Loch Townsend

In Attendance

Martin Butcher– Community (Minute Taker)
Damian Barber – Strategy

Apologies:

Greg Piconi
Danny Houseas
Janice Bevan
Lyn Kerslake
Eileen Lyons
Tom Cooper - Development and Regulation
Roger Faulkner - Strategy
Bill Higman

2. Declaration of Conflict of Interest

a) Members did not declare any conflict of interest with any of the events on the agenda.

3. Operations Department

a) Audit of bus stops and taxi ranks

The Human Rights and Equal Opportunity Commission is currently developing guidelines to assist councils to provide consistency in provision of accessible bus stops. Council has decided to postpone the audit until after HREOC has completed the guidelines, as they can be used as the basis of the audit.

4. Strategy Department - Damian Barber

a) Public Domain Manual Brief

The Public Domain Manual Brief has been sent to consultants. The consultant for the brief will be decided upon in two weeks. The public domain manual is projected to be completed by October 2008.

Brief Cover:

- Public domain manual for the Town Centres, as well as concept design for Dumaresq Street Park.
- Vision and overview for what we want to do in the manual.
- Design principles and guidelines.
- Construction details (tech details) such as curves, drainage and paving.

Some of the objectives of the public domain manual are:

- Community safety requirements.
- Use of high quality bicycle and pedestrian paths.
- High quality and user friendly public domain to encourage residents to undertake retail and leisure pursuits with minimal travel.

An important part for the consultant's fee proposal will be to include a consultation strategy to engage with local residents, business people general community, councillors and Council staff.

Lindfield Railway DA

The DA for access upgrade to the Lindfield station, exhibition closed. Comments have been forwarded to Railcorp for their determination and it is an application from the Crown.

5. Development & Regulation Department

a) Comments on Development Applications

Martin Butcher is in the process of providing comments on the proposal to re-develop Dalcross Private Hospital at 24-30 Stanhope Road, Killara from a private hospital providing day surgery to a 60 bed residential aged care facility. Martin advised the Committee that access issues for people with a disability have been considered as part of his assessment of the development application.

6. Community Department

a) Seniors Week

The Seniors Week festival has just been completed with 20 different activities listed on the program. Beverley Schultz congratulated Council on the comprehensive program and the way the activities were conducted. Loch Townsend has requested to be included on the Seniors Week mailing list.

Action: Martin to add Access Committee members to the Seniors Week mailing list.

b) Small Business Awards

Last year the Committee expressed an interest in incorporating access as part of the Small Business Awards. The experience of other councils found it difficult to run separate awards. Willoughby Council has been talking with Cumberland Newspapers to have an access award category incorporated into the North Shore Times Truelocal Business Awards. Cumberland Newspapers are supportive of the idea as the North Shore Times distribution area covers both Willoughby and Ku-ring-gai. It has been suggested that it should be an award supported by both Willoughby and Ku-ring-gai Council.

Action Martin to investigate this matter with Willoughby Council and report to the Committee.

7. Correspondence In:

Journals and magazines were tabled for Committee members information.

8. Correspondence Out:

Nil

9. General Business

Smoking Outside Senior Centres

There was a concern that people working in the Turrumurra Community Support Services Centre are smoking outside the Turrumurra Seniors Centre. The smoke is drifting into the Seniors Centre causing difficulties for older people with respiratory problems.

Action: Martin Butcher to raise the issue at the next building management meeting and request that staff smoke in a different location.

Providing Information on Time Queue on Call Centre

Council has a new phone system and some people have experienced delays in having their enquiries answered. A member of the committee asked if a recorded message could be provided to advise the caller with information regarding their position on the queue.

Action: Martin Butcher to investigate this matter and report to the Committee at the next meeting.

Uneven Footpath Outside 90 Wellington Road

A Committee member has reported a trip hazard on the footpath outside 90 Wellington Road, East Lindfield.

Action Martin to report this matter to the relevant section of Council.

Excessive Rubbish around Turrumurra Railway Station and Turrumurra Avenue Car Park

A member of the Committee reported that there is a large amount of rubbish around the Turrumurra Railway Station and the garden beds appear unkempt. There is also rubbish and bottles in the garden at Gilroy Lane Car Park behind the garages.

Action Martin to report this matter to the relevant section of Council.

10. Date of next meeting:

19 June 2.30pm

CHARTERS FOR FORUMS

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To adopt charters for the Policy, Finance and Planning Forums
BACKGROUND:	Council has five forums; Policy, Finance, Planning, Community Development and Community Facilities.
COMMENTS:	Terms of Reference have been established for the Policy, Finance and Planning Forums but they do not have current charters.
RECOMMENDATION:	That the draft charters for the Policy, Finance and Planning Forums be adopted.

PURPOSE OF REPORT

To adopt charters for the Policy, Finance and Planning Forums

BACKGROUND

Council has five forums, namely Policy, Finance, Planning, Community Development and Community Facilities.

COMMENTS

In June 2004, a Memorandum from the General Manager established Terms of Reference for the Policy, Finance and Planning Forums but they do not have current charters.

Council at its meeting on 30 October 2007 resolved that the existing structure and operation of Council's informal committees remain unchanged except for the following:

- A. That the Policy and Finance Committees be open to the public
- B. That the term "Committee" be changed to "Forum".

Draft charters for the Policy, Finance and Planning Forums have now been prepared modelled on their previous terms of reference where existing. The draft charters are attached. The charters provide for a quorum of five Councillors.

The Community Development and Community Facilities Forums have charters.

CONSULTATION

None required or undertaken.

FINANCIAL CONSIDERATIONS

There are no financial considerations.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

The General Manager and Directors have been involved in the preparation of the draft charters.

SUMMARY

Draft charters have been prepared for the Policy, Finance and Planning Forums for adoption.

RECOMMENDATION

That the draft charters for the Policy, Finance and Planning Forums be adopted.

John Clark
Director Corporate

Attachments: **Attachment A: Finance Forum Charter - 929698**
 Attachment B: Policy Forum Charter - 929700
 Attachment C: Planning Forum Charter - 929701



KU-RING-GAI COUNCIL

FINANCE FORUM

Charter of Responsibility

Objectives

To analyse all aspects of Council's financial operations, including but not limited to:

- Financial policies and framework
- Long term financial planning
- Budget development and review
- Annual financial statements
- Capital works programs
- Investment policy, strategy and performance
- Benchmarking/Analysis of comparative data

Membership

Councillors All Councillors

Staff General Manager
Director Corporate
Manager Finance
Other staff as required.

Chairperson

Councillor appointed by Council.

Deputy Chairperson

Councillor appointed by Council.

Quorum

S03851/929698

Five (5) Councillors.

Meetings

The Forum shall meet on a quarterly basis or as required. The Chairperson and the Director Corporate shall determine the schedule of meetings. Meetings shall be held at the Council administration building or other suitable locations. The location and starting time shall be advised in the Agenda.

Role of Staff

Staff attending the Forum will participate equally with Councillors in terms of discussion and debate but have no voting rights.

Agenda, Reports and Minutes

The Agenda, Reports and Minutes of Forum meetings shall be distributed to all Councillors, General Manager, Directors and other staff determined by the General Manager. The Agenda and Minutes of Forum meetings shall be published on Council's website.

Recommendations

The Forum may make recommendations to Council on reports as required.

General Business

Councillors may raise any matter that is within the Charter of the Forum for consideration. A report may be prepared on a matter by the General Manager or other staff for a future meeting of the Forum.

Administrative Support

The Director Corporate shall provide administrative support for the Forum.

Working Groups

The Forum may from time to time establish ad-hoc working groups involving

S03851/929698

Councillors, staff and community members to work on projects of relevance to the Forum. Such working groups are responsible to the Forum and any recommendation of a working group must be made to the Forum.

Urgent Matters

Matters that may normally be considered by the Forum that are determined by the General Manager to be of an urgent nature may be reported directly to a Council meeting.

Status of the Forum

The Forum is not a committee of Council within the meaning of the *Local Government Act 1993* and as such is not governed by Council's *Code of Meeting Practice*.

* * * *

Doc distribution	Internal/external	Doc status	Draft	File No	S03851
Document owner	General Manager	Contact officer/s	Director Corporate, Manager Finance		
Approval date		Approved by			
Effective date		Review period	3 years	Review date	
History of approved versions					
Version	Effective date	Summary of changes			
1.0		Original			



KU-RING-GAI COUNCIL

POLICY FORUM

Charter of Responsibility

Objectives

1. To review major policy matters and policy documents
2. To make recommendations on major policy matters and policy documents.

Membership

Councillors All Councillors
Staff General Manager
Director Corporate
Other staff as required.

Chairperson

Councillor appointed by Council.

Deputy Chairperson

Councillor appointed by Council.

Quorum

Five (5) Councillors.

Meetings

The Forum shall meet as required. The Chairperson and the Director Corporate shall determine the schedule of meetings. Meetings shall be held at the Council administration building or other suitable locations. The location and starting time shall be advised in the Agenda.

Role of Staff

Staff attending the Forum will participate equally with Councillors in terms of discussion and debate but have no voting rights.

Agenda, Reports and Minutes

The Agenda, Reports and Minutes of Forum meetings shall be distributed to all Councillors, General Manager, Directors and other staff determined by the General Manager. The Agenda and Minutes of Forum meetings shall be published on Council's website.

Recommendations

The Forum may make recommendations to Council on reports as required.

General Business

Councillors may raise any matter that is within the Charter of the Forum for consideration. A report may be prepared on a matter by the General Manager or other staff for a future meeting of the Forum.

Administrative Support

The Director Corporate shall provide administrative support for the Forum.

Working Groups

The Forum may from time to time establish ad-hoc working groups involving Councillors, staff and community members to work on projects of relevance to the Forum. Such working groups are responsible to the Forum and any recommendation of a working group must be made to the Forum.

Urgent Matters

Matters that may normally be considered by the Forum that are determined by the General Manager to be of an urgent nature may be reported directly to a Council meeting.

Status of the Forum

The Forum is not a committee of Council within the meaning of the *Local Government Act 1993* and as such is not governed by Council's *Code of Meeting Practice*.

* * * *

DRAFT

Doc distribution	Internal/external	Doc status	Draft	File No	S03595
Document owner	General Manager	Contact officer/s	Director Corporate		
Approval date		Approved by			
Effective date		Review period	3 years	Review date	
History of approved versions					
Version	Effective date	Summary of changes			
1.0		Original			



KU-RING-GAI COUNCIL

PLANNING FORUM

Charter of Responsibility

Objectives

1. To provide a forum for Councillors to be briefed on major planning initiatives being carried out by Council staff.
2. To provide an opportunity for Councillors to be briefed on planning reports being prepared for consideration by Council and on matters going on public exhibition.
3. To provide a forum for Councillors to be kept informed of major changes to planning legislation.
4. To provide a forum for Councillors to be kept up to date with the Workings of the Planning Panel.

Membership

Councillors All Councillors

Staff General Manager
Director Strategy
Director Development and Regulation
Other staff as required.

Chairperson

Councillor appointed by Council.

Deputy Chairperson

Councillor appointed by Council.

Quorum

Five (5) Councillors.

Meetings

The Forum shall meet on a quarterly basis or as required. The Chairperson and the Director Strategy shall determine the schedule of meetings. Meetings shall be held at the Council administration building or other suitable locations. The location and starting time shall be advised in the Agenda.

Role of Staff

Staff attending the Forum will participate equally with Councillors in terms of discussion and debate but have no voting rights.

Agenda and Information Prepared for Forum Meetings

The Agenda and information prepared for Forum meetings shall be distributed to all Councillors, General Manager, Directors and other staff determined by the General Manager. The Agenda and information prepared for Forum meetings shall be published on Council's website.

General Business

Councillors may raise any matter that is within the Charter of the Forum for consideration. A report may be prepared on a matter by the General Manager or other staff for a future meeting of the Forum.

Administrative Support

The Director Strategy shall provide administrative support for the Forum.

Working Groups

The Forum may from time to time establish ad-hoc working groups involving Councillors, staff and community members to work on projects of relevance to the Forum. Such working groups are responsible to the Forum and any recommendation of a working group must be made to the Forum.

Urgent Matters

Matters that may normally be considered by the Forum that are determined by the General Manager to be of an urgent nature may be reported directly to a Council meeting.

Status of the Forum

The Forum is not a committee of Council within the meaning of the *Local Government Act 1993* and as such is not governed by Council's *Code of Meeting Practice*.

* * * *

DRAFT

Doc distribution	Internal/external	Doc status	Draft	File No	S03878
Document owner	General Manager	Contact officer/s	Director Strategy		
Approval date		Approved by			
Effective date		Review period	3 years	Review date	
History of approved versions					
Version	Effective date	Summary of changes			
1.0		Original			

INVESTMENT REPORT AS AT 31 MAY 2008

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To present to Council investment allocations and returns on investments for May 2008.

BACKGROUND:

Council's investments are made in accordance with the *Local Government Act (1993)*, the Local Government (General) Regulation 2005 and Council's Investment Policy which was adopted by Council on 28 August 2007 (Minute No. 319).

COMMENTS:

The Reserve Bank of Australia (RBA) retained the official cash rate at 7.25% in May.

RECOMMENDATION:

That the summary of investments and performance for May be received and noted.
That the certificate of the Responsible Accounting Officer be noted and the report adopted.

PURPOSE OF REPORT

To present to Council investment allocations and returns on investments for May 2008.

BACKGROUND

Council's investments are made in accordance with the *Local Government Act (1993)*, the Local Government (General) Regulation 2005 and Council's Investment Policy which was adopted by Council on 28 August 2007 (Minute No. 319).

This Policy allows Council to utilise the expertise of external fund managers or make direct investments for the investment of Council's surplus funds.

COMMENTS

During the month of May, Council had a net cash inflow of \$1,647,340 and a net investment (interest and capital gain) of \$427,550.

Council's total investment portfolio at the end of May 2008 is \$69,946,320. This compares to an opening balance of \$55,578,000 as at 1 July 2007.

Council's net investment gain in May is a result of our strategy to move from managed funds to investing in high quality interest bearing bank subordinate Floating Rate Notes, in anticipation of global financial markets experiencing further extraordinary levels of volatility with credit markets and credit rated funds performing poorly.

Implications and recommendations of the Cole report

As previously reported the in April 2008 the Department of Local Government (DLG) issued Circular 08-10 Council Invested Funds and the Cole Inquiry Report, which advised that the report by Michael Cole on a review of NSW Local Government Investments had been released. The Circular summarised the recommendations contained within the report and the implementation process for those recommendations that the DLG was undertaking.

Council's investment adviser Grove Research & Advisory has now met with the Department of Local Government (DLG) to clarify some of the issues raised by the recommendations. Council officers have met with Grove to seek their advice in relation to the key points of the recommendations that directly affect Council. A new ministerial order has not been legislated as yet, once that occurs, a revised investment strategy and policy will be developed and reported to Council. At this stage the recommendation from our advisors is to take no action, where possible, in relation to existing investments.

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PERFORMANCE MEASUREMENT

Council's investment portfolio is monitored and assessed based on the following criteria:

* **Management of General Fund Bank Balance**

The aim is to keep the general fund bank balance as low as possible and hence maximise the amount invested on a daily basis.

* **Funds Performance against the UBS Bank Bill Index**

This measures the annualised yield (net of fees and charges) for Council's portfolio. The weighted average return for the total portfolio of funds is compared to the industry benchmark of the UBS Bank Bill Index.

* **Allocation of Surplus Funds**

This represents the mix or allocation of surplus funds with each of Council's fund managers and direct securities.

Management of General Fund Bank Balance

During May Council had a net inflow of funds of \$1,647,340. This was largely due to payments received from the final rates instalment due at month end.

Investment Portfolio

Council's investment portfolio consists of the following types of investment:

1. Floating Rate Notes (FRN)

FRNs are a contractual obligation whereby the issuer has an obligation to pay the investor an interest coupon payment which is based on a margin above bank bill. The risk to the investor is the ability of the issuer to meet the obligation.

The following investments are classified as FRNs

ANZ sub-debt AA-	purchased 18/12/07 at discount
ANZ sub-debt AA-	purchased 20/12/07 at discount
ANZ sub-debt AA-	purchased 17/1/08 at par
Bendigo Bank BBB	purchased 9/11/07 at par
HSBC Bank AA-	purchased 14/3/08 at par
ANZ (Transferable Deposits) AA-	purchased 22/04/08 at par

These FRNs are all sub-debt which means that they are guaranteed by the bank that issues them but are rated a notch lower than the bank itself. The reason for this is that the hierarchy for payments of debt in event of default is:

1. Term Deposits
2. Senior Debt
3. Subordinated Debt

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4. Hybrids
5. Preference shares
6. Equity holders

In the case of default, the purchaser of subordinated debt does not get paid until the senior debt holders are paid in full. Subordinated debt is therefore more risky than senior debt.

This type of investment was not owned by Council last financial year, however the intention is to classify them as Held to Maturity and account for them in the same manner as CDO investments.

In terms of reporting, these investments are shown at their purchase price which is then adjusted up or down each month in accordance with the amortisation of the discount or premium. The effect of this is to show the investment at face value at maturity.

2. Fixed Interest Notes and Term Deposits

Fixed interest notes and term deposits pay a fixed amount of interest on a regular basis until their maturity date. Council has one fixed interest note:

Westpac Fixed sub-debt	AA-	purchased 25/02/08 at discount
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As with FRNs, this investment is shown at purchase price with the discount amortised over the period to maturity. The purchase price was \$915,000 with a maturity value of \$1,000,000.

Council has one fixed interest deposit:

Bendigo Bank	BBB+	purchased 27/02/08 and held at par
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3. Collateralised Debt Obligations (CDO) and Constant Proportion Debt Obligations (CPDO)

The following investments are classified as CDOs or CPDOs :

Titanium AAA	purchased at a discount
Phoenix Notes AA+	purchased at par
Maple Hill 11 AA	purchased at par
ABN AMRO CPDO PP AA-	purchased at par
Oasis Portfolio Note AAA	purchased at par

A CDO is a structured financial product whose returns are linked to the performance of a portfolio of debt obligations. It is split into tranches, whereby the riskiest or lowest tranche, the "equity tranche", receives the highest returns. Higher rated tranches offer protection against the risk of capital loss, but at proportionately diminishing returns.

At the end of 2006/07 Council owned 3 of these products, namely, Titanium, SURF (now ABN AMRO CPDO PP ABN Amro Bank) and Oasis Portfolio Note. These were classified as held to maturity investments and therefore measured at amortised cost using the effective interest method in accordance with AASB 139: Financial Instruments: Recognition and Measurement. The intention is to continue this methodology at year end when the 2007/08 statements are prepared.

These investments are reported in the same manner as FRNs.

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Investments that have been purchased on the basis of an anticipated growth in asset value rather than returns being based on an interest coupon have been classified as Growth Investments. The following investments are included in this category:

Longreach CPWF AAA
Longreach STIRM AA-
Longreach s26 Property AA
Camelot AA
KRG C TCorp LTGF unrated

These investments are valued at fair value where the capital gain is credited to the Income Statement and a capital loss is debited to the Income Statement. All of these investments except for the KRG C TCorp LTGF are principal guaranteed. The value shown in the monthly investment report is based on the redeemable Net Asset Value (NAV). The NAV is the total current market value of all securities plus interest or dividends received to date. This is the price or value of the investment at the time of preparing the report. Although the investments are principal guaranteed reports are based on the NAV even when it falls below the par value.

The principal is guaranteed by the investment issuer monitoring the net asset value and selling the investments if the NAV falls below the level where a risk free investment will return the principal at the maturity date. For example, to guarantee the repayment of \$100 in 6 years a bank bill could be purchased at current rates for about \$75. Thus the worst case scenario, provided that the issuer remains solvent, for these investments is that overall return will be returns received to date plus return of principal at maturity date and no further interest payments for the remaining period.

An exception to this is the Longreach CPWF product where the principal is guaranteed as well as a 2% semi annual coupon.

While accounting and reporting for these investments is in accordance with the above, the following information is provided for each:

Longreach CPWF: This investment pays a guaranteed 2% coupon semi annually and is principal guaranteed by Rabobank who are rated AAA. Actual returns depend upon growth of the investment. The worst case performance scenario is a 2% coupon and principal returned at maturity.

Longreach STIRM: This investment pays a fixed coupon of 2.5% and a floating coupon of 125% of the quarterly performance. A cap is applied to the total coupon at BBSW+25bps with any additional income going into the NAV. The worst case performance scenario is no coupon is paid due to 100% of investors' funds being redeemed from the STIRM strategy and invested in a discount security to guarantee principal is returned at maturity.

Longreach Global Property: This investment pays a fixed coupon of 7% pa payable semi annually. This coupon is contingent on 100% of funds being invested in the Global Property basket. The worst case performance scenario is no coupon is paid and 100% is redeemed from the Global Property basket and invested in a discount security to guarantee principal is returned at maturity.

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Camelot: This is an investment in a fund which invests in \$US foreign exchange rate movements, which have low correlation to other products and asset classes. It is reported at its market value each month. This is the Net Asset Value (NAV) of the fund's assets. Accrued interest is included in the return as it is included in the NAV like the other growth investment products. The fund guarantees the repayment of capital by calculating the "equity gap" each month. This is the surplus of fund assets above the level of assets required to guarantee return of capital at maturity. In May 2008 this equity gap was 16.48% as the fund was valued at \$91.89 per unit and the assets required to return \$100 at maturity were \$75.41 $[(91.89-75.41)/100 = 16.48\%]$.

KRGC TCorp LTGF NSW Treasury Corporation: This is a fund managed by the NSW Treasury Corporation which invests in a range of Australian shares 30%, international shares 30%, bonds, listed property and cash 40%. The return is based on the fund's unit price at month end supplied by the fund. There is no principal guarantee with this fund and it is unrated.

5. Managed Funds

Council uses a variety of managed funds for liquidity and diversification purposes. These funds are rated from AAA through to A and returns are based on the fund's unit price at month end.

In relation to the April monthly investment report considered by Council on 27 May 2008, Council resolved as follows

- a) That the summary of investments and performance for April 2008 be received and noted
- b) That the Certificate of the Responsible Accounting Officer be noted and the report adopted.
- c) That where investments have had negative returns since inception, full details of the nature of their capital guarantee be provided in the next investment report.

In relation to Part C of the resolution the following information is provided:

Longreach CPWF AAA

The terms of the Payment Contract provide that Equity Trustee (EQT) pay the Fund Investment Amount to Rabobank on the Fund Investment Amount Rabobank will pay to the Fund:

- Semi-annual payments of 3.05% pa of the Capital Protection Amount. These semi-annual payments will be made on 30 June and 31 December during the life of the Payment Contract. The final semi-annual payment will be made on the Payment Contract Maturity Date;
- The Capital Protection Amount on the Payment Contract Maturity Date; and
- The Enhanced Protection Amount which will reflect the Price Growth, if any, in the ASX Index Investment over the life of the Payment Contract multiplied by the index participation multiplier (IPM). The Enhanced Participation Amount will be paid to the Fund on the third Currency Business Day after Payment Contract Maturity date, unless a market disruption event applies which may postpone the payment of the Enhanced Participation Amount (**Attachment A**).

Longreach STIRM AA-

The Notes are 100% principal protected at maturity.

Capital protection for this investment is based on the Constant Proportion Portfolio Technique (CPPT). The Constant Proportion Portfolio Technique is a rule based, non-discretionary process,

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designed to maximise an investor's allocation to the Global Property Basket at all times, while maintaining capital protection within the defined rules (**Attachment B**).

Longreach s26 Property AA

The repayment of principal invested in the Notes at maturity is an unsecured and unconditional obligation of the Deutsche Bank AG London.

Capital protection for this investment is based on the Constant Proportion Portfolio Technique (CPPT). The Constant Proportion Portfolio Technique is a rule based, non-discretionary process, designed to maximise an investor's allocation to the Global Property Basket at all times, while maintaining capital protection within the defined rules (**Attachment C**).

Camelot AA

The fund offers 100% principal protection by Westpac Banking Corporation on the initial investment, payable in full at maturity. Schedule A of contract and Appendix to Product Disclosure document are attached (**Attachment D**).

Funds Performance against the UBS Bank Bill Index

Issuer	Investment Name	Investment Rating	Invested @30 May 2008 \$000's	Period Return (%)	Annualised YTD Return (%)	Performance Since purchase/ inception (%)	% of Total Invested	Valuation M=Mark to Market H=Hold to Maturity	Maturity
Working capital (0-3 Months)									
Adelaide Bank	AMF Yield Fund	AAA	302	0.79	7.13	6.76	0.43	M	0-3 mths
Westpac Bank	Westpac Bank Deposit	AA	4,037	0.53	6.91	6.91	5.77	M	0-3 mths
Short Term (3-12 Months)									
LGFS	Fixed Out Performance Fund	AA-	18,575	0.68	7.99	7.99	26.56	M	0-3 mths
Short -MediumTerm (1-2 Years)									
Bendigo Bank	Fixed Deposit TCB	BBB+	500	0.66	8.25	8.25	0.71	M	1-2 yrs
MediumTerm (2-5 Years)									
Longreach/Rabobank	Longreach CPWF	AAA	2,789	-1.11	-11.40	-4.20	3.99	M	5 yrs +
UBS AG London	LongreachSTIRM	AA-	1,057	2.69	15.35	4.50	1.51	M	5 yrs +
Athena Finance (Westpac)	Camelot	AA	919	-1.36	-1.19	-0.77	1.31	M	5 yrs +
BlackRock Investment	BlackRock Diversified Credit	A	9,692	1.04	-1.48	-1.48	13.86	M	0-3 mths
Select Access Investments	Titanium AAA	AAA	2,000	0.72	8.28	7.31	2.86	H	2-5 yrs
CBA/Helix Capital Jersey	Oasis Portfolio Note	AAA	2,000	0.73	8.22	7.51	2.86	H	5 yrs +
ABN AMRO/Nomura	Pheonix Notes	AA+	2,000	0.83	9.74	9.68	2.86	H	2-5 yrs
ANZ Bank	ANZ Sub FRN	AA-	2,969	0.74	8.46	8.31	4.24	M	5 yrs +
ANZ Bank	ANZ Sub FRN	AA-	2,933	0.73	8.82	8.76	4.19	M	2-5 yrs
ANZ TD	ANZ Sub FRN	AA-	2,000	0.76	9.42	9.42	2.86	M	2-5 yrs
Westpac Bank	Westpac Subdebt	AA-	920	0.79	9.75	9.73	1.32	M	2-5 yrs
Long Term (5 Years+)									
HSBC Bank	Maple Hill 11	AA	3,000	0.84	9.83	9.76	4.29	H	5 yrs +
Bendigo Bank	Bendigo Bank FRN	BBB	500	0.74	8.84	8.78	0.71	H	5 yrs +
NSW Treasury Corp	KRGC Tcorp LTGF	UNRATED	1,995	0.36	-2.08	-0.15	2.85	M	5 yrs +
HSBC Australia	HSBC MTN	AA-	4,000	0.85	10.62	10.62	5.72	H	5 yrs +
Deutsche Bank	Longreach s26 Prop	AA	759	-5.49	-3.13	-24.29	1.09	M	5 yrs +
ABN AMRO Bank London	CPDO PP	AA-	6,000	0.70	8.70	8.70	8.58	H	5 yrs +
ANZ Bank	ANZ Subdebt 2018	AA-	1,000	0.76	8.88	8.73	1.43	H	5 yrs +
TOTAL /WEIGHTED AVERAGE			69,947	1.02	5.43	5.80	100		

Matured/Traded Investments - Weighted YTD Average Return (%)

1.24

Weighted Average Overall Return Year To Date (%)

4.86

Benchmark Return: UBSWA Bank Bill Index(%)

7.26

Variance From Benchmark (%)

-2.40

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The weighted average return for the total portfolio year to date was 4.86% compared to the benchmark of the UBS Bank Bill Index of 7.26%.

Income Investments and Growth Investments

Since Council's investment policy was changed in August 2006, a wider range of investments has been made involving diversification of the portfolio into different investment types, longer maturities and different markets. Council's investments now include several growth investments, where returns are principally derived from growth in the value of capital invested, rather than income payments. These investments can be expected to show higher volatility in price movement on a month to month basis. Council has only purchased growth investments which have a capital protection provided by a bank of at least AA ratings. As these investments are long term and not intended to be traded monthly, volatility is of less concern.

Comments on Individual Investment Performance

Longreach CPWF 1-2006: This investment is in property, infrastructure and utilities and was made on 27 September 2006. From inception to the end of May 2008, the investment has returned -4.20% with a 1.11% decrease in net asset value from April 2008. The fund has equal exposure to the price growth of the S&P/ASX 200 Property Trust Index and UBS Australia Infrastructure and Utilities Index. The S&P/ASX Index ended the month down 9.2% and the UBS Australia Infrastructure and Utilities Index was rose by 0.65%. While fundamentals for the fund's underlying asset classes support medium term price growth, volatility in the broader market may continue to impact negatively on the fund's NAV short term. General information on the fund in terms of its makeup, value and outlook are included in the monthly unit holder Report (**Attachment E**).

Longreach Series 26 Global Property: This investment was made in June 2007 in a basket of property spread globally across seven geographical areas. The chosen securities provide potential for regular income along with potential capital growth. Returns are based on a contingent semi-annual coupon of 7.0% pa and additional return on maturity as capital gain. The current unit price is \$75.91 down from \$80.41 in April and from an issue value at inception of \$97.00 after upfront fees. The current allocation is 69.5% in the property basket and 30.5% in the discount debt security. General information on the fund in terms of its makeup, value and outlook are included in the monthly Unit Holder Report (**Attachment F**).

Longreach Series 23 STIRM: This investment is a capital protected note with exposure to a short term interest rate yield enhancement strategy. The redeemable NAV of the notes is \$105.67, whereas last month it was \$102.85. The year to date return on the investment is 15.35% annualised and 4.50% since inception. Following a ratings downgrade of UBS AG by S & P on 1 April, this investment protected by UBS AG has been rated AA- from AA. General information on the fund in terms of its makeup, value and outlook are included in the monthly Unit Holder Report (**Attachment G**).

Note: The capital protection mechanism for the above three investments has worked to protect the initial capital invested during recent extreme market volatility. At 31 May the series 26 global property has 69.5% allocated to the asset class and 30.5% allocated to the discount debt security. The other two investments remain fully allocated to the asset class.

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NSW Treasury Corporation: The investment was made in October 2006. This is a fund managed by the NSW Treasury Corporation which invests in a range of Australian shares 31%, international shares 31%, bonds, listed property and cash 38%. The fund's annualised return was -2.08% and is -0.15% since purchase.

Athena Finance (Westpac)/Camelot: This investment was made at the end of February 2007 in a fund which invests in foreign exchange rate movements with low correlation to other products and asset classes. The fund's annualised return is -1.19% with a return of -0.77% since inception. The fund has continued to maintain a strong capital preservation focus during the volatile markets.

Blackrock Diversified Credit Fund: The fund managed \$236 million in assets at the end of May and the running yield fell from 203 basis points to 191 basis points. The Blackrock Diversified Credit Fund provided a strong return of 1.09% (gross actual) in May, or 13.69% p.a. in annualised terms, despite European financials actually losing value over the month. Overall, markets ignored poor profitability from financial institutions through the month with the outlook for the broader economy a greater focus. Blackrock believe that while spreads in investment grade credit have stabilised recently, the slower economy will continue to cause volatility. A summary of the fund's investment portfolio, strategy and outlook is attached to this report (**Attachment H**).

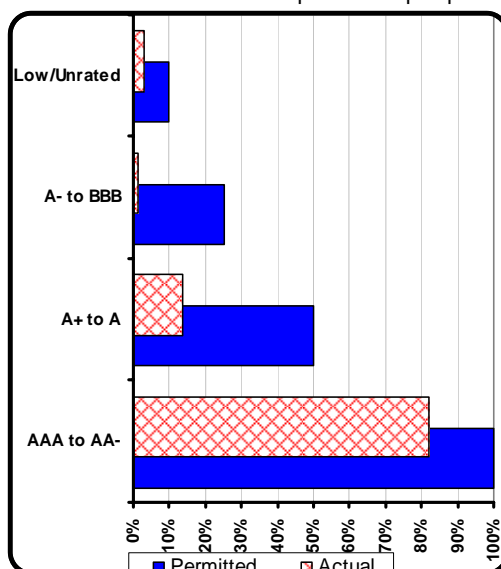
HSBC Bank Subordinated Note: During March 2008 Council invested \$4,000,000 in this note callable in April 2018 with a floating coupon of 90 days BBSW, plus 220 bps. The logic behind this investment is to maintain stability within the portfolio and receive regular fixed income.

ANZ (Transferable Deposit): During April 2008 Council invested \$2,000,000 in the floating tranche with maturity April 2013 with a quarterly coupon paying 3mBBSW+128bps. The logic behind this investment is to maintain stability within the portfolio and receive regular fixed income.

Allocation of funds

The following charts show the allocations of Council's investment funds by the categories shown:

1) **Credit Rating:** Actual level of investment compared to proportion permitted by policy.



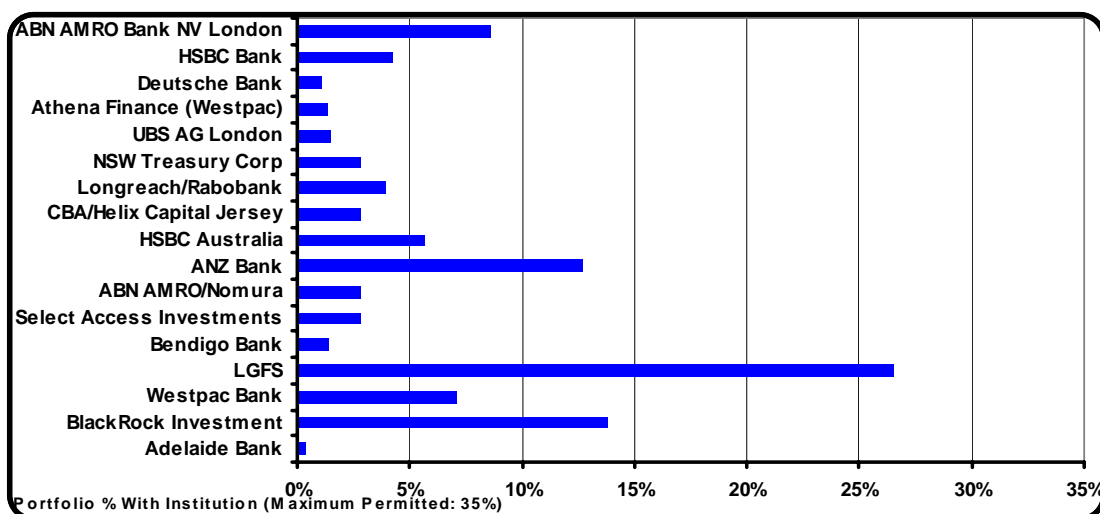
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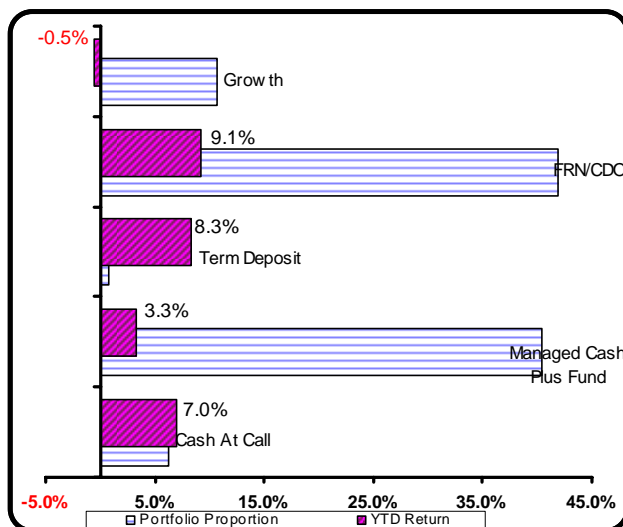
Investment Rating	Proportion
AAA to AA-	81.60%
A+ to A	14.00%
A- to BBB	1.50%
Less than BBB	2.90%

- 2) **Proportional Split of Investments by Investment Institution:** Actual portion of investments by investment institutions.

Council's Investment Policy requires that the maximum proportion of its portfolio invested with any individual financial institution is 35%.



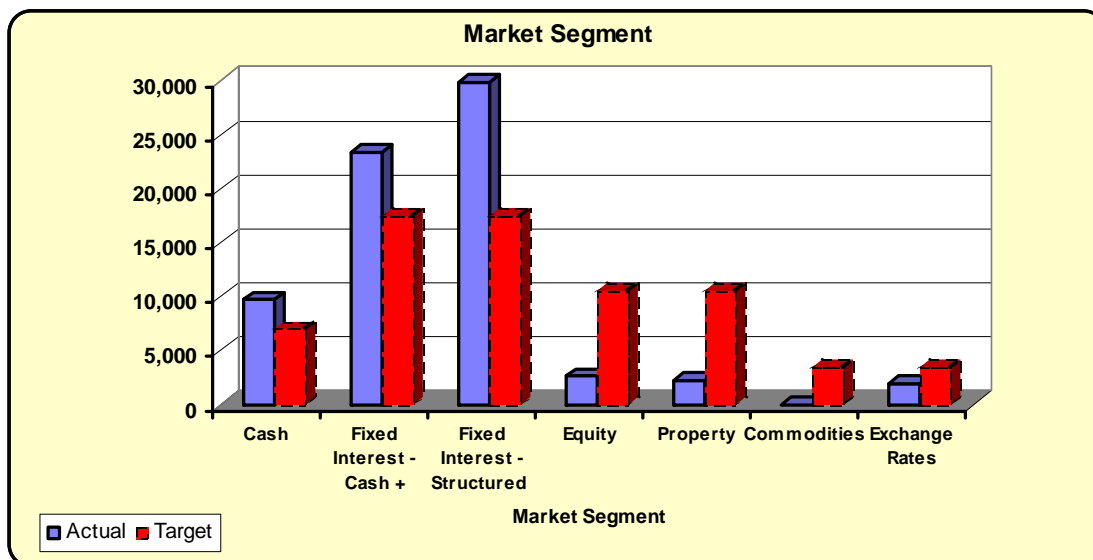
- 3) **Investment type and YTD return:** Actual proportion of investments by type and year to date return.



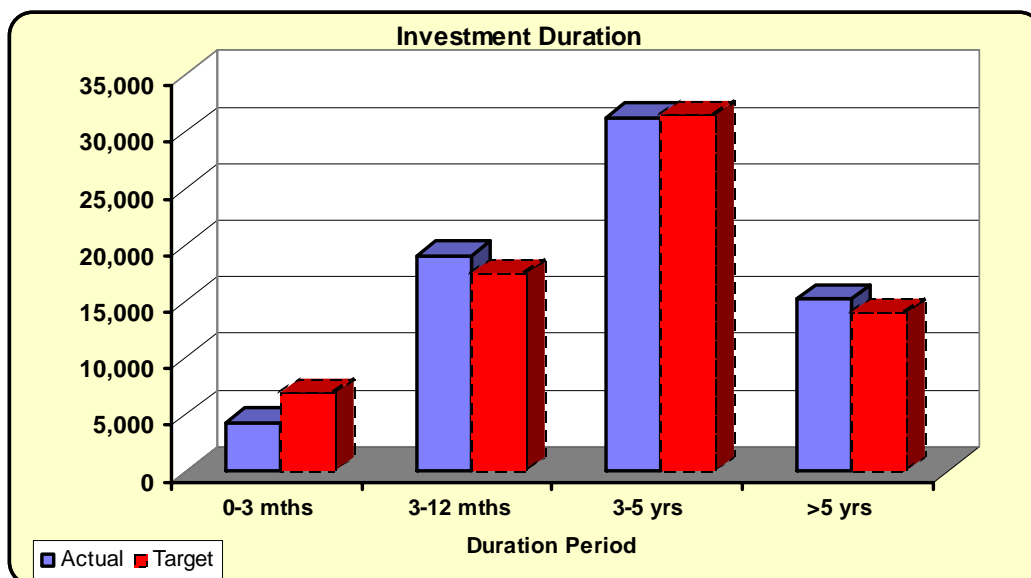
Item 4

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- 4) **Market Segment:** Strategic allocation of investments by market segment compared to current level.



- 5) **Duration:** Strategic allocation of investments by duration compared to current level.



Item 4

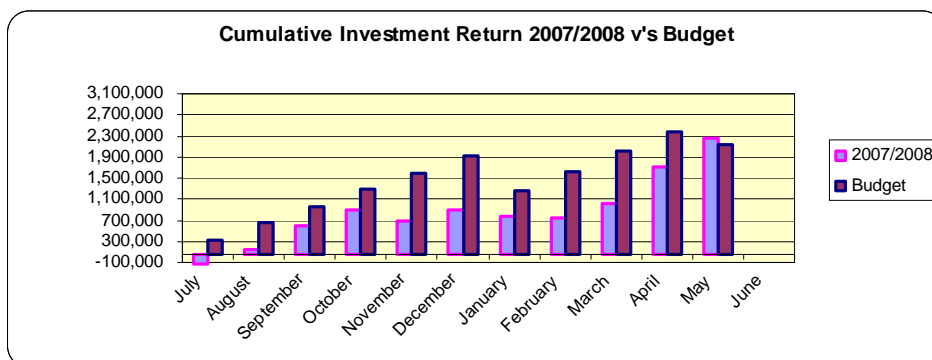
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Cumulative Investment Return

The following table shows Council's total return on investments for May and financial year to date, split into capital and interest components and compared to budget:

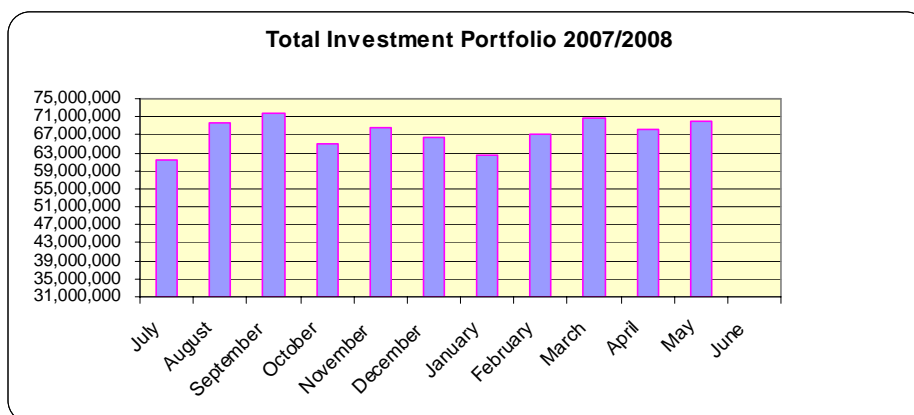
\$000's	Month	Financial YTD
Interest	266	3,234
Cap Gain	251	1,685
Cap Loss	-89	-2,837
Net Return	428	2,082
Budget	195	2,148
Variance	233	-66

At the end of May the net return on investments totals \$2,081,944 against a revised year to date budget of \$2,148,080, giving a negative variance of \$66,137. This variation has been caused by the actual earning rates being lower than forecast and the volume of investment funds being lower than budgeted due to the recent outlay of funds to purchase community land and the budget factoring in the sale of the Depot for the entire year.



Total Investment Portfolio

The following chart compares the year to date investment portfolio balances for 2007/2008.



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During May 2008 Council's investment portfolio increased by \$1,647,340. Council's closing investment portfolio after interest and fees of \$69,946,320 is \$14,368,320 higher than the July 2007 opening balance of \$55,578,000.

Some key points in relation to investments and associated markets during May are:

- Domestic growth has peaked, with weak retail sales, credit and confidence pointing to a slowdown even before the two rate hikes of February and April.
- The RBA has almost certainly achieved a period of below-trend economic growth which they considered essential to ease the capacity constraints that fuelled inflation pressures in the fourth quarter.
- The domestic economy has reached an inflection point, with large increases in real income (via improving terms of trade) providing a buffer against a slowing global economy and tighter financial conditions.
- The sharp drop in Australian equities returned the market to its lowest valuation level since the start of the current bull market. However, given the pressure on industrial earnings, favourable valuations can quickly deteriorate.
- Expectations for 2008 growth remain subdued – up just +2.6% but jumping +25% the following year.
- US data continues to suggest the soft landing few believe possible. While the housing sector remains severely dislocated, the US Federal Reserve's aggressive action to date (including negative real interest rates) will provide stimulus. First quarter saw another anaemic but positive growth quarter.
- The consumer price index came in ahead of consensus, with the headline figure up +1.3% after a more modest +0.9% gain the previous quarter. Automotive fuel, pharmaceuticals, rents, house purchases, other financial services and electricity were the main contributors.
- The Australian dollar resumed its rise – up +2.38% against the USD and +2.99% against the Trade-Weighted Index (TWI).

Interest Rates

The Reserve Bank kept interest rates (7.25%) unchanged at their May meeting, while the accompanying minutes reveal a neutral stance.

CONSULTATION

Not applicable.

FINANCIAL CONSIDERATIONS

The revised budgeted interest on investments for 2007/2008 is \$2,343,100. Of this amount approximately \$1,516,800 is restricted for the benefit of future expenditure relating to developers' contributions, \$267,300 transferred to internally restricted depreciation reserves, and the remainder is available for operations.

At the end of May the net return on investments totals \$2,081,944 against a revised year to date budget of \$2,148,080, giving a negative variance of \$66,137. This variation has been caused by the actual earning rates being lower than forecast and the volume of investment funds being lower

Item 4

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5 June 2008

than budgeted due to the recent outlay of funds to purchase community land and the budget factoring in the sale of the Depot for the entire year.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

Not applicable.

SUMMARY

As at 31 May 2008:

- Council's total investment portfolio is \$69,946,320. This compares to an opening balance of \$55,578,000 as at 1 July 2007, an increase of \$14,368,320.
- Council's year to date net return on investments (interest and capital) totals \$2,081,944. This compares to the year to date revised budget of \$2,148,080. This variation has been caused by the actual earning rates being lower than forecast and the volume of investment funds being lower than budgeted due to the recent outlay of funds to purchase community land and the budget factoring in the sale of the Depot for the entire year.

RECOMMENDATION

- A. That the summary of investments and performance for May 2008 be received and noted.
- B. That the Certificate of the Responsible Accounting Officer be noted and the report adopted.

Tino Caltabiano
Manager Finance
Responsible Accounting
Officer

John Clark
Director Corporate

Tony Ly
Financial Accounting Officer

Attachments: **Attachment A: Section 5 - Term Sheet (Longreach CPWF) - 950103**
 Attachment B: UBS Investment Bank Final Terms 28 Feb 2007 (Longreach STIRM) - 950105
 Attachment C: Deutsche Bank AG London Pricing Supplement (Longreach s.26) - 950108
 Attachment D: Schedule A & Appendix to Product Disclosure (Camelot) - 950113
 Attachment E: Longreach Capital Protected Wholesale Fund 1-2006 Monthly Unit Holder Report May 2008 - 950115
 Attachment F: Longreach Noteholder Performance Report May 2008 Series 26 - 950120
 Attachment G: Longreach Noteholder Performance Report May 2008 Series 23 - 950128
 Attachment H: Blackrock Diversified Credit Fund May 2008 - 950131

Section 5 - Term Sheet

The following is a summary of certain terms of the Fund. The information in this section is qualified in its entirety by the more detailed explanation set out elsewhere in this INFORMATION MEMORANDUM and the terms of the Payment Contract.

Fund Name	Longreach Capital Protected Wholesale Fund 1 – 2006, Property, Infrastructure and Utilities
Fund Type	ASIC Registered Managed Investment Scheme
Investment Objectives	The Fund aims to provide investors with semi-annual Distributions of 2% p.a. on their Invested Amount after ordinary expenses, the opportunity for enhanced participation in any Price Growth of the ASX Index Investments over the life of the Payment Contract and 100% capital protection of their Invested Amount at Payment Contract Maturity.
ASX Index Investments	S&P/ASX 200 Property Trust Index and UBS Australia Infrastructure and Utilities Index
Fund Asset	Payment Contract with the Payment Contract Provider
Payment Contract Provider	Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A (incorporated in the Netherlands) trading as “Rabobank International” or “Rabobank”, acting through its London Branch.
Payment Contract Payments to the Fund	<p>The terms of the Payment Contract provide that EQT pay the Fund Investment Amount to Rabobank on the Fund Investment Date 29 September 2006. In consideration for the Fund Investment Amount Rabobank will pay to the Fund:</p> <ul style="list-style-type: none"> ➤ semi-annual Payments of 3.05% p.a. of the Capital Protection Amount. These semi-annual Payments will be made on 30 June and 31 December during the life of the Payment Contract. The final semi-annual Payment will be made on the Payment Contract Maturity Date; ➤ the Capital Protection Amount on the Payment Contract Maturity Date; and ➤ the Enhanced Participation Amount which will reflect the Price Growth, if any, in the ASX Index Investments over the life of the Payment Contract multiplied by the IPM. The Enhanced Participation Amount will be paid to the Fund on the third Currency Business Day after the Payment Contract Maturity Date, unless a market disruption event applies which may postpone the payment of the Enhanced Participation Amount.
Fund Investment Date	29 September 2006
Payment Contract Maturity Date	29 September 2011
Minimum Application Amount	\$1,000,000
Offer Period	A 28 day period in which applications will be accepted as described in the INFORMATION MEMORANDUM dated 20 September 2006. The Offer Period will commence on 1 September 2006 and will close at 3pm on 28 September 2006, unless otherwise stated by the Investment Manager.
Cleared Funds	Investors will be required to provide cleared funds equal to their Application Amount to the Custodian and Administrator by no later than the close of the Offer Period, at 3pm on 28 September 2006, if they wish to invest in the Fund

Value of Units as at Fund Investment Date	\$1.00
Distribution Rate	2% p.a. on a Unit holder's Invested Amount paid semi-annually after ordinary expenses. However, in the event that the Fund incurs extraordinary or unanticipated expenses, these expenses may reduce the semi-annual Distributions below 2% p.a. and may also decrease the NAV of the Fund
Distribution Dates	Semi-annually on 31 December and 30 June over the life of the Payment Contract, with the final Distribution being made on the Payment Contract Maturity Date. Unit holders will be paid their Distribution amount by the Fund within 14 Business Days of the Distribution Date.
Early Redemption Dates	The Early Redemption Unit price for a particular month will be calculated on the last Business Day of each month. However, for a Unit holder to make an Early Redemption request in a particular month they must complete Form B - Unit holder Early Redemption Form and submit it to JPMorgan Institutional Services Australia Limited at the address shown on that form between the first day of the month and 3pm on the Business Day which is five Business Days before the last Business Day of the month. Unit holders will not be able to make an Early Redemption if the Payment Contract is affected by an event of default or a termination event.
Minimum Early Redemption Amount	\$500,000 or NAV of outstanding Units if less
Value of Units Redeemed prior to Payment Contract Maturity	In the event that a Unit holder chooses to redeem Units prior to Payment Contract Maturity, the redemption price of the Units will reflect the fair economic value of the unsecured obligations of Rabobank under the Payment Contract at that point-in-time. In the event that Units in the Fund are redeemed prior to Payment Contract Maturity, the Unit holder's Invested Amount will not be capital protected and the amount that the Unit holder receives may be greater or less than their Invested Amount
Final Payment to the Fund	<p>At and after Payment Contract Maturity (provided that no market disruption events apply), the Fund will receive a Final Payment equal to the greater of:</p> <p>100% of the Capital Protection Amount,</p> <p>Or</p> <p>100% of the Capital Protection Amount plus the Enhanced Participation Amount.</p> <p>The Enhanced Participation Amount is calculated by a formula under the Payment Contract. A simplified version of this formula is outlined below. The calculation of the Enhanced Participation Amount for the Fund will be based on the version of the formula in the Payment Contract. Both versions of the formula result in the same outcomes.</p> <p>Enhanced Participation Amount = IPM x Capital Protection Amount x $\{[(S\&P \text{ Index Relative Change} + UBS \text{ Index Relative Change}) / 2] - 100\%\}$</p>
Capital Protection Amount	Is equal to the Fund Investment Amount less the notional amount of any Early Redemptions or redemptions associated with extraordinary or unanticipated expenses being incurred by the Fund. The Capital Protection Amount will always be equal to the notional amount of the Payment Contract.

S&P Index Relative Change	Is calculated as a percentage by taking an average of the official closing values of the S&P/ASX 200 Property Trust Index on the Averaging Dates and dividing this by the average of the official closing values of that index over the first three Scheduled Trading Days on which the ASX is trading, commencing on the Fund Investment Date.
UBS Index Relative Change	Is calculated as a percentage by taking an average of the official closing values of the UBS Australia Infrastructure and Utilities Index on the Averaging Dates and dividing this by the average of the official closing values of that index over the first three Scheduled Trading Days on which the ASX is trading commencing on the Fund Investment Date.
Averaging Dates	Are seven dates which are not Disrupted Valuation Dates, six of which fall on the last Business Day of each of the six months preceding the Payment Contract Maturity Date with the seventh falling on the Payment Contract Maturity Date itself.
Index Participation Multiplier ("IPM")	The IPM will be set on the Fund Investment Date
Minimum IPM	120%
Business Day	Means a day which is: (a) a day on which commercial banks and foreign exchange markets settle payments and are open for general business (including dealing in foreign exchange and foreign currency deposits) in Sydney and Melbourne; and (b) an Exchange Business Day.
Anticipated Indirect Cost Ratio ("ICR")	1.05% p.a. of the Capital Protection Amount. This anticipated ICR is based on the negotiated rates with the Fund's service providers and incorporates anticipated ordinary fees and expenses and set up costs. However, in the event that the Fund or the Responsible Entity incurs extraordinary or unanticipated expenses these may also be recovered from the Fund.
Early Realisation	If the Fund is performing well the Investment Manager may ask the Responsible Entity to call a meeting of members (provided that certain performance hurdles are met) and to propose to members a resolution that the Fund be ended and its assets sold. If two-thirds of the Unit holders present at that meeting vote to approve this resolution, the Fund will be ended. If the Fund is ended early, in this manner, the Responsible Entity will be entitled to 2% of the NAV of the Fund. The Responsible Entity will pay this amount to the Investment Manager.
Early Termination	The Fund may be terminated early if an Early Termination Event occurs.
Early Termination Value	Means the fair economic value of the Payment Contract on the date of termination as determined by one of the parties to the Payment Contract taking into account the costs of terminating the Payment Contract. Such costs include, without limitation, break costs, administrative costs, the costs of unwinding any hedge or related trading positions and funding costs.
Fund Credit Rating	AAAf by Standard and Poor's
Unit Price Reporting	Monthly after the last Business Day of Each Month
Distribution Reporting	Semi-annually after 31 December and 30 June from the Fund Investment Date over the life of the Fund
Financial Reporting	Annually after 30 June over the life of the Fund
Investment Manager	Longreach Global Capital Pty Limited

Custodian	JPMorgan Institutional Services Australia Limited
Responsible Entity	Equity Trustees Limited, AFSL 240 975
Sales and Marketing Manager	Longreach Capital Markets Pty Limited
Constitution and Risk Management Statement	Available from EQT on request
ASIC Registered Scheme No	121 277 049
APIR Code	ETL0080AU

Dated 28 February 2007

UBS AG, LONDON BRANCH**AUD 15,500,000 UBS-STIRM Strategy Notes due 10 February 2012**
issued under the Euro Note Programme

Terms used herein shall be deemed to be defined as such for the purposes of the Conditions set forth in the Base Prospectus dated 3 July 2006 which constitutes a base prospectus for the purposes of Article 5 of Directive 2003/71/EC (the "Prospectus Directive"). This document constitutes the Final Terms of the Notes described herein for the purposes of Article 5.4 of the Prospectus Directive and must be read in conjunction with the Base Prospectus dated 3 July 2006 relating to the Programme. This Final Terms does not constitute a Prospectus for the purposes of the Prospectus Directive.

Full information on the Issuer and the offer of the Notes described herein is only available on the basis of the combination of these Final Terms and the Base Prospectus. The Base Prospectus is available for viewing on the website of Irish Financial Services Regulatory Authority (the "IFSRA"), and copies may be obtained from the offices of the Paying Agents, HSBC Bank plc, 8 Canada Square, London E14 5HQ, Dexia Banque Internationale a' Luxembourg, 69 route d'Esch, L-2953 Luxembourg and HSBC Institutional Trust Services (Ireland) Limited, HSBC House, Harcourt Centre, Harcourt Street, Dublin 2, Ireland.

The STIRM Strategy (the "Strategy") is a short term interest rate trading strategy devised according to algorithmic principles. Fortinbras Asset Management GmbH is engaged as strategy advisor (the "Strategy Advisor") to devise the Strategy. The coupons and capital appreciation of the Notes are linked to the performance of the Strategy, pursuant to the terms and conditions of the Notes.

The Notes are 100% principal protected at maturity. The Interest Amount on the Interest Payment Dates and the Redemption Amount payable at maturity are linked to the performance of the Strategy Amount. The Strategy Amount is comprised of a notional cash deposit, whose value is affected by the performance of an interest rate strategy as described below. Whilst the Redemption Amount and any Interest Amounts are linked to the performance of the interest rate strategy, the Issuer is not obliged to invest the issue proceeds of the Notes in interest-rate-linked assets, or to hold such assets at any time. The Noteholder acquires no interest in such assets.

No secondary market for the Notes currently exists, nor is one likely to develop. Noteholders should have the ability and intent to hold the Notes until their Maturity Date. It is the current practice, but not the legal obligation, of the Dealer to provide firm bid prices for the Notes whilst they are outstanding, subject to prevailing market conditions.



Deutsche Bank AG London

Australian Medium Term Note Programme

Pricing Supplement

Issue of A\$13,000,000

*Capital Protected Medium Term Notes linked to a notional Dynamic Portfolio due
7 June 2014 issued on 7 June 2007
(the "Notes")*

Series No. 2007-1 and Tranche No. 1

Although Deutsche Bank AG is authorised as a foreign authorised deposit-taking institution to carry on banking business in Australia under the Banking Act 1959 of the Commonwealth of Australia, the Notes will be issued by the London Branch of Deutsche Bank AG and will constitute obligations of Deutsche Bank AG to be performed through its London Branch.

This Pricing Supplement (as referred to in the Information Memorandum in relation to the above Programme dated 14 April 2004 ("Information Memorandum")), including each of the Schedules hereto (collectively this "Pricing Supplement"), relates to the Tranche of Notes referred to above.

Unless otherwise defined, terms used in the italicised section below shall have the meanings given to them in this Pricing Supplement.

The repayment of principal invested in the Notes at maturity is an unsecured and unconditional obligation of Deutsche Bank AG London. The Maturity Redemption Amount in respect of the Notes (which must be a minimum amount equal to the principal invested in the Notes) will be determined by reference to any percentage change in the notional value of the Dynamic Portfolio over the life of the Notes (as more specifically described in this Pricing Supplement). Interest in respect of the Notes will be payable semi-annually in arrear unless the payment or deemed payment of such interest on any Interest Payment Date would result in the Current Ratio on such date to fall below the Sell Trigger Threshold, in which case no interest will be payable on such Interest Payment Date in respect of the relevant Interest Period (as more specifically described in this Pricing Supplement).

The purchase of Notes involves substantial risks. Investors in the Notes should have sufficient knowledge and experience in financial and business matters to evaluate the merits and risks of investing in the Notes as well as access to, and knowledge of, appropriate analytical tools to evaluate such merits and risks in the context of their financial situation.

Before making an investment decision, prospective investors in the Notes should ensure that they understand the nature of the Notes and the extent of their exposure to risks and that they consider carefully, in the light of their own financial circumstances, financial condition and investment



APPENDIX: Westpac Principal Protection

Important Information: Westpac Institutional Bank, a division of Westpac Banking Corporation (ABN 33 007 457 141, AFSL 233714) is the provider of the Capital Guarantee only and in no way guarantees the performance or results achieved by the Camelotfund AUD / USD Currency Strategy

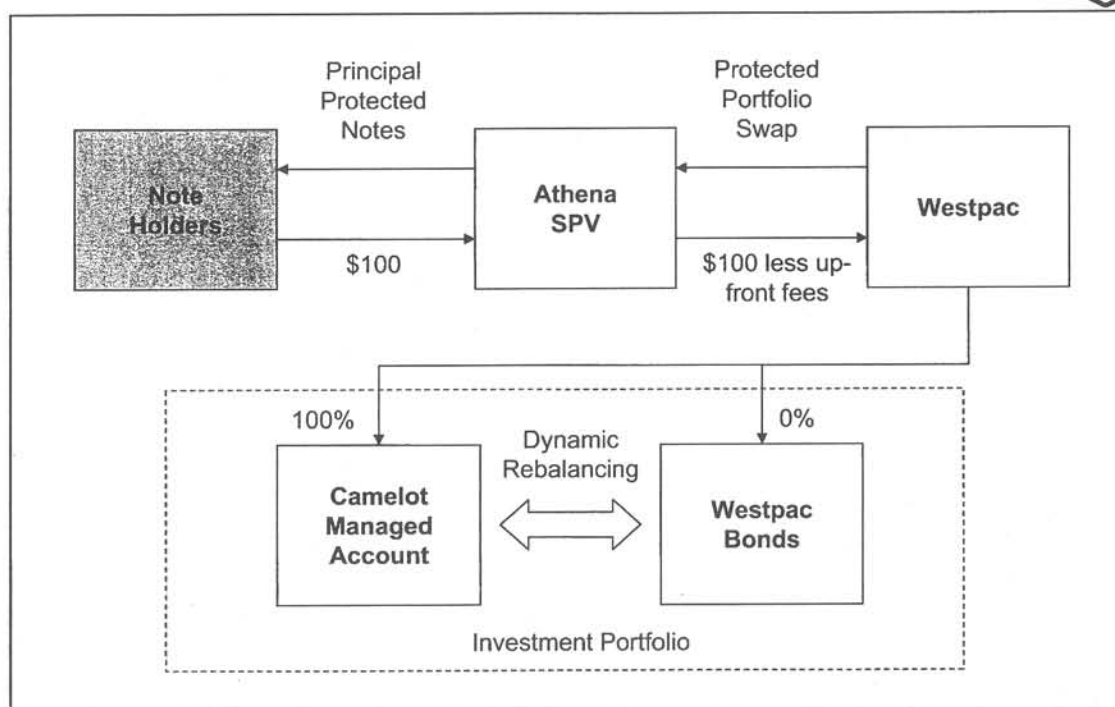


Mechanism

- Net proceeds of note issue are invested by Westpac in an Investment Portfolio consisting of two assets:
 1. An account managed by Camelotfund ("Camelot Strategy")
 2. Westpac Bonds ("Bonds")
- Initially the allocation to the Camelot Strategy is 100%. The objective is to maximise returns by remaining as fully invested in the Camelot Strategy as possible
- If the value of the Investment Portfolio falls below the pre-determined Sell Trigger, Westpac will re-allocate from the Camelot Strategy to Bonds
- If the value of the Investment Portfolio subsequently increases to or above the pre-determined Buy Trigger, Westpac will re-allocate from Bonds to the Camelot Strategy



Structure





Definitions

Investment Portfolio Value: the value of the investment in the Camelot Strategy, plus the value of any investment in Bonds, less accruals for the principal protection fee

Bond Floor: the present value of the Principal of the notes at maturity

Equity Gap: the percentage fall in value of the Camelot Strategy that will result in the Investment Portfolio Value being equal to the Bond Floor

$$\text{Equity Gap} = \frac{(\text{Investment Portfolio Value} - \text{Bond Floor})}{\text{Camelot Strategy value}}$$

Sell Trigger: the Investment Portfolio Value that leads to an Equity Gap of 7.5%

Buy Trigger: the Investment Portfolio Value that leads to an Equity Gap of 17.5%



Rules

- If the Equity Gap becomes less than 7.5%, a re-allocation from the Camelot Strategy to Bonds will be made
- If the Equity Gap becomes equal to or greater than 17.5%, a re-allocation from Bonds to the Camelot Strategy will be made (subject to a maximum allocation of 100%)
- In each case the re-allocation will result in an Equity Gap of 12.5%
- The formula for calculating the permitted allocation to the Camelot Strategy if the Equity Gap falls below 7.5% or is equal to or exceeds 17.5% is as follows:

$$\text{Allocation to Camelot Strategy} = \frac{(\text{Investment Portfolio Value} - \text{Bond Floor})}{12.5\%}$$

- If the allocation to the Camelot Strategy falls to 0%, then the allocation to the Camelot Strategy will remain at 0% (and the allocation to Bonds will remain at 100%) until the maturity date




Contingent Coupons



- Paid annually
- Calculated using the following formula:

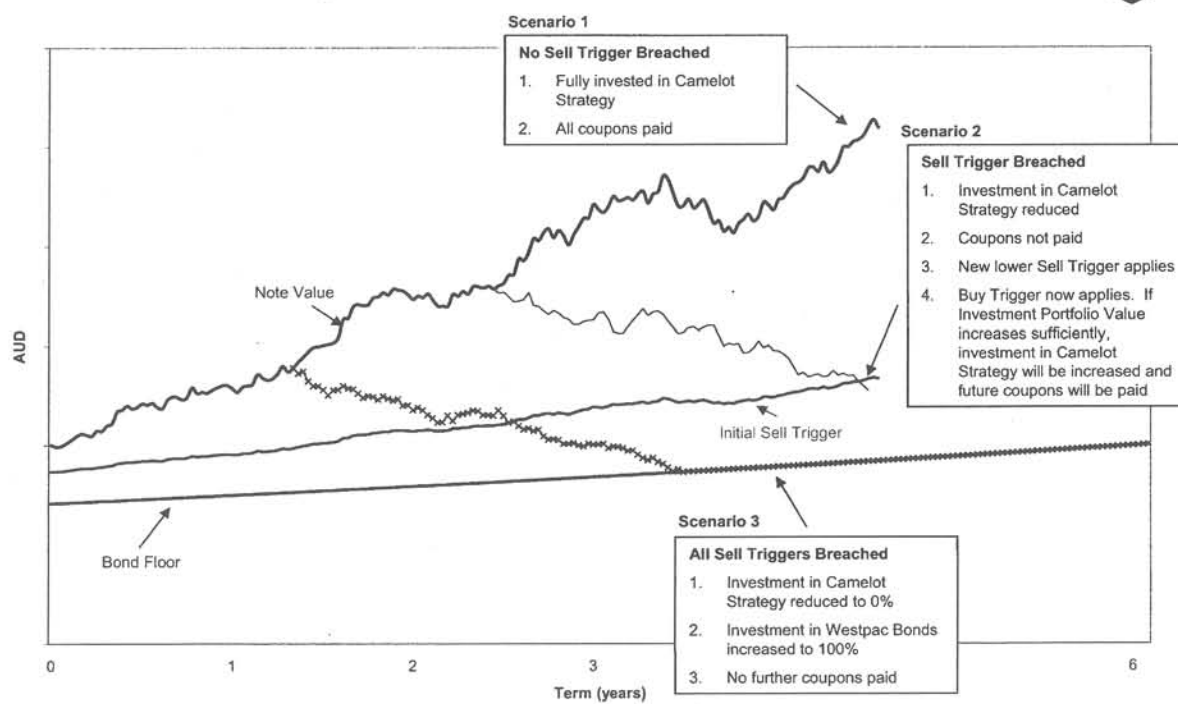
$$\text{Coupon} = \text{Principal} \times 1 \text{ year BBSW} \times \frac{d}{365}$$

Where

- 1 year BBSW is the average 1 year BBSW over the coupon period
 - d is the number of days in the coupon period
-
- For each coupon period, so long as the allocation to the Camelot Strategy is 100% and the Equity Gap remains above 12.5% after a coupon payment, the coupon is paid. In all other cases the coupon payment monies will be retained within the Camelot Strategy and not distributed to investors



General Examples



Schedule A

Note Particulars

Issuer of the Note	ICAP Brokers Pty Ltd (as agent for LCA Group Pty Ltd)
Face Value of the Note	\$1,000,000 AUD
Term of Note	5 years
Closing Date	28 February 2007
Settlement Date	1 March 2007
Maturity Date	1 March 2012
Account details for Application Monies	National Nominees Limited NNLM30

Custodian Particulars

Custodian	National Australia Bank Limited
Custodian's Address	Level 24, 500 Bourke Street, Melbourne
Custodial Sub-Account	ICAP Brokers Pty Ltd Sub a/c M&J Superannuation Fund Pty Ltd (13364)

Investor Particulars

Investor	Ku-ring-gai Council
Investor's Address	818 Pacific Highway Gordon NSW 2073
Number of Notes applied for (\$500,000.00 = One (1) Note)	Two (2)
Purchase Price	\$1,000,000 AUD

The Underlying Asset

Underlying Asset	Athena Series 1 – Camelot Notes
Issuer of Underlying Asset	Athena Finance Pty Ltd
Term of Underlying Asset	5 years
Guarantor of Underlying Asset	Westpac Banking Corporation
Distributions may be paid	Annually



LONGREACH CAPITAL PROTECTED WHOLESALE FUND 1-2006 PROPERTY, INFRASTRUCTURE AND UTILITIES MONTHLY UNIT HOLDER REPORT May 2008

Longreach Global Capital Pty Limited, as Investment Manager for the Longreach Capital Protected Wholesale Fund, 1-2006 Property, Infrastructure and Utilities, is pleased to provide Unit holders of the Fund with the Monthly Unit holder Report for May 2008.

1. Longreach Capital Protected Wholesale Fund 1-2006 General Information

Type of Fund: Medium Term Growth AAaf rated Capital Protected Growth Fund with equal exposure to the price growth of the S&P/ASX 200 Property Trust Index and UBS Australia Infrastructure and Utilities Index (ASX Index Investments)	Fund Investment Date: 29 September 2006	Buy/Sell Spread: Nil
Investment Objectives: The Fund aims to provide investors with semi-annual distributions of 2% p.a. on their invested amount after ordinary expenses, the opportunity for enhanced participation in any price growth of the ASX Index Investments over the life of the Payment Contract and 100% capital protection of their invested amount at Payment Contract Maturity.	Recommended Investment Timeframe: 5 years	Distributions: 2% p.a. Paid Semi Annually: 30 June 31 December

2. Actual Performance of Fund's ASX Index Investments

Index	Index Value at Fund Investment Date	Index Value at Previous Month End	Index Value at Latest Month End	% Change Since Fund Investment Date
ASX 200 Listed Property Trust Index	2,186.00	1,776.10	1,612.80	-9.19%
UBS Australia Infrastructure & Utilities Index	2,483.00	2,668.90	2,651.66	-0.65%
ASX Index Investments*				-4.92%
				-9.71%

The S&P/ASX Listed Property Trust Index was down 9.2%, a reflection of the continued volatility in the market. In contrast the UBS Australian Infrastructure and Utilities Index rose by 0.65% over the month. The Fund's ASX Index Investments fell by 4.92%.

Fund Unit Net Asset Value

Fund Unit Price at Fund Investment Date	Unit Net Asset Value at Month End	Growth	2% p.a. Income (Accrued)	Actual % Change in Unit Price Since Inception
\$1.0000	0.92958	0.92125	0.00833	-7.04%

The Fund's Unit NAV at month end provided to the Investment Manager by the Calculation Agent was \$0.9296 . This NAV represents a **1.11% decrease** from the previous month end. This valuation represents the price at which a Unit holder could have redeemed Fund Units at month end inclusive of Fund Ordinary Expenses.

For each \$1mm invested an investor could redeem and receive **\$929,600** based on the current unit price within the Fund Payment Contract.

The Fund return to Unit holders at the Payment Contract Maturity is based on the enhanced price growth of the Fund's ASX Index Investments. In accordance with the Fund's Information Memorandum dated 20 September 2006, Unit holders will receive 130% (i.e the Index Participation Multiplier) of the price growth of the Fund's ASX Index Investments.

4. Market Commentary

After a strong start to month, global equity markets pulled back to finish only slightly stronger – and in the case of Asia down slightly on the month. The MSCI World (ex Australia) Index ended the month up 1.6% while MSCI Asia (ex Japan) ended down 3.3%. The initial positive sentiment came from the stronger than expected US employment data, however the increasing oil price and growing concerns about inflation saw sellers return to the market. The positive story overall continues to be the strength of the Resource sector – both in the domestic market and offshore. The REIT sector under performed with heavy selling seen in the local LPT sector. The ASX200 Index was up 1.5% (total return on the month) with the strongest performing stocks being Fortescue Metals Group (up 43.7%), Paladin Energy (up 37%) and Santos (up 33%). The Australian Dollar also benefited from rising commodity prices – continuing to rally and moving through US\$0.96 for the first time since 1984.

Contact:

Longreach Global Capital Pty Limited AFSL : 247 015 ABN : 27 080 373 762

Sydney Office: Phone : (02) 8224 9800 Fax: (02) 8224 9830

Disclaimer: This report has been prepared by Longreach Capital Markets Pty Limited (ABN 93 113 578 804) in its capacity as Sales and Marketing Manager for the Longreach Capital Protected Wholesale Fund 1 – 2006, Property, Infrastructure and Utilities (the "Fund"). Longreach Capital Markets Pty Limited is an Authorised Representative of Longreach Global Capital Pty Limited (ABN 27 080 373 762, AFSL 247015). Full details of the Fund can be found in the Information Memorandum dated 20 September 2006. Terms defined in that Information Memorandum have the same meaning in this report.

The information contained in this report is current as at the close of business on the date indicated and is for the information of wholesale clients within the meaning of section 761G of the Corporations Act 2001 who have invested in the Fund. Performance of the Fund to date is not a guarantee or indicator of Fund performance in future. Similarly, references to the performance of ASX Index Investments do not imply future performance guarantees or returns. To the maximum extent permitted by law, neither Longreach Capital Markets Pty Limited nor Longreach Global Capital Pty Limited will be liable in any way for any loss or damage suffered by you through use or reliance on this information. Our liability for negligence, breach of contract or contravention of any law, which can not be lawfully excluded, is limited, at our option and to the maximum extent permitted by law, to resupplying this information or any part of it to you, or to paying for the resupply of this information or any part of it to you.



NOTEHOLDER PERFORMANCE REPORT May 2008

Longreach Series 26 Capital Protected Medium Term Note

Capital Protected Notes – ‘Global Property’

Type of Note: Capital Protected Note with exposure to a diversified basket of global property securities.	Investment Date: 7 June 2007	Liquidity: Available Daily
Investment Objectives: The chosen basket of securities provide for both a potentially high regular income via the dividends paid as well as any potential capital growth within the capital protection mechanism.	Recommended Investment Timeframe: 7 years	Distributions: Fixed 7.00% p.a. coupon paid semi annually

Basket Returns since investment date (7 June 2007)

The following table sets out the Basket's performance by security: -

Security	Sector	%	Buy-in-Price \$	Closing Price \$	Change % ⁽ⁱ⁾
Bene Stabili	Property	14.3	1.13	0.68	-39.60%
British Land	REIT	14.3	1,361.00	801.00	-41.15%
City Developments	Property	14.3	17.20	11.38	-33.84%
Mitsubishi Estate	Property	14.3	3,588.00	2,840.00	-20.85%
Simon Property	REIT	14.3	99.69	99.36	-0.33%
Stockland	REIT	14.3	8.66	6.31	-27.14%
Sun Hung Kai	Property	14.3	89.45	125.40	40.19%
Average					-17.53%

Note (i) all percentage changes shown are absolute price moves not calculated on a per annum basis.

Net Asset Value (NAV)

The Hold to Maturity NAV of the Notes is 75.91 (last month 80.41). The NAV at Issue Date was 97.00 – being 100 less LCM upfront distribution fees. If an investor chose to exit prior to maturity the ‘Redeemable NAV’ would incorporate the current NAV less the cost of unwind of the currency protection mechanism. The currency hedge ensures buy and hold investors are not exposed to changes in the underlying currencies at maturity.

Internal Rate of Return (IRR)

The IRR of the Notes is -21.333% p.a. This represents the true annual rate of earnings on an investment. This rate takes into account the movements in the underlying securities as well as compound interest factors (time value of money).

** IRR is a discounted cashflow method of calculating returns defined mathematically as the rate by which future anticipated net cash flow must be discounted so that their value will be equal to the initial cost of the investment.*

Coupon Payments

The coupon for this transaction is a Fixed **7.00%** p.a. payable semi annually. It will be paid out of the dividends received on the underlying stocks, and where necessary the NAV of the Notes. Payment of the coupon is contingent on; 100% of investor's money being allocated to the Global Property Basket, and the payment of the coupon not causing a Sell Trigger to be hit.

	Coupon Payment Date	Per Annum %	BBSW Comparison %
Coupon 1	07-Dec-07	7.00	6.48

Allocation to the Diversified Basket

The current allocations within the Dynamic Portfolio are:

Series Basket	69.5%
Discount Debt Security	30.5%

The current Gap is approximately 16.10 (last month 18.40) compared to the sell trigger of 15 and a buy trigger of 25. Please refer to the Series 26 Discussion Paper for a description of the workings of the capital protection mechanism.

Market Recap

After a strong start to month, global equity markets pulled back to finish only slightly stronger – and in the case of Asia down slightly on the month. The MSCI World (ex Australia) Index ended the month up 1.6% while MSCI Asia (ex Japan) ended down 3.3%. The initial positive sentiment came from the stronger than expected US employment data, however the increasing oil price and growing concerns about inflation saw sellers return to the market. The positive story overall continues to be the strength of the Resource sector – both in the domestic market and offshore. The REIT sector under performed with heavy selling seen in the local LPT sector. The ASX200 Index was up 1.5% (total return on the month) with the strongest performing stocks being Fortescue Metals Group (up 43.7%), Paladin Energy (up 37%) and Santos (up 33%). The Australian Dollar also benefited from rising commodity prices – continuing to rally and moving through US\$0.96 for the first time since 1984.

Notes:

Contact:

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Important Information

This monthly report has been prepared by Longreach Capital Markets (ABN 93 13 578 804) in its role as Authorised Representative of Longreach Global Capital Pty Limited (ABN 27 080 373 765, AFSL 247015). The forecasts in this report are subject to change. Past performance does not guarantee future returns. Accordingly, investors should make their own assessment of the adequacy, relevance and accuracy of the information in this report (together with the Series documentation of each Series) and in making any investment decision should rely on their own independent investigation of the notes/commercial paper. This report is not an invitation or recommendation for applications or offers to buy any products issued by Longreach CP Limited.

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NOTEHOLDER PERFORMANCE REPORT

May 2008

Longreach Series 23

Constant Proportion Portfolio Technique Note

Series 23 – Capital Protected Notes – 'STIRM'

Type of Note: Capital Protected Note with exposure to a short term interest rate yield enhancement strategy	Investment Date: 26 February 2007	Liquidity: Available Daily
Investment Objectives: The short term interest rate yield enhancement strategy provide for both a potentially high regular income via performance based coupon component as well as any potential capital growth within the capital protection mechanism.	Recommended Investment Timeframe: 5 years	Distributions: Distributions paid quarterly.

Net Asset Value (NAV)

The NAV of the Notes is 105.67 (last month 104.74). **A coupon payment was made to investors on the 13th of the month – this amount was paid out of the NAV.**

Internal Rate of Return (IRR)

The IRR of the Notes is 7.936%% **p.a.** This represents the true annual rate of earnings on an investment. This rate takes into account the movements in the underlying securities as well as compound interest factors (time value of money).

** IRR is a discounted cashflow method of calculating returns defined mathematically as the rate by which future anticipated net cash flow must be discounted so that their value will be equal to the initial cost of the investment.*

Coupon Payments

The coupon will be made up of a Fixed and Floating component as outlined in the Series 23 Discussion document. The **Fixed** component is set at 2.50% p.a. payable quarterly (unless strategy is fully allocated to the UBS cash investment), and the **Floating** component is set at 125% of the strategy's positive intra period performance, with a cap on total coupon of BBSW + 40bps.

	Coupon Payment Date	Per Annum %	BBSW Comparison %
Coupon 1	10-May-07	2.50	6.42
Coupon 2	10-Aug-07	2.50	6.39
Coupon 3	11-Nov-07	2.47	6.73
Coupon 4	12-Feb-08	7.25	7.12
Coupon 5	13-May-08	2.47	7.77

Allocation to the Diversified Basket

The current allocations within the Dynamic Portfolio are:

STIRM Strategy	100%
UBS Discount Debt Security	0%

Please refer to the Series 23 Discussion Paper for a description of the workings of the capital protection mechanism.

Market Recap

After a strong start to month, global equity markets pulled back to finish only slightly stronger – and in the case of Asia down slightly on the month. The MSCI World (ex Australia) Index ended the month up 1.6% while MSCI Asia (ex Japan) ended down 3.3%. The initial positive sentiment came from the stronger than expected US employment data, however the increasing oil price and growing concerns about inflation saw sellers return to the market. The positive story overall continues to be the strength of the Resource sector – both in the domestic market and offshore. The REIT sector underperformed with heavy selling seen in the local LPT sector. The ASX200 Index was up 1.5% (total return on the month) with the strongest performing stocks being Fortescue Metals Group (up 43.7%), Paladin Energy (up 37%) and Santos (up 33%). The Australian Dollar also benefitted from rising commodity prices – continuing to rally and moving through US\$0.96 for the first time since 1984.

STIRM Strategy Performance

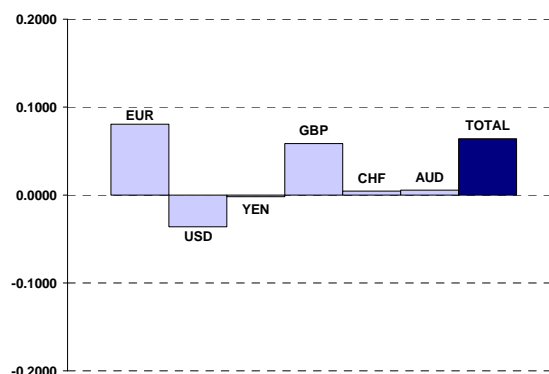
The following chart shows STIRM's performance.



** This chart reflects STIRM performance gross of fees and in EUR terms.*

The EUR position was the main contributor to the strategy's performance as shown below:

STIRM Monthly Performance by Currency (in ticks)



The average duration of the basket ended the month unchanged from the previous month at -0.2. This is a measure of the weighted, net long or short positions in each of the underlying

currencies. A figure of +1 would represent a long position in each of the 6 currencies and a figure of -1 would represent a short position in each of the 6 currencies.

The following table summarises the composition and performance of the STIRM strategy over the month:

Futures Currency	Futures Allocation	Futures Position as at Previous Month End	Futures Position as at Current Month End	Performance on Month
USD	40%	Long	Long	Negative
Euro	25%	Long	Short	Positive
Yen	15%	Short	Short	Negative
GBP	10%	Long	Short	Positive
CHF	5%	Long	Short	Positive
AUD	5%	Short	Short	Positive

Notes:

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BlackRock Diversified Credit Fund

Portfolio Performance¹ - Periods to End May 2008

	1 Month	3 Months	6 Months	FYTD	1 Year	2 Years (pa)	3 Years (pa)	Since Inception (6/5/2003) (pa)
Fund	1.09%	0.47%	-0.59%	-2.17%	-1.73%	2.71%	4.06%	5.09%
Benchmark	0.66%	1.99%	3.77%	6.67%	7.22%	6.80%	6.45%	6.03%
Out- Performance ²	43 bps	-152 bps	-436 bps	-884 bps	-895 bps	-410 bps	-239 bps	-93 bps

¹ The performance figures assume the reinvestment of all income and are calculated gross of fees and charges.

² Out-performance represents the difference between gross return and the return of the benchmark.

Past performance is not a reliable indicator of future performance.

Rounding used in the presentation of returns may result in minor addition errors.

- The Fund managed \$236,143,119 in assets at the end of May.
- The Fund's credit duration remained at 3.6 years and the running yield fell to 191 bps from 203 bps. The S&P credit score at the end of the quarter was (data not available at present). (The maximum allowable for the Fund is 90)
- The month began with the ongoing positive momentum from April with technical factors driving the synthetic credit indices tighter and bonds outperforming due to the long spell of no new supply, particularly in the UK and Australia. However, with the renewed confidence in the credit markets, May delivered record levels of new issuance, particularly in the US market. The new supply was mostly readily absorbed by investors who had become underweight to the sector, however it put a floor on the ability of credit spreads to continue to contract at the same pace as in April.
- In a swift and unexpected move, Westpac made a bid to merge with St George Bank through May. In an all scrip deal Westpac offered 1.31 shares for every St George Bank share, valuing St George Bank at \$18.6bn, a 28.6% premium over the closing share price prior to the bid. St.George Bank's Board indicated that it will recommend to shareholders that they accept the offer, subject to an independent expert's opinion that it is in their best interests and no superior proposal emerged. Westpac have a strong advantage in terms of knowledge of the St George Bank business with the current CEO of Westpac, Gail Kelly having been the CEO of St George Bank in her most recent previous employment. The credit spreads of St George Bank bonds contracted on the news, whilst the credit spreads of Westpac bonds were unchanged. The Fund has a 1.3% exposure to St George Bank and 2.0% exposure to Westpac.
- In a less successful move, QBE made a number of attempts to takeover IAG through the month, extending the deadline for acceptance on a number of occasions before finally withdrawing their bid. Following the withdrawal of the bid IAG's share price dropped 6% and the CEO of IAG Michael Hawker resigned and was replaced by the COO Michael Wilkins. The Fund has no exposure to IAG and 0.86% exposure to QBE.
- In a reaction to a regulatory filing by Bank of America, Standard & Poors lowered Countrywide's credit rating to sub investment grade, BB+. In the filing, Bank of America gave no assurances that any of Countrywide's debt will be redeemed, assumed, or guaranteed. In contrast, Moody's left their Baa3 rating on Countrywide unchanged as Bank of America "is likely to support it after the

acquisition is complete.” Moody's has also noted that “Bank of America has taken a similar stance in prior transactions but ultimately merged the acquired companies into a Bank of America legal entity”. The acquisition is set to be completed in the 3Q. The Fund has an exposure to Countrywide that has been hedged with a credit default swap and 0.87% exposure to Bank of America.

- Well into calendar 2008 the first primary domestic RMBS transaction was printed by Citigroup with their \$500mn SAM 2008-1 deal. The AAA tranche of this transaction priced at a spread of 145 bps over bills, 9 times wider than their previous transaction in 2007 when the AAA tranche priced at a spread of 16 bps over bills and was well received by investors. In contrast all 4 of the major banks, the regional banks and Macquarie Bank internally securitised mortgages to take advantage of the repo facilities provided by the Reserve Bank of Australia (RBA). Over \$58bn of RMBS was created by these banks and held on balance sheet to be used as collateral to raise funds from the Reserve Bank of Australia at rates more favourable than available in the capital markets. These moves will limit the supply of RMBS that will be seen by the capital markets over the next year.
- Globally, banks have been moving to downsize and de-risk their balance sheets following the credit crunch. Citigroup have stated that they intend to reduce their balance sheet by \$400bn over 2 to 3 years, which is around 20% of the bank's balance sheet. JP Morgan intend to shrink the balance sheet of Bear Stearns by \$185bn and UBS acted to reduce their balance sheet by \$22bn.
- In other Bear Stearns news, shareholders approved the sale of the Investment Bank to JPMorgan. Each Bear Stearns share will be exchanged for 0.21753 JPMorgan share, a value of \$9.43 per share. The Fed will take control of a \$30bn portfolio of BSC assets on 26 June. The Fund has 1.52% exposure to Bear Stearns and 0.91% exposure to JP Morgan.
- The credit markets experienced consolidation through May as new supply entered the market to meet the demand of investors seeking to take advantage of the historically wide credit spreads. Financial market participants turned their focus away from the potential for a financial system meltdown to the uncertain economic environment and particularly the impact of rising oil prices on inflation. Whilst we may have seen a contraction in the spreads for investment grade credit, particularly for financial institution issuers, we do expect volatility to continue as the slower economy takes its toll.

PRIVACY MANAGEMENT PLAN

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To adopt a revised Privacy Management Plan.
---------------------------	---

BACKGROUND:	Council is required to have a Privacy Management Plan under the <i>Privacy and Personal Information Protection Act 1998</i> . Council's existing Plan was adopted in 2000. Council also has obligations under the <i>Health Records and Information Privacy Act 2002</i> .
--------------------	--

COMMENTS:	A revised Privacy Management Plan has been drafted.
------------------	---

RECOMMENDATION:	That the revised Privacy Management Plan be adopted.
------------------------	--

PURPOSE OF REPORT

To adopt a revised Privacy Management Plan.

BACKGROUND

Council is required to have a Privacy Management Plan under the *Privacy and Personal Information Protection Act 1998*. Council's existing Plan was adopted in 2000. Council also has obligations under the *Health Records and Information Privacy Act 2002*.

Council's existing Plan is attached (**Attachment A**). The existing Plan describes the measures Council must take to ensure compliance with the *Privacy and Personal Information Protection Act 1998*. Additional privacy obligations have since arisen through the *Health Records and Information Privacy Act 2002*. It is now appropriate to include the obligations of both Acts in one comprehensive Plan.

The privacy legislation deals with the collection and use of personal information and health information. Council must comply with 12 Information Protection Principles and 15 Health Privacy Principles as well as certain public register provisions.

Council's existing plan requires updating to incorporate the requirements of both Acts.

COMMENTS

A revised Privacy Management Plan has been drafted (**Attachment B**). The draft is a complete rewrite of the current Plan drawing together the two Acts.

The Plan explains:

- personal information and health information
- the privacy legislative framework
- public registers and how access is granted to them
- the privacy principles and how Council complies with them
- how, in particular, Council deals with public submissions and the recording of Council meetings
- how a person can seek an internal review if it is believed that Council has breached privacy legislation.

CONSULTATION

The revised Privacy Management Plan has been reviewed by Privacy NSW (the Office of the NSW Privacy Commissioner). Comments provided by Privacy NSW have been incorporated in the Plan.

This report and draft Policy were considered at Council's Policy Forum on 12 May 2008.

FINANCIAL CONSIDERATIONS

There are no direct financial considerations associated with the adoption of the Plan. It has been identified, however, that a number of forms used by Council that collect personal or health information require amendment to provide information about privacy issues. These forms will be amended over time when replacement forms need to be printed.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

The revised Privacy Management Plan has been reviewed by the General Manager and Directors.

SUMMARY

A revised Privacy Management Plan has been drafted incorporating the provisions of both the *Privacy and Personal Information Protection Act 1998* and the *Health Records and Information Privacy Act 2002*.

RECOMMENDATION

That the revised Privacy Management Plan be adopted.

John Clark
Director Corporate

Attachments: Attachment A. Privacy Management Plan 4 July 2000 - 751860
 Attachment B. Revised Privacy Management Plan - 924206



PRIVACY MANAGEMENT PLAN

for

Ku-ring-gai Municipal Council

(in accordance with the Privacy & Personal Information Protection Act 1998)

Adopted by Council - 4 July 2000
(Minute No 250)

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1. Introduction

The Privacy and Personal Information Protection Act 1998 ("PPIPA") provides for the protection of personal information and for the protection of the privacy of individuals.

Section 33 of the PPIPA requires all councils to prepare a Privacy Management Plan (the "Plan") to deal with:

- ◆ the devising of policies and practices to ensure compliance by the Council with the requirements of the PPIPA,
- ◆ the dissemination of those policies and practices to persons within the Council,
- ◆ the procedures that the Council proposes for Internal review of privacy complaints;
- ◆ such other matters as are considered relevant by the Council in relation to privacy and the protection of personal information held by it.

This Plan has been prepared for the purpose of section 33 of the PPIPA.

The Act provides for the protection of personal information by means of 12 Information Protection Principles. Those principles are listed below:

- Principle 1 - Collection of personal information for lawful purposes
- Principle 2 - Collection of personal information directly from the individual
- Principle 3 - Requirements when collecting personal information
- Principle 4 - Other requirements relating to collection of personal information
- Principle 5 - Retention and security of personal information
- Principle 6 - Information about personal information held by agencies
- Principle 7 - Access to personal information held by agencies
- Principle 8 - Alteration of personal information
- Principle 9 - Agency must check accuracy of personal information before use
- Principle 10 - Limits on use of personal information
- Principle 11 - Limits on disclosure of personal information
- Principle 12 - Special restrictions on disclosure of personal information

Those principles are *modified* by the Privacy Code of Practice for Local Government ("the Code") made by the Attorney General.

The Code has been developed to enable Local Government to fulfil its statutory duties and functions under the Local Government Act 1993 (the "LGA") in a manner that seeks to comply with the PPIPA.

This Plan outlines how the Council will incorporate the 12 Information Protection Principles into its everyday functions.

This Plan should be read in conjunction with the Code of Practice for Local Government.

Nothing in this Plan is to affect:

- ◆ any matter of interpretation of the Code or the Information Protection Principles as they apply to the Council;
- ◆ any obligation at law cast upon the Council by way of representation or holding out in any manner whatsoever;
- ◆ create, extend or lessen any obligation at law which the Council may have.

This Plan is designed to introduce policies and procedures to maximise compliance with the PPIPA.

Where the Council has the benefit of an exemption, it will nevertheless describe procedures for compliance in this Plan. By doing so, it is not to be bound in a manner other than that prescribed by the Code.

Council collects, stores and uses a broad range of information. A significant part of that information is personal information. This Plan applies to that part of the Council's information that is personal information.

It may mean in practice that any information that is not personal information will receive treatment of a higher standard; namely treatment accorded to personal information where the information cannot be meaningfully or practicably separated.

What is personal information?

"Personal information" is defined in section 4 of the PPIPA as follows:

Personal information is defined to mean information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. This information can be on a database and does not necessarily have to be recorded in a material form.

What is not "personal information".

"Personal information" does not "include information about an individual that is contained in a publicly available publication". Personal information, once it is contained in a publicly available publication, ceases to be covered by the PPIPA.

Where the Council is requested to provide access or make a disclosure and that information has already been published, then the Council will rely on the provisions of the relevant Act that authorises Council to hold that information and not the PPIPA (for example, section 12(1) of the LGA).

Council considers the following to be publicly available publications:

- ◆ An advertisement containing personal information in a local, city or national newspaper.
- ◆ Personal information on the Internet.

- ◆ Books or magazines that are printed and distributed broadly to the general public.
- ◆ Council Business papers or that part that is available to the general public.
- ◆ Personal information that may be a part of a public display on view to the general public.

Information published in this way ceases to be covered by the PPIPA.

However, Council's decision to publish in this way must be in accordance with PPIPA.

Policy on Electoral Rolls

The Electoral Roll is a publicly available publication. Council will provide open access to the Electoral Roll in Council's library. Council will refer any requests for copies of the Electoral Roll to the State Electoral Commissioner.

Application of this Plan

The PPIPA and this Plan apply, wherever practicable, to:

- ◆ Councillors;
- ◆ Council employees;
- ◆ Consultants and contractors of the Council;
- ◆ Council owned businesses; and
- ◆ Council committees (including those which may be established under section 355 of the LGA).

Council will ensure that all such parties are made aware that they must comply with PPIPA, the Code of Practice for Local Government, any other applicable Privacy Code of Practice and this Plan.

Personal Information Held by Council

The Council holds personal information concerning Councillors, such as:

- ◆ personal contact information;
- ◆ complaints and disciplinary matters;
- ◆ pecuniary interest returns; and
- ◆ entitlements to fees, expenses and facilities;

The Council holds personal information concerning its customers, ratepayers and residents, such as:

- rates records; and
- DA applications and objections.

The Council holds personal information concerning its employees, such as:

- ◆ recruitment material;
- ◆ leave and payroll data;
- ◆ personal contact information;
- ◆ performance management plans;
- ◆ disciplinary matters;
- ◆ pecuniary interest returns; and
- ◆ wage and salary entitlements.

Applications for suppression in relation to general information (not public registers).

Where an application for suppression is made in relation to anything other than a public register, then an application under section 739 of the Local Government Act 1993 (“LGA”) is required.

Section 739 of the LGA covers all publicly available material under section 12(1) and 12(6) of the LGA other than public registers. As such, it limits disclosure in those circumstances where an application for suppression is successful. An application for suppression must be verified by statutory declaration and otherwise meet the requirements of section 739. When in doubt, Council will err in favour of suppression.

For more information regarding disclosure of information (other than public registers) see the discussion of IPPs 11 and 12 in Part 3 of this Plan.

For information regarding suppression of information on *public registers*, see Part 2 of this Plan.

Caution as to Unsolicited Information

Where an individual, a group or committee, not established by Council, gives Council unsolicited personal information, then that information should be still treated in accordance with this Plan, the Code and the PPIPA for the purposes of IPPs 5-12 which relate to storage, access, use and disclosure of information.

Part 2 Public Registers

A public register is defined in section 3 of the PPIPA:

public register means a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee).

A distinction needs to be drawn between “public registers” within the meaning of Part 6 of the PPIPA and “non public registers”. A “non public register” is a register but it is not a “public register” for the purposes of the PPIPA. For example, the register might not be publicly available or it may not contain personal information.

Disclosure in relation to public registers must comply with Part 6 of the PPIPA and the Code. Personal information cannot be accessed by a person about another person unless the personal information is contained in a public register. Where personal information is contained in a public register, then Part 6 of the PPIPA applies to determine whether access to that information will be given to another person.

Disclosure in relation to all other personal information must comply with the Information Protection Principles as outlined in Part 2 of this Plan and the Code where it includes personal information that is not published.

The Council holds the following public registers under the LGA: ***

- ◆ Section 53 - Land Register
- ◆ Section 113 - Records of Approvals
- ◆ Section 449 -450A - Register of Pecuniary Interests
- ◆ Section 602 - Rates Record

***Note – this is purely indicative. Council may, by virtue of its own practice, hold other Public Registers, to which PPIPA applies.

Council holds the following public registers under the Environmental Planning and Assessment Act:

- ◆ Section 100 – Register of consents and approvals
- ◆ Section 149G – Record of building certificates

Council holds the following public register under the Protection of the Environment (Operations) Act:

- ◆ Section 308 – Public register of licences held

Council holds the following public register under the Impounding Act 1993:

- ◆ Section 30 & 31 – Record of impounding

Members of the public may enquire only in accordance with the primary purpose of any of these registers. The primary purpose for each of these public registers is set out in the sections that follow.

Public Registers and the PPIPA

A public register generally confers specific rights or privileges, a benefit, or status, which would not otherwise exist. It may be required by law to be made publicly available or open to public inspection, or it is simply made publicly available or open to public inspection (whether or not payment is required).

Section 57 of the PPIPA requires very stringent controls over the disclosure of personal information contained in a public register. Section 57 provides broadly that where Council is responsible for keeping a public register, it will not disclose any personal information kept in that register unless it is satisfied that the information is to be used for a purpose relating to the purpose of the register or the Act under which the register is kept.

Section 57 (2) requires Council to comply to ensure that any person who applies to inspect personal information contained in the public register to give particulars in the form of a statutory declaration as to the proposed use of that information. (Form at Appendix 1 may be used as a guide)

If the stated purpose of the applicant does not conform with the purpose for which the public register is kept, access to the information sought will not be given.

Where personal information is contained in a publicly available publication, that information will not be regarded as personal information covered by the PPIPA.

Effect on Section 12 of the LGA

Section 57 of the PPIPA prevails over section 12 of the LGA to the extent of any inconsistency. Therefore:

1. If a register is listed in section 12(1) of the LGA, access must not be given except in accordance with section 57(1) of the PPIPA.
2. If a register is not listed in section 12(1) of the LGA, access must not be given except:
 - (i) if it is allowed under section 57(1) of the PPIPA; **and**
 - (ii) inspection would not be contrary to the public interest as per section 12(6) of the LGA.

Note: Both 1 and 2 are amended with regard to specific public registers in the Privacy Code of Practice for Local Government.

Where some information in the public register has been published

That part of a public register that is not published in a publicly available publication will be treated as a “public register” and the following procedure for disclosure will apply.

For example, the Register of Consents and Approvals held by Council under section 100 of the Environmental Planning and Assessment Act requires Council to advertise or publish applications for development consent.

When Council publishes the address of the property, it may identify the owner. The personal information that has not been published and any applications not advertised or

that have been rejected or withdrawn (and hence also not published) will be treated as a public register under PPIPA.

Council may hold a register under the Contaminated Land Management Act on behalf of the Environment Protection Authority. This is not to be considered a public register of the Council as the statute does not place any obligations on the Council to make this register publicly available as a register of contaminated land. Furthermore, the legislation foreshadows that the Environment Protection Authority may indeed post this list or register on the internet. This may constitute a publication of the information and therefore the PPIPA will not apply.

Registers should not be published on the internet.

Disclosure of personal information contained in the public registers

A person seeking a disclosure concerning someone else's personal information from a public register must satisfy Council that the intended use of the information is for a purpose relating to the purpose of the register or the Act under which the register is kept.

In the following section, by way of guidance only, what might be called the "primary" purpose (or "the purpose of the register") has been specified for each identified register. In some cases a "secondary purpose" has also been specified, by way of guidance as to what might constitute "a purpose *relating to* the purpose of the register".

Purposes of Public Registers

Purposes of public registers under the Local Government Act

Section 53 - Land Register – The primary purpose is to identify all land vested in Council, or under its control. The secondary purpose includes a consideration of public accountability as to the land held by Council. Third party access is therefore a secondary purpose.

Section 113 - Records of Approvals – The primary purpose is to identify all approvals granted under the LGA.

Section 450A - Register of Pecuniary Interests – The primary purpose of this register is to determine whether or not a Councillor or a member of a council committee has a pecuniary interest in any matter with which the council is likely to be concerned. There is a corresponding public accountability purpose and third party access is a secondary purpose.

Section 602 - Rates Record - The primary purpose is to record the value of a parcel of land and record rate liability in respect of that land. The secondary purpose includes recording the owner or lessee of each parcel of land. For example, that a disclosure on a section 603 (of the LGA) rating certificate that a previous owner was a pensioner is considered to be allowed, because the secondary purpose is "a purpose relating to the purpose of the register".

Purposes of public registers under the Environmental Planning and Assessment Act

Section 100 – Register of consents and approvals – The primary purpose is to identify applications for development consent and other approvals, confirm determinations on appeal and identify applications for complying development certificates.

Section 149G – Record of building certificates – The primary purpose is to identify all building certificates.

Purposes of public registers under the Protection of the Environment (Operations) Act

Section 308 – Public register of licences held – The primary purpose is to identify all licences granted under the Act.

Purposes of the public register under the Impounding Act

Section 30 & 31 – Record of impounding – The primary purpose is to identify any impounding action by Council.

Secondary purpose of all Public Registers

Due to the general emphasis (to be found in the LGA and elsewhere) on local government processes and information being open and accountable, it is considered that a secondary purpose for which all public registers are held by Council includes the provision of access to members of the public. Therefore disclosure of specific records from public registers would normally be considered to be allowable under section 57 of the PPIPA.

However, requests for access, copying or the sale of the whole or a substantial part of a Public Register held by Council will not necessarily fit within this purpose. Council should be guided by the Privacy Code of Practice for Local Government in this respect. Where Council officers have doubt as to the intended use of the information, an applicant may be requested to provide a statutory declaration so that Council may satisfy itself as to the intended use of the information.

Council will make its assessment as to the **minimum** amount of personal information that is required to be disclosed with regard to any request.

Other Purposes

Persons or organisations who apply to Council to have access to the information contained in any public register for a purpose not related to the purpose of the register, may be given access at the discretion of Council but only in accordance with the Privacy Code of Practice for Local Government concerning Public Registers.

Applications for access to own records on a public register

A person wishing to have access to a public register to confirm their own details needs only to prove their identity to Council before having access to their own personal information.

Applications for suppression in relation to a public register

An application for suppression in relation to a public register will be dealt with under PPIPA, rather than section 739 of the LGA.

A person about whom personal information is contained (or proposed to be contained) in a public register, may request Council under section 58 of the PPIPA to have the information removed from, or not placed on the register.

If Council is satisfied that the safety or well-being of any person would be affected by not suppressing the personal information as requested, Council will suppress the information in accordance with the request unless Council is of the opinion that the public interest in maintaining public access to the information outweighs any individual interest in suppressing the information, in accordance with section 58(2) of the PPIPA. (“Well-being” is defined in the Macquarie Dictionary as “the good or satisfactory condition of existence; welfare”).)

When in doubt, Council will err in favour of suppression.

Any information that is removed from, or not placed on, that aspect of a public register to be made public may be kept on the register for other purposes. That is, the information may still be used for council functions, but it cannot be disclosed to other parties.

An application for suppression should be made in writing addressed to the General Manager and must outline the reasons for the request. The Council may require supporting documentation where appropriate.

Other registers

Council may have other registers that are not public registers. The Information Protection Principles, this Plan, any applicable Code and the Act apply to those registers or databases.

Part 3 – The Information Protection Principles

Information Protection Principle 1 – Section 8

Section 8 Collection of personal information for lawful purposes

- (1) A public sector agency must not collect personal information unless:
 - (a) the information is collected for a lawful purpose that is directly related to a function or activity of the agency, and
 - (b) the collection of the information is reasonably necessary for that purpose.
- (2) A public sector agency must not collect personal information by any unlawful means.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from the requirements of this principle.

Council Policy

Council will only collect personal information for a lawful purpose as part of its proper functions. The LGA governs Council's major obligations and functions.

Section 22 of the LGA provides other functions under other Acts. Some of those Acts are as follows:

- ◆ Community Land Development Act 1989;
- ◆ Companion Animals Act 1998:**
- ◆ Conveyancing Act 1919;
- ◆ Environmental Planning and Assessment Act 1979;
- ◆ Fire Brigades Act 1989;
- ◆ Fluoridation of Public Water Supplies Act 1957;
- ◆ Food Act 1989;
- ◆ Impounding Act 1993;
- ◆ Library Act 1939;
- ◆ Protection of the Environment Operations Act 1997;
- ◆ Public Health Act 1991;
- ◆ Recreation Vehicles Act 1983;
- ◆ Roads Act 1993;
- ◆ Rural Fires Act 1997;
- ◆ State Emergency Service Act 1989.
- ◆ Strata Schemes (Freehold Development) Act 1973;
- ◆ Strata Schemes (Leasehold Development) Act 1986; and
- ◆ Swimming Pools Act 1992;
- ◆ Public Health Act 1991.

This list is not exhaustive.

Additionally, the exercise by Council of its functions under the LGA may also be modified by the provisions of other Acts. Some of those Acts follow:

- ◆ Coastal Protection Act 1979;
- ◆ Environmental Offences and Penalties Act 1989;

- ◆ Freedom of Information Act 1989;
- ◆ Heritage Act 1977;
- ◆ State Emergency and Rescue Management Act 1989;
- ◆ Unclaimed Money Act 1995;
- ◆ Unhealthy Building Land Act 1990.

The circumstances under which Council may collect information, including personal information, are varied and numerous.

Council will not collect any more personal information than is reasonably necessary for it to fulfil its proper functions.

Anyone engaged by Council as a private contractor or consultant that involves the collection of personal information must agree to be bound not to collect personal information by any unlawful means. This will include debt recovery actions by or undertaken on behalf of Council by commercial agents.

**Companion Animals Act

Collection of information under the Companion Animals Act and Council's use of the Companion Animals Register should be guided by the Director General's guidelines, which have been developed with the PPIPA in mind.

Role of the Privacy Contact Officer

In order to ensure compliance with Information Protection Principle 1, internet contact forms, rates notices, application forms of whatsoever nature, or written requests by which personal information is collected by Council; will be referred to the Privacy Contact Officer prior to adoption or use.

The Privacy Contact Officer will also provide advice as to:

1. Whether the personal information is collected for a lawful purpose;
2. If that lawful purpose is directly related to a function of Council; and
3. Whether or not the collection of that personal information is reasonably necessary for the specified purpose.

Any further concerns of a legal nature will be referred to Council's solicitor.

Information Protection Principle 2 – Direct Collection

Section 9 Collection of personal information directly from individual

A public sector agency must, in collecting personal information, collect the information directly from the individual to whom the information relates unless:

- (a) the individual has authorised collection of the information from someone else, or
- (b) in the case of information relating to a person who is under the age of 16 years—the information has been provided by a parent or guardian of the person.

The Privacy Code of Practice for Local Government

The Code makes provision for Council to depart from this principle where indirect collection of personal information is reasonably necessary when an award, prize, benefit or similar form of personal recognition is intended to be conferred upon the person to whom the information relates.

Council Policy

The compilation or referral of registers and rolls are the major means by which the Council collects personal information. For example, the information the Council receives from the Land Titles Office would fit within section 9(a) above.

Other means include forms that customers may complete and lodge with Council for development consent, companion animal registration, applications for specific inspections or certifications or applications in respect of tree preservation orders.

In relation to petitions, the Council will treat the personal information contained in petitions in accordance with PPIPA.

Where Council or a Councillor requests or requires information from individuals or groups, that information will be treated in accordance with PPIPA.

Council regards all information concerning its customers as information protected by PPIPA. Council will therefore collect all personal information directly from its customers except as provided in section 9 or under other statutory exemptions or Codes of Practice. Council may collect personal information from other public sector agencies in respect of specific statutory obligations where it is authorised by law to do so.

Where Council anticipates that it may otherwise need to collect personal information indirectly it will first obtain the authorisation of each individual under section 9 (a) of the PPIPA.

External and related bodies

Each of the following will be required to comply with this Plan, any applicable Privacy Code of Practice, and the PPIPA:

- ◆ Council owned businesses;
- ◆ Council consultants;
- ◆ Private contractors;
- ◆ Council committees.

Council will seek to contractually bind each of these bodies or persons to comply with the PPIPA.

Where any of the above collect personal information on behalf of Council or in relation to the performance of their activities, that body or person will be required to:

- ◆ obtain a written authorisation and consent to that collection; and
- ◆ notify those persons in accordance with Information Protection Principle 3 as to the intended recipients and other matters required by that principle.

Council owned businesses, committees and private contractors or consultants must abide by this Plan, the Code and the PPIPA under the terms of their incorporation by Council or by contract.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 2 is modified by the Investigative Code of Practice to permit indirect collection where a direct collection is reasonably likely to detrimentally affect Council's conduct of any lawful investigation.

Existing statutory exemptions under the Act

Compliance with Information Protection Principle 2 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in very obvious and limited circumstances and legal advice should normally be obtained.

The relevant statutory exemptions follow:

Section 23(2) of the PPIPA permits non-compliance with Information Protection Principle 2 if the information concerned is collected in connection with proceedings (whether or not actually commenced) before any court or tribunal.

Section 24(4) of the PPIPA permits non-compliance with Information Protection Principle 2 if:

- (i) investigating a complaint that could be referred or made to, or has been referred from or made by, an investigative agency; and
- (ii) if compliance might detrimentally affect (or prevent the exercise of) the Council's complaint handling or investigative functions.

Section 25(a) of the PPIPA permits non-compliance with Information Protection Principle 2 where the agency is lawfully authorised or required not to comply with the principle.

Section 25(b) of the PPIPA permits non-compliance with Information Protection Principle 2 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.

Section 26(1) of the PPIPA permits non-compliance with Information Protection Principle 2 if compliance would prejudice the interests of the individual concerned.

Further Explanation regarding IPP 2

Where Council cannot collect personal information directly from the person, it will ensure one of the following:

1. Council has obtained authority from the person under section 9(a) of the PPIPA.
2. The collection of personal information from a third party is permitted under an Act or law. (For example, the indirect collection from the Land Titles Office.)
3. The collection of personal information from a parent or guardian is permitted provided the person is less than 16 years of age.
4. The collection of personal information indirectly where one of the above exemptions applies.
5. The collection of personal information indirectly is permitted under the Privacy Code of Practice for Local Government or the Investigative Code of Practice.

The only other exception to the above is in the case where Council is given unsolicited information.

Information Protection Principle 3 - Requirements when collecting personal information

Section 10 – Requirements when collecting personal information

If a public sector agency collects personal information from an individual, the agency must take such steps as are reasonable in the circumstances to ensure that, before the information is collected or as soon as practicable after collection, the individual to whom the information relates is made aware of the following:

- (a) the fact that the information is being collected,
- (b) the purposes for which the information is being collected,
- (c) the intended recipients of the information,
- (d) whether the supply of the information by the individual is required by law or is voluntary, and any consequences for the individual if the information (or any part of it) is not provided,
- (e) the existence of any right of access to, and correction of, the information,
- (f) the name and address of the agency that is collecting the information and the agency that is to hold the information.

The Privacy Code of Practice for Local Government

The Code makes provision for Council to depart from this principle where personal information is collected about an individual for the purpose of conferring upon that person, an award, prize, benefit or similar form of personal recognition without prior or subsequent notification.

Council Policy

Where Council proposes to collect personal information directly from the person, it will inform that person that the personal information is being collected, what is done with that information and who the intended recipients will be.

Council will inform persons if the information is required by law or voluntarily given. Council will also inform individuals which department or section within Council holds their personal information, and of the right to access and correct that information. Council will adapt the general section 10 pre-collection Privacy Notification form as appropriate (See Appendix 3).

The following are examples of application procedures that will require a Privacy Notification Form in accordance with section 10:

- ◆ Lodging Development Applications;
- ◆ Lodging objections to Development Applications;
- ◆ Lodging applications for approval under the LGA;
- ◆ Any stamps or printed slips that contain the appropriate wording for notification under section 10 (see Appendix 3); and
- ◆ When collecting an impounded item.

In relation to the Privacy Notification Form that may be attached to a Development Application provided to objectors, it could be stated that objectors have a right to remain anonymous if they so choose. However, should they need to substantiate their objections, anonymous objections may given less weight (or no weight) in the overall consideration of the Application.

Post - Collection

Where Council collects personal information indirectly from another public sector agency in respect of any one of its statutory functions, it will advise those individuals that it has collected their personal information by including a privacy notification form in the next issue of their rates notice, or otherwise by letter. A common example of the collection of information from another public sector agency is the Land Titles Office. Council receives information as to new ownership changes when property is transferred from one owner to the next. Appendix 2 contains a sample Privacy Notification Form that could be used for post-collection.

External and related bodies

Each of the following will be required to comply with Information Protection Principle 3:

- ◆ Council owned businesses
- ◆ Council consultants
- ◆ Private contractors
- ◆ Council committees

Council will seek to contractually bind each of these bodies or persons to comply with the Information Protection Principle 3.

Where any of the above collect personal information on behalf of Council or in relation to the performance of their activities, that body or person will be required to notify those persons in accordance with Information Protection Principle 3 as to the intended recipients and other matters required by that principle.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 3 is modified by the Investigative Code to permit non-compliance if compliance is reasonably likely to detrimentally affect (or prevent the proper exercise of) Council's conduct of any lawful investigation.

Existing statutory exemptions under the Act

Compliance with Information Protection Principle 3 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

The relevant statutory exemptions follow:

Section 23(3) permits non-compliance with Information Protection Principle 3 where information is collected for law enforcement purposes. Law enforcement means a breach of the criminal law and criminal law enforcement. This section does not remove the rights of an accused person.

Section 24(4) of the PPIPA permits non-compliance with Information Protection Principle 3 if:

- (i) investigating a complaint that could be referred or made to, or has been referred from or made by an investigative agency; and
- (ii) if compliance might detrimentally affect (or prevent the exercise of) the Council's complaint handling or investigative functions.

Section 25(a) of the PPIPA permits non-compliance with Information Protection Principle 3 where the agency is lawfully authorised or required not to comply with the principle.

Section 25(b) of the PPIPA permits non-compliance with Information Protection Principle 3 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.

Section 26 (1) of the PPIPA permits non-compliance with Information Protection Principle 3 if compliance would prejudice the interests of the individual concerned.

Section 26(2) of the PPIPA permits non-compliance where the person expressly consents to such non-compliance.

Research or access to a deposited record

A "deposited record" means records containing personal information that are deposited with Council for the purpose of preservation or making them available for research.

Documents that may have research value may be kept longer than is required by 12(a) of PPIPA.

It is anticipated that disclosure of personal information for research purposes will be allowed under section 41 of PPIPA by a Direction made by the Privacy Commissioner (if such a direction exists) until such time as a Research Code of Practice is made by the Attorney General.

Information Protection Principle 4 - Other requirements relating to collection of personal information

Section 11 Other requirements relating to collection of personal information

If a public sector agency collects personal information from an individual, the agency must take such steps as are reasonable in the circumstances (having regard to the purposes for which the information is collected) to ensure that:

- (a) the information collected is relevant to that purpose, is not excessive, and is accurate, up to date and complete, and
- (b) the collection of the information does not intrude to an unreasonable extent on the personal affairs of the individual to whom the information relates.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

Council will seek to ensure that no personal information is collected which is not directly relevant to its proper functions.

Council collects personal information through the various forms that customers may complete and lodge with Council. Before adoption of a new form, a draft form will be reviewed for compliance with Information Protection Principle 4 by the EEO Officer, Council's solicitor, Public Officer or other suitable person. Should Council have any residual doubts, the opinion of Privacy NSW will be sought.

Council may use public place video surveillance in accordance with *NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed Circuit Television in Public Places*. The provisions of the Work Place Surveillance Act will be complied with.

Information Protection Principle 5 - Retention and security of personal information

Section 12 Retention and security of personal information

A public sector agency that holds personal information must ensure:

- (a) that the information is kept for no longer than is necessary for the purposes for which the information may lawfully be used, and
- (b) that the information is disposed of securely and in accordance with any requirements for the retention and disposal of personal information, and
- (c) that the information is protected, by taking such security safeguards as are reasonable in the circumstances, against loss, unauthorised access, use, modification or disclosure, and against all other misuse, and
- (d) that, if it is necessary for the information to be given to a person in connection with the provision of a service to the agency, everything reasonably within the power of the agency is done to prevent unauthorised use or disclosure of the information.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

Council may comply with this principle by using any or all of the following or similar documents:

- ◆ Records and Archives Services Manual;
- ◆ The Council's Policy on Security of and Access to Misconduct Files;
- ◆ Council's Internet Security Policy;
- ◆ Information Technology Security Policy; and
- ◆ General Records Disposal Schedule for Local Government.

Research or access to a deposited record

Documents that may have research value may be kept longer than is required by 12(a) of PPIPA.

It is anticipated that the disclosure of personal information for research purposes will be allowed under section 41 of PPIPA by a Direction made by the Privacy Commissioner until such time as a Research Code of Practice is made by the Attorney-General.

Information Protection Principle 6 - Information held by agencies

Section 13 - Information about personal information held by agencies

A public sector agency that holds personal information must take such steps as are, in the circumstances, reasonable to enable any person to ascertain:

- (a) whether the agency holds personal information, and
- (b) whether the agency holds personal information relating to that person, and
- (c) if the agency holds personal information relating to that person:
 - (i) the nature of that information, and
 - (ii) the main purposes for which the information is used, and
 - (iii) that person's entitlement to gain access to the information.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

Section 13 of the PPIPA requires a council to take reasonable steps to enable a person to determine whether the council holds personal information about them. If Council holds any information about a person, upon request it will advise them the nature of that information, the main purposes for which it is held, and that person's entitlement to access. As a matter of practicality, not every item of personal information, however insignificant, will be capable of ascertainment.

Information Protection Principle 6 is modified by section 20(5) of the PPIPA. Section 20(5) of the PPIPA has the effect of importing sections 30-33 and Schedule 1 of the Freedom of Information Act 1989 ("FOI Act"), and treats them as if they were part of the PPIPA. That means that in any application under section 13, Council must consider the relevant provisions of the FOI Act.

Any person can make application to Council by completing the appropriate form and submitting it to Council. An example is at Appendix 5.

Where a person makes an application for access under the PPIPA and it is involved or complex, it may be referred, with the written consent of the applicant, as an application under the FOI Act. However use of the FOI Act is to be a last resort. The applicant has the right to insist on being dealt with under PPIPA.

Where council receives an application or request by a person as to whether council holds information about them, council will undertake a search of its records to answer the enquiry. Council may ask the applicant to describe what dealings the applicant has had with council in order to assist council to conduct the search.

Council will ordinarily provide a response to applications of this kind within 28 days of the application being made. The fee structure is commensurate to that of the Council's FOI Act rates structure.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 6 is modified by the Investigative Code to permit non-compliance if compliance is reasonably likely to detrimentally affect (or prevent the proper exercise of) Council's conduct of any lawful investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 6 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 25 (a) of the PPIPA permits non-compliance with Information Protection Principle 6 where Council is lawfully authorised or required not to comply with the principle.

Section 25 (b) of the PPIPA permits non-compliance with Information Protection Principle 6 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.

Reporting matters

The Council will issue a statement to be included on its Web page (if it has one) and in its Annual Report concerning the nature of personal information it regularly collects, the purpose for which the personal information is used and an individual's right to access their own personal information. The Council may also include the types of personal information it collects in its "FOI Statement of Affairs".

Effect of s.12 LGA

Nothing in this Principle prevents Council from dealing with a request for information about oneself under s.12 of the LGA.

Information Protection Principle 7 - Access to personal information held by agencies

Section 14 - Access to personal information held by agencies

A public sector agency that holds personal information must, at the request of the individual to whom the information relates and without excessive delay or expense, provide the individual with access to the information.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

Section 14 of the PPIPA requires a council, at the request of any person, to give access to that person to personal information held about them.

Compliance with Information Protection Principle 7 does not allow disclosure of information about other people. If access to information that relates to someone else is sought, the application must be made under the FOI Act, unless Information Protection Principles 11 and 12 or the Public Register provisions apply.

Where a person makes an application for access under the PPIPA and it is involved or complex, it may be referred, with the written consent of the applicant, as an application under the FOI Act. However use of the FOI Act is to be a last resort. The applicant has the right to insist on being dealt with under PPIPA.

When considering an application under 14 of PPIPA, Council will consider sections 30-33 and Schedule 1 of the FOI Act as if they were part of PPIPA.

Customers wishing to exercise their right of access to their own personal information should apply in writing or direct their inquiries to the General Manager, who will make a determination. A sample form is provided at Appendix 5.

Members of staff wishing to exercise their right of access to their personal information should apply in writing on the attached form or direct their inquiries to the Manager of Personnel, who will deal with the application.

In order to comply with the requirement to provide the requested information “without excessive delay or expense”, Council will ordinarily provide a response to applications of this kind within 28 days of the application being made, and Council will use a fee structure commensurate to that of the FOI Act fee structure.

Effect of s.12 LGA

Nothing in this Principle prevents Council from dealing with a request for information about oneself under s.12 of the LGA.

Access to personal information contained in Council Business papers for a “Closed Meeting” should be provided with care to not disclose any other information.

Personal information contained in Council Business papers for a “Open Meeting” is

published and therefore **not** considered to be covered by the PPIPA.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 7 is modified by the Investigative Code to permit non-compliance if compliance is reasonably likely to detrimentally affect (or prevent the proper exercise of) Council's conduct of any lawful investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 7 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 25(a) of the PPIPA permits non-compliance with Information Protection Principle 7 where Council is lawfully authorised or required not to comply with the principle.

Section 25(b) of the PPIPA non-compliance with Information Protection Principle 7 where non-compliance is "necessarily implied" or "reasonably contemplated" under any Act or law.

Information Protection Principle 8 - Alteration of personal information

Section 15 :Alteration of personal information

- (1) A public sector agency that holds personal information must, at the request of the individual to whom the information relates, make appropriate amendments (whether by way of corrections, deletions or additions) to ensure that the personal information:
 - (a) is accurate, and
 - (b) having regard to the purpose for which the information was collected (or is to be used) and to any purpose that is directly related to that purpose, is relevant, up to date, complete and not misleading.
- (2) If a public sector agency is not prepared to amend personal information in accordance with a request by the individual to whom the information relates, the agency must, if so requested by the individual concerned, take such steps as are reasonable to attach to the information, in such a manner as is capable of being read with the information, any statement provided by that individual of the amendment sought.
- (3) If personal information is amended in accordance with this section, the individual to whom the information relates is entitled, if it is reasonably practicable, to have recipients of that information notified of the amendments made by the public sector agency.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

Section 15 of the PPIPA allows a person to make an application to council to amend personal information held about them so as to ensure the information is accurate, and, having regard to the purpose for which the information is collected, relevant to that purpose, up to date and not misleading.

Council wishes to have its information current, accurate and complete. Proposed amendments or changes to the personal information held by the Council are welcomed.

However, Council will not provide access under section 15 to information that would not be allowed under section 14 of PPIPA.

Where there are complaints that are or could be the subject of a staff complaint or grievance, they will be referred to the Manager Personnel in the first instance and treated in accordance with the "Grievance and Complaint Handling Procedures".

Any alterations that are or could be the subject of a customer complaint or grievance will be referred to the General Manager, who will make a determination in relation to the matter.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 8 is modified by the Investigative Code to permit non-compliance if compliance is reasonably likely to detrimentally affect (or prevent the proper exercise of) Council's conduct of any lawful investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 8 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 25 (a) of the PPIPA permits non-compliance with Information Protection Principle 8 where Council is lawfully authorised or required not to comply with the principle.

Section 25 (b) of the PPIPA permits non-compliance with section Information Protection Principle 8 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.

Procedure

Where information is requested to be amended, the individual to whom the information relates, must make a request by way of statutory declaration. That request should be accompanied by appropriate evidence as to the cogency of the making of the amendment, sufficient to satisfy the Council that the proposed amendment is factually correct and appropriate. The Council may require further documentary evidence to support certain amendments. Council will not charge to process an application to amend a record under s.15.

The Council’s application form for alteration under IPP 8 is at Appendix 6 at the end of this Plan.

Where Council is not prepared to amend

If the Council is not prepared to amend the personal information in accordance with a request by the individual the Council may attach to the information in such a manner as is capable of being read with the information, any statement provided by that individual.

Where an amendment is made

If personal information is amended in accordance with this section, the individual to whom the information relates is entitled, if it is reasonably practicable, to have the recipients of that information notified of the amendments made by the Council.

The Council will seek to notify recipients of information as soon as possible, of the making of any amendment, where it is reasonably practicable.

State Records Act

The State Records Act does not allow for the deletion of records. However, as a result of section 20(4) of the PPIPA, some deletions may be allowed in accordance with Information Protection Principle 8.

FOI Act

Nothing in PPIPA affects the operation of the *Freedom of Information Act 1989*, and therefore applications to amend records under that Act remain in force as an alternative mechanism.

Information Protection Principle 9 - Agency must check accuracy of personal information before use

Section 16 - Agency must check accuracy of personal information before use

A public sector agency that holds personal information must not use the information without taking such steps as are reasonable in the circumstances to ensure that, having regard to the purpose for which the information is proposed to be used, the information is relevant, accurate, up to date, complete and not misleading.

The Privacy Code of Practice for Local Government

The Code makes no provision to depart from this principle.

Council Policy

The steps taken to comply with section 16 will depend on the age of the information, its likelihood of change and the particular function for which the information was collected.

The more significant the information, the greater the necessity that checks to ensure its accuracy and currency be undertaken prior to its use.

For example, each employee's record should be updated when there is any change of circumstances or when the employee's contact details change.

Information Protection Principle 10 - Limits on use of personal information

17 Limits on use of personal information

A public sector agency that holds personal information must not use the information for a purpose other than that for which it was collected unless:

- (a) the individual to whom the information relates has consented to the use of the information for that other purpose, or
- (b) the other purpose for which the information is used is directly related to the purpose for which the information was collected, or
- (c) the use of the information for that other purpose is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual to whom the information relates or of another person.

The Privacy Code of Practice for Local Government

The Code makes provision that Council may use personal information for a purpose other than the purpose for which it was created in the following circumstances:

- (i) where the use is in pursuance of Council's lawful and proper function/s and Council is satisfied that the personal information is reasonably necessary for the exercise of such function/s; or
- (ii) where personal information is to be used for the purpose of conferring upon a particular person, an award, prize, benefit or similar form of personal recognition.

Explanatory Note

Council may use personal information obtained for one purpose for another purpose in pursuance of its lawful and proper functions. For example, the Rates Record that Council holds under section 602 of the LGA may also be used to:

- ♦ notify neighbours of a proposed development;
- ♦ evaluate a road opening; or
- ♦ evaluate a tree preservation order.

Council Policy

Council will seek to ensure that information collected for one purpose will be used for that same purpose. Where Council may need to use personal information collected for one purpose for another purpose, it will first gain the consent of the individual concerned, unless an exemption applies.

External and related bodies

Each of the following will be required to comply with the Information Protection Principle 10:

- ♦ Council owned businesses
- ♦ Council consultants;
- ♦ Private contractors; and
- ♦ Council committees.

Council will seek to contractually bind each of these bodies or persons to comply.

Where any of the above seek to use personal information collected for one purpose, that body or person will be required to obtain the written consent of those persons in accordance with section 17 (2) to the use of the information for another purpose.

The form of consent should include the following elements:

**I, (insert name)
of,(insert address)
hereby consent under section 17(2) of the Privacy and Personal Information
Protection Act 1998 to Council using the information collected from me by (insert 1st
purpose or name of collecting body or person) for the purpose of.....(insert 2nd
purpose).**

Signed and Dated.....

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 10 is modified by the Investigative Code to permit non-compliance if compliance is reasonably likely to detrimentally affect (or prevent the proper exercise of) Council's conduct of any lawful investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 10 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 23(4) of the PPIPA permits Council not to comply with Information Protection Principle 10 where the use of the information for another purpose is reasonably necessary for law enforcement purposes or for the protection of the public revenue. *Law enforcement purposes* means a breach of the criminal law and criminal law enforcement. This section does not remove the rights of an accused person. *Protection of the public revenue* means a fraud with respect to taxes or other revenue earning processes such as avoidance of stamp duty.

Section 24 (4) of the PPIPA permits non-compliance with Information Protection Principle 10 if:

- (i) investigating a complaint that could be referred or made to, or has been referred from or made by, an investigative agency; and
- (ii) if the use is reasonably necessary in order to enable the Council to exercise its complaint handling or investigative functions.

Section 25 (a) of the PPIPA permits non-compliance with Information Protection Principle 10 where Council is lawfully authorised or required not to comply with the principle.

Section 25 (b) of the PPIPA permits non-compliance with section Information Protection Principle 10 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.

Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (eg., the Department of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.

Information Protection Principle 11 - Limits on disclosure of personal information

Section 18 - Limits on disclosure of personal information

- (1) A public sector agency that holds personal information must not disclose the information to a person (other than the individual to whom the information relates) or other body, whether or not such other person or body is a public sector agency, unless:
 - (a) the disclosure is directly related to the purpose for which the information was collected, and the agency disclosing the information has no reason to believe that the individual concerned would object to the disclosure, or
 - (b) the individual concerned is reasonably likely to have been aware, or has been made aware in accordance with section 10, that information of that kind is usually disclosed to that other person or body, or
 - (c) the agency believes on reasonable grounds that the disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person.
- (2) If personal information is disclosed in accordance with subsection (1) to a person or body that is a public sector agency, that agency must not use or disclose the information for a purpose other than the purpose for which the information was given to it.

The Privacy Code of Practice for Local Government

The Code makes provision for council to depart from this principle in the circumstances described below:

1. Council may disclose personal information to public sector agencies or public utilities on condition that:
 - (i) the agency has approached Council in writing;
 - (ii) Council is satisfied that the information is to be used by that agency for the proper and lawful function/s of that agency, and
 - (iii) Council is satisfied that the personal information is reasonably necessary for the exercise of that agency's function/s.
2. Where personal information which has been collected about an individual is to be disclosed for the purpose of conferring upon that person, an award, prize, benefit or similar form of personal recognition.
3. Where Council is requested by a potential employer, it may verify that a current or former employee works or has worked for Council, the duration of that work, and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which he/she has applied.

Council Policy

Council will not disclose the information to another person or other body, unless the disclosure is directly related to the purpose for which the information was collected or where the Council has no reason to believe that the individual concerned would object to the disclosure.

Council may disclose personal information to another person or other body where this disclosure is directly related to the purpose for which the personal information was collected and the individual concerned is reasonably likely to have been aware, (or has been made aware in accordance with section 10), of the intended recipients of that information. "Directly related" can mean the disclosure to another person or agency to deliver a service which supplements that of Council or disclosure to a consultant for the purpose of assessing or reviewing the delivery of a program to which the original collection relates.

The council may disclose personal information to another person or other body where this disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person.

Public Registers

Section 18 of PPIPA does not apply to the information held on Public Registers. Instead refer to Part 2 of this Plan.

Effect of section 12 of LGA

Section 12 of the LGA overrides sections 18 and 19 of PPIPA to the extent that it lawfully authorises, requires, necessarily implies or reasonably contemplates that councils need not comply with these sections.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

Information Protection Principle 11 is modified by the Investigative Code to permit non-compliance if disclosure of information is made to another agency that is conducting, or may conduct, a lawful investigation. The information provided must be reasonably necessary for the purposes of that investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 11 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 23(5)(a) of the PPIPA permits non-compliance with Information Protection Principle 11 where disclosure is made to a law enforcement agency in connection with proceedings for an offence or for law enforcement purposes. *Law enforcement purposes* means a breach of the criminal law and criminal law enforcement. However Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.

Section 23(5)(b) of the PPIPA permits non-compliance with Information Protection Principle 11 where the disclosure is made to a law enforcement agency for the purpose of ascertaining the whereabouts of a person reported to be missing. However Council need

not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.

Section 23(5)(c) of the PPIPA permits non-compliance with Information Protection Principle 11 where disclosure is authorised by subpoena, search warrant or other statutory instrument. However Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.

Section 23(5)(d)(i) of the PPIPA permits non-compliance with Information Protection Principle 11 where disclosure is reasonably necessary for the protection of the public revenue. *Protection of the public revenue* could mean a fraud with respect to taxes or other revenue earning processes such as avoidance of stamp duty. However Council need not disclose material that it is entitled to refuse in the absence of a subpoena, warrant or other lawful requirement.

Section 23(5)(d)(ii) of the PPIPA permits non-compliance with Information Protection Principle 11 where disclosure is reasonably necessary to investigate an offence where there are reasonable grounds to believe an offence has been committed.

Section 24(4) of the PPIPA permits non-compliance with Information Protection Principle 11 if:

- (i) investigating a complaint that could be referred or made to, or has been referred from or made by, an investigative agency, and
- (ii) if the disclosure is to an investigative agency.

(Note: “investigative agency” is defined at s.3 of PPIPA.)

Section 25 (a) of the PPIPA permits non-compliance with Information Protection Principle 11 where Council is lawfully authorised or required not to comply with the principle.

Section 25 (b) of the PPIPA permits non-compliance with Information Protection Principle 11 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.

Section 26(2) of the PPIPA permits non-compliance where the person expressly consents to such non-compliance.

Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (eg. the Department of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.

It is anticipated that a disclosure of personal information for research purposes will be allowed under a s.41 Direction made by the Privacy Commissioner until such time as a Research Code of Practice is made by the Attorney General.

Suppression

Information held by Council may be suppressed such as to disallow disclosure that would otherwise be allowed in the circumstances outlined above. See Part 1 of this Plan for more details about suppression of personal information.

Information Protection Principle 12 - Special restrictions on disclosure of personal information

Section 19 Special restrictions on disclosure of personal information

- (1) A public sector agency must not disclose personal information relating to an individual's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.
- (2) A public sector agency that holds personal information must not disclose the information to any person or body who is in a jurisdiction outside New South Wales unless:
 - (a) a relevant privacy law that applies to the personal information concerned is in force in the that jurisdiction, or
 - (b) the disclosure is permitted under a privacy code of practice.
- (3) For the purposes of subsection (2), a **relevant privacy law** means a law that is determined by the Privacy Commissioner, by notice published in the Gazette, to be a privacy law for the jurisdiction concerned.
- (4) The Privacy Commissioner is, within the year following the commencement of this section, to prepare a code relating to the disclosure of personal information by public sector agencies to persons or bodies outside New South Wales.
- (5) Subsection (2) does not apply:
 - (a) until after the first anniversary of the commencement of this section, or
 - (b) until a code referred to in subsection (4) is made,whichever is the later.

The Privacy Code of Practice for Local Government

The Code makes provision for Council to depart from this principle in the circumstances described below:

1. For the purposes of s.19(2) only, where Council is requested by a potential employer outside New South Wales, it may verify that a current or former employee works or has worked for Council, the duration of that work, and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which he/she has applied.

Council Policy

Council will not disclose personal information relating to an individual's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities unless the disclosure is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.

Public Registers

Section 19 of PPIPA does not apply to the information held on Public Registers. Instead refer to Part 2 of this Plan.

Effect of section 12 of LGA

Section 12 of the LGA overrides sections 18 and 19 of PPIPA to the extent that it lawfully authorises, requires, necessarily implies or reasonably contemplates that councils need not comply with these sections.

Investigative Code of Practice

Where Council is conducting an investigation, the Investigative Code of Practice prepared by Privacy NSW and made by the Attorney-General will apply.

The Investigative Code modifies Information Protection Principle 12 to permit the disclosure of information to another agency that is conducting, or may conduct, a lawful investigation provided the information is reasonably necessary for the purposes of that investigation.

Existing exemptions under the Act

Compliance with Information Protection Principle 12 is also subject to certain exemptions under the Act. If one of those exemptions apply, Council need not comply. The statutory exemption will be relied upon only in limited circumstances and legal advice should normally be obtained.

Section 23(7) of the PPIPA permits non-compliance with Information Protection Principle 12 where the disclosure is necessary to investigate an offence or where there are reasonable grounds to believe an offence has been or may be committed.

Section 25 (a) of the PPIPA permits non-compliance with Information Protection Principle 12 where Council is lawfully authorised or required not to comply with the principle.

Section 25 (b) of the PPIPA permits non-compliance with Information Protection Principle 12 where non-compliance is “necessarily implied” or “reasonably contemplated” under any Act or law.

Section 26(2) of the PPIPA permits non-compliance where the person expressly consents to such non-compliance.

Section 28(2) permits non-compliance with Information Protection Principle 12 where, in the case of health information, the consent of the person cannot reasonably be obtained and the disclosure is made by an authorised person to another authorised person. “Authorised person” means a medical practitioner, health worker, or other official or employee providing health or community services who is employed or engaged by a public sector agency.

Section 28(3) of the PPIPA permits non-compliance where a disclosure is to be made to a public sector agency under the administration of the Minister for Local Government (eg. the Department of Local Government) or a public sector agency under the administration of the Premier for the purpose of informing the Minister (or Premier) about any matter within the Minister’s (or Premier’s) administration.

It is anticipated that a disclosure of personal information for research purposes will be allowed under a s.41 Direction made by the Privacy Commissioner until such time as a Research Code of Practice is made by the Attorney General.

Suppression

Information held by Council may be suppressed such as to disallow disclosure that would otherwise be allowed in the circumstances outlined above. See Part 1 of this Plan for more details about suppression of personal information.

Part 4 – Implementation of the Privacy Management Plan

Training Seminars/Induction

During induction, all employees should be made aware that the performance management system has the potential to include personal information on their individual work performance or competency.

Councillors, all staff of the Council including staff of council businesses, and members of council committees should be acquainted with the general provisions of the PPIPA, and in particular, the 12 Information Protection Principles, the Public Register provisions, the Privacy Code of Practice for Local Government, this Plan and any other applicable Code of Practice.

Responsibilities of the Privacy Contact Officer

It is assumed that the Public Officer within Council will be assigned the role of the Privacy Contact Officer unless the General Manager has directed otherwise.

In order to ensure compliance with PPIPA, the Privacy Contact Officer will review all contracts and agreements with consultants and other contractors, rates notices, application forms of whatsoever nature, and other written requests by which personal information is collected by Council, to ensure that Council is in compliance with the PPIPA.

Interim measures to ensure compliance with IPP 3 in particular may include the creation of stamps or printed slips that contain the appropriate wording (see Appendices 2 and 3).

The Privacy Contact Officer will ensure Council in its public areas has special provisions for working with computer screens. Computer screens may require:

- ◆ fast screen savers;
- ◆ face the computers away from the public; or
- ◆ only allow the record system to show one record at a time.

Council's electronic databases should also be reviewed to ensure that they contain procedures and protocols to check the accuracy and currency of personal information.

The Privacy Contact Officer will also provide opinions within Council as to:

- (i) Whether the personal information is collected for a lawful purpose;
- (ii) If that lawful purpose is directly related to a function of Council; and
- (iii) Whether or not the collection of that personal information is reasonably necessary for the specified purpose.

Any further concerns of a legal nature will be referred to Council's solicitor.

Should the Council require, the Privacy Contact Officer may assign designated officers as

“Privacy Resource Officers”, within the larger departments of Council. In this manner the Council may ensure that the information protection principles are more broadly understood and that individual departments have a greater focus on the information protection principles and are directly applied to Council’s day to day functions.

Distribution of information to the public

Council may prepare its own literature such as pamphlets on the PPIPA, or it may obtain and distribute copies of literature available from Privacy NSW.

Council may also publish public notices, newsletters or website bulletins explaining the key elements of the Act and the rights of persons about whom information is held. See the discussion in this Plan with respect to IPP 6 for more information in this regard.

The Privacy Contact Officer will ensure that the next available rates notice includes a notice which:

- (i) mentions the commencement of the new PPIPA;
- (ii) states that Council holds personal information;
- (iii) mentions that Council may use and disclose personal information in various circumstances; and
- (iv) states that for further information, please contact the Privacy Contact Officer on (telephone number)

Council may however choose to do a council-wide letterbox drop in preference to (or in addition to) an insert in the rates notices.

Part 5 - Internal Review

How does the process of Internal Review operate?

Complaints are to be made within **6 months** of the complainant being first aware of the conduct. The complaint is to be in writing and addressed to Council's Privacy Contact Officer. The Privacy Contact Officer will appoint a Reviewing Officer to conduct the internal review. The Reviewing Officer must not be substantially involved in any matter relating to the complaint. The Reviewing Officer must be an employee and suitability qualified. The review is to be completed within **60 days** of the lodgement of the complaint. The Council must notify the complainant of the outcome of the review within **14 days** of its determination.

The Privacy Commissioner must be notified of a complaint, briefed on progress and notified of the outcome of an internal review under PPIPA.

What happens after an Internal Review?

If the complainant remains unsatisfied, he/she may appeal to the Administrative Decisions Tribunal which hears the matter afresh and may impose its own decision and award damages for a breach of an information protection principle to an amount up to \$40,000.00.

Part 6 – Other Relevant Matters

Contracts with consultants and other private contractors

It is necessary to have specific provisions to protect the Council in any dealings with private contractors.

Confidentiality

The obligation of confidentiality is additional to and separate from that of privacy. Nevertheless, a duty to withhold information lies at the heart of both concepts. Confidentiality attaches to information per se, personal information to the person to whom that information relates.

An obligation of confidentiality exists for all employees whether express or implied as a matter of law.

Information which may be confidential is also likely to have a separate and independent obligation attaching to it in the form of privacy and in that regard, a release for the purposes of confidentiality will not suffice for privacy purposes. Two separate releases will be required and, in the case of privacy, the person to whom the information relates will be required to provide the release.

Misuse of personal information

Section 664 of the LGA makes it an offence for anyone to disclose information except in accordance with that section. Whether or not a particular disclosure is made with lawful excuse is a matter that requires legal opinion from case to case.

Regular review of the collection, storage and use of personal information

The information practices relating to the collection, storage and use of personal information will be reviewed by the Council every three (3) years. Any new program initiatives will be incorporated into the review process with a view to ascertaining whether or not those programs comply with the PPIPA.

Regular Review of Privacy Management Plan

Once the information practices are reviewed from time to time, the Privacy Management Plan will also be reviewed to ensure that the Plan is up to date.

**STATUTORY DECLARATION FOR ACCESS UNDER SECTION 57 OF THE PRIVACY
AND PERSONAL INFORMATION PROTECTION ACT 1998 TO A PUBLIC REGISTER
HELD BY COUNCIL**

**STATUTORY DECLARATION
OATHS ACT, 1900, NINTH SCHEDULE**

I, the undersigned,(name of applicant)
of.....(address),
in the State of New South Wales, do solemnly and sincerely declare that:-

I am.....(relationship (if any) to person inquired about)

I seek to know whether is on the public register of*

The purpose for which I seek this information is

The purpose for which the information is required is to

And I make this solemn declaration conscientiously believing the same to be true and by
virtue of the Oaths Act 1994.

Declared at.....

in the said State this day of 2000
before me.

.....
before me:
Justice of the Peace/Solicitor

.....
Name to be printed

** Applicant to describe the relevant public register.*

Privacy Notification Form - Section 10 (Post – Collection)

(Addressed to the person from whom information has been collected.)

The personal information that Council has collected from you is personal information for the purposes of the Privacy and Personal Information Protection Act 1998.

The intended recipients of the personal information are:

- ◆ officers within the Council;
- ◆ data service providers engaged by the Council from time to time;
- ◆ any other agent of the Council; and
- ◆ *(any other)*.

The supply of the information by you *is / is not* voluntary. If you cannot provide or do not wish to provide the information sought, the Council may

Council has collected this personal information from you in order to

You may make application for access or amendment to information held by Council. You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the PPIPA.

Council* is to be regarded as the agency that holds the information.

Enquires concerning this matter can be addressed to

Signed.....

Dated.....

*Please state who holds or controls the information if not Council

Privacy Notification Form - Section 10 (Pre –Collection)

(Addressed to the person from whom information is about to be collected or has been collected.)

The personal information that Council is collecting from you is personal information for the purposes of the Privacy and Personal Information Protection Act 1998 (“the Act”).

The intended recipients of the personal information are:

- ♦ officers within the Council;
- ♦ data service providers engaged by the Council from time to time;
- ♦ any other agent of the Council; and
- ♦ *(any other).*

The supply of the information by you *is / is not* voluntary. If you cannot provide or do not wish to provide the information sought, the Council may/will be unable to process your application.

Council is collecting this personal information from you in order to

You may make application for access or amendment to information held by Council. You may also make a request that Council suppress your personal information from a public register. Council will consider any such application in accordance with the Act.

Council* is to be regarded as the agency that holds the information.

Enquires concerning this matter can be addressed to

Signed.....

Dated.....

*Please state who holds or controls the information if not Council

**APPLICATION UNDER SECTION 13 OF THE PRIVACY AND
PERSONAL INFORMATION PROTECTION ACT 1998 –
TO DETERMINE WHETHER COUNCIL HOLDS PERSONAL
INFORMATION ABOUT A PERSON**

Personal information held by the Council

I, _____, of (address), hereby request the General Manager of Council provide the following :

Does the Council hold personal information about me ? YES/NO

If so, what is the nature of that information?

.....
.....
.....

What is the main purpose for holding the information?

.....
.....
.....

Am I entitled to access the information? YES/NO

My address for response to this Application is:

.....
.....
.....

Note to applicants

Should you provide your address or any other contact details the Council will not record those details for any other purpose other than to respond to your application.

As an applicant, you have a right of access to personal information concerning yourself that is held by the Council under section 14 of the Privacy and Personal Information Protection Act 1998 ("the Act"). There is a separate application form to gain access.

The Council may refuse to process this application in part or in whole if:

- ◆ there is an exemption to section 13 of the Act; or
- ◆ a Code may restrict the operation of section 14.

**APPLICATION UNDER SECTION 14 OF THE PRIVACY AND PERSONAL
INFORMATION PROTECTION ACT 1998 -
FOR ACCESS TO APPLICANT'S PERSONAL INFORMATION**

Personal information held by Council

I, (name).....

of (address),

hereby request that the Council provide me with:

- (a) access to **all** personal information held concerning myself; or
- (b) access to the following personal information only.....

Note to applicants :

As an applicant, you have a right of access to your personal information held by the Council under section 14 of the Privacy and Personal Information Protection Act 1998 ("the Act").

You are entitled to have access without excessive delay or cost.

Council may refuse to process your Application in part or in whole if:

- ◆ the correct amount of fees has not been paid;
- ◆ there is an exemption to section 14 of the Act; or
- ◆ a Code of Practice may restrict disclosure.

Enquires concerning this application should be made to

**APPLICATION UNDER SECTION 15 OF THE PRIVACY AND PERSONAL
INFORMATION PROTECTION ACT 1998 –
FOR ALTERATION OF APPLICANT'S PERSONAL INFORMATION**

Personal Information held by Council

I, (name).....
of (address),
hereby request the Council to alter personal information regarding myself in the following manner :

I propose the following changes:

.....

The reasons for the changes are as follows :

.....

The documentary bases for those changes is as shown on the attached documents :

.....

Note to Applicants :

You have a right to request appropriate amendments are made (whether by way of corrections, deletions or additions) to ensure that the personal information held by the Council :

- (a) is accurate, and
- (b) having regard to the purpose for which the information was collected (or is to be used) and to any purpose that is directly related to that purpose, is relevant, up to date, complete and not misleading.

If Council is not prepared to amend the personal information in accordance with a request by you, Council must take such steps as are reasonable to attach to the information in such a manner as is capable of being read with the information, any statement provided by you.

If your personal information is amended, you are entitled under the Privacy and Personal Information Protection Act 1998 ("the Act"), if it is reasonably practicable, to have recipients of that information notified of the amendments made by Council.

Council may refuse to process your application in part or in whole if:

- ♦ there is an exemption to section 15 of the Act; or
- ♦ a Code of Practice may restrict alteration.

Enquires concerning this application should be made to



Ku-ring-gai Council

Privacy Management Plan

[Draft May 2008]

Ku-ring-gai Council

Privacy Management Plan

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Part 1 – INTRODUCTION

1.1 Purpose

This Plan details how Ku-ring-gai Council deals with the personal information and health information it collects to ensure that it complies with the *Privacy and Personal Information Protection Act 1998* (PPIPA) and the *Health Records and Information Privacy Act 2002* (HRIPA).

PPIPA and HRIPA provide for the protection of personal and health information and for the protection of the privacy of individuals. This Plan has been prepared as required by Section 33 of PPIPA. The Plan outlines Council's policy and plans for information handling practices in respect of both Acts.

The Plan is based on the provisions of the Acts, including exemptions that apply, relevant Codes of Practice approved by the Attorney General and Directions issued by the NSW Privacy Commissioner. These include the *Privacy Code of Practice for Local Government*, the *Health Records and Information Privacy Code of Practice* and Directions from the Privacy Commissioner relating to investigations, research and information transfers.

In exercising its legal obligations under the privacy laws Council will endeavour to act in a fair and reasonable manner and be open and accountable in its decision making. The *Local Government Act 1993*, the *Environmental Planning and Assessment Act 1979* and the *Freedom of Information Act 1989* all contain provisions relating to openness and transparency. To the extent of any inconsistency the provisions of those Acts prevail over privacy legislation.

Council collects, stores and uses a broad range of information. A significant part of that information is personal information as well as some health information. Council currently provides some health services of the kind covered by the provisions of HRIPA such as immunisation, child care and family day care. It also collects, holds and uses health information in carrying out various other functions. This Plan applies to that part of Council's information that is personal or health information.

In practice information that is not personal information or health information may receive treatment accorded to personal information or health information where the information cannot be separated in a meaningful or practical way.

1.2 Objectives

The objectives of this policy are to ensure that Council:

- protects the privacy of members of the community, customers, business contacts, Councillors and staff
- fulfils its statutory duties and functions under the *Local Government Act 1993* and other acts in a manner that seeks to maximise compliance with PPIPA and HRIPA
- has in place plans that incorporate Information Protection Principles into its functions and operations.

1.3 Definitions

In this policy:

Acts means PPIPA and HRIPA

DLG means the Department of Local Government

EP&A means the *Environmental Planning and Assessment Act 1979*

FOI means the *Freedom of Information Act 1989*

health code means the *Health Records and Information Privacy Code of Practice 2005*

health information means information so described in clause 1.5

health record means an ongoing record of health for an individual

health records linkage system¹ means a computerised system that is designed to link health records for an individual held by different organisations for the purpose of facilitating access to health records, and includes a system or class of systems prescribed by the regulations as being a health records linkage system, but does not include a system or class of systems prescribed by the regulations as not being a health records linkage system

HPP means Health Privacy Principle

HRIPA means the *Health Records and Information Privacy Act 2002*

IA means the *Impounding Act 1993*

¹ clause 15 (3) Schedule 1 HRIPA

IPP means Information Protection Principle

LGA means the *Local Government Act 1993*

LGR means the *Local Government (General) Regulation 2005*

LGSA means the Local Government and Shires Associations of NSW

model plan means the DLG *Model Privacy Management Plan - Privacy and Personal Information Protection Act 1998* (Circular 00/41)

PEO means the *Protection of the Environment Operations Act 1997*

personal information means information so described in clause 1.5

PHSP means the *Public Health (Skin Penetration) Regulation 2000*

PPIPA means the *Privacy and Personal Information Protection Act 1998*

privacy code means the *Privacy Code of Practice for Local Government 2000*

Privacy Officer means the staff member appointed to that position by the General Manager

protected disclosure means a disclosure made in accordance with Council's *Internal Reporting Policy – Protected Disclosures*

publicly available publication² includes:

- an advertisement containing personal information in a local, city or national newspaper
- personal information on the internet
- book or magazines that are printed and distributed broadly to the general public
- Council business papers or that part that is available to the general public
- personal information that is part of a public display on view to the general public

public register³ means a register of personal information that is required by law to be, or is made, publicly available or open to public inspection (whether or not on payment of a fee)

sensitive information⁴ means personal information that is also information about a person's ethnic or racial origin, political opinions, religious or philosophical beliefs, trade union membership, health or sexual activities

² see Part 1 Introduction of the model plan

³ section 3 PPIPA

staff means all employees of Ku-ring-gai Council (full time, part time, temporary or casual). It also includes, for the purposes of this policy only, all individuals engaged by Ku-ring-gai Council in any paid or unpaid capacity including contractors (who principally provide their labour), committee members, council owned business operators, work experience participants, volunteers, student placements and family day carers

use means for a purpose associate with Councils functions; just accessing or viewing is not use.

1.4 Application of this Plan

This Plan applies to all Councillors and staff (as defined in 1.3) of Council.

1.5 What is personal information and health information⁵?

Personal information is information or an opinion about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion. This information can be in a database and does not necessarily have to be recorded in a material form.

Personal information does not include information about an individual that is contained in a publicly available publication. Information published in this way ceases to be covered by PPIPA. However Council's decision to publish in this way must be in accordance with PPIPA.

Health information is a particular type of personal information. Health information means personal information that is about:

- a person's physical or mental health or a disability
- a person's express wishes about the future provision of health services to him or her
- health services being provided to a person (whether in the past, present or future)
- other personal information collected about the person in order to provide them with a health service
- donation of body parts, organs or body substances
- genetic information arising from a health service that predicts or could predict the health of the person or of their siblings, relatives or descendants.

⁴ see section 19 PPIPA

⁵ see section 4 of PPIPA and sections 5 and 6 of HRIPA

Health information can be in a database and does not necessarily have to be recorded in a material form.

Some information is excluded from the provisions of the Acts including information about a person who has been dead for 30 years or longer and information about a person's suitability for appointment or employment as a public sector official⁶. Information of the latter kind will continue to be handled by Council in an appropriately sensitive manner.

1.6 The legislative framework

The handling of both personal information and health information is regulated by a number of different privacy principles. These privacy principles cover the whole information life cycle from start to finish.

In very broad terms, the privacy principles cover collection, security, storage, transparency, access, amendment, accuracy, use and disclosure. Personal information is regulated by 12 IPPs and the public register rules. Health information is regulated by 15 HPPs and the public register rules.

The 12 IPPs are:

- Principle 1 Collection of personal information for lawful purposes
- Principle 2 Collection of personal information directly from the individual
- Principle 3 Requirements when collecting personal information
- Principle 4 Other requirements relating to collection of personal information
- Principle 5 Retention and security of personal information
- Principle 6 Information about personal information held by agencies
- Principle 7 Access to personal information held by agencies
- Principle 8 Alteration of personal information
- Principle 9 Agency must check accuracy of personal information before use
- Principle 10 Limits on use of personal information
- Principle 11 Limits on disclosure of personal information
- Principle 12 Special restrictions on disclosure of personal information.

The 15 HPPs are:

- Principle 1 Purposes of collection of health information
- Principle 2 Information must be relevant, not excessive, accurate and not intrusive
- Principle 3 Collection to be from individual concerned
- Principle 4 Individual to be made aware of certain matters
- Principle 5 Retention and security

⁶ for full details see section 4 PPIPA

- Principle 6 Information about health information held by organisations
- Principle 7 Access to health information
- Principle 8 Amendment of health information
- Principle 9 Accuracy
- Principle 10 Limits on use of health information
- Principle 11 Limits on disclosure of health information
- Principle 12 Identifiers
- Principle 13 Anonymity
- Principle 14 Transborder data flows and data flow to Commonwealth agencies
- Principle 15 Linkage of health records

Exemptions to these privacy principles can be found in:

- PPIPA
- HRIPA
- regulations made under the Acts
- Privacy Codes of Practice made by the Attorney General under PPIPA
- Privacy Codes of Practice made by the Minister for Health under the HRIPA
- public interest Directions made by the Privacy Commissioner under either Act.

In summary Council's privacy obligations are contained within:

- the 12 IPPs
- the 15 HPPs
- the public register rules
- any applicable exemptions to the IPPs, HPPs and public register rules.

1.7 Personal and health information held by Council

Council holds personal and health information concerning ratepayers, residents, customers and other people such as:

- property ownership including names and addresses
- rates payments including the provision of pensioner rebates and bank account details
- various mailing lists
- car registrations/ownership in relation to parking and traffic matters
- applications to access various programs and services such as library services, programs for older people, programs for children
- applications for various approvals such as the removal or trimming of trees and the use of Council facilities
- assessments for community services

- service requests or complaints
- litigation or advice
- development and other land use applications and objections to these applications
- name and address of suppliers, including bank account details
- health histories in relation to immunisation, child care and disabilities
- details of office bearers for sporting, community or other organisations
- closed circuit television footage and photographs.

Council holds personal and health information concerning Councillors such as:

- personal contact and related information
- complaints and disciplinary matters
- returns disclosing interests
- entitlements to fees, expenses and facilities and reimbursements
- closed circuit television footage and photographs.

Council holds personal and health information concerning staff such as:

- recruitment material
- leave and payroll data
- health history and medical reports, including workers compensation
- drivers and other licence details
- personal contact information
- performance management plans
- disciplinary matters
- returns disclosing interests
- wage and salary entitlements
- closed circuit television footage and photographs.

1.8 Unsolicited information

Unsolicited information is information received by Council in circumstances where Council has not asked for the information nor required the information to be provided. It includes gratuitous or irrelevant information received.

Where an individual, a group or a committee not established by Council gives Council unsolicited personal or health information, then that information is not subject to the collection principles in the Acts. The personal or health information is, however, subject to this Plan, the privacy code, the health code and the Acts for the purposes of the protection principles relating to storage, access, use and disclosure.

1.9 Confidentiality

The obligation of confidentiality is additional to and separate from that of privacy. Nevertheless, a duty to appropriately manage information lies at the heart of both concepts.

Confidentiality attaches to information and is owed to the person or organisation that supplied the information (regardless of who or what is the subject of the information). An obligation of confidentiality could arise from a law, contract, or verbal promise.

Privacy is owed to the person whose personal information is the subject of the information (regardless of who supplied the information). Privacy obligations arise out of privacy law.

It is possible that one piece of information will attract both privacy obligations and confidentiality obligations for different reasons. An exemption from one obligation will not affect the other.

1.10 Other legislation and policies

A range of other legislation has an impact on how Council handles personal and health information. This information includes:

- LGA and in particular the section 12 access to documents regime, the section 664 disclosure and misuse of information offence provisions, and the section 739⁷ provisions relating to suppression of personal information
- FOI
- the *State Records Act 1998* (in particular the *General Disposal Authority - Local Government Records* made under that Act)
- the *Criminal Records Act 1991* (prohibits disclosure of spent and quashed convictions)
- the *Crimes Act 1900* (Part 6 creates offences for unauthorised access to or interference with data in computers)
- the *Independent Commission Against Corruption Act 1988* (corrupt conduct includes the misuse of information held by an agency)
- the *Workplace Surveillance Act 2005*
- the *NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed Circuit Television (CCTV) in Public Places*.

⁷ section 739 LGA covers all publicly available material under sections 12(1) and 12(6) other than public registers (see also 2.4 and 3.2 of this Plan)

1.11 How privacy obligations interact with other laws

Section 25(a) of PPIPA permits non-compliance with the Information Protection Principles where Council is lawfully authorised or required not to comply.

Section 12 of LGA overrides sections 18 and 19 of PPIPA (limits and restrictions on disclosure) to the extent that it lawfully authorises, requires, necessarily implies or reasonably contemplates that Councils need not comply with these sections.

Section 664 of LGA makes it an offence for anyone to disclose information except in accordance with that section. Whether or not a particular disclosure is made with lawful excuse is a matter that requires legal opinion from case to case.

Section 739 of LGA provides for the suppression of information on the grounds of personal safety.

1.12 Applications and other forms

Wherever in this Plan there is a need for a standard form to be used, such as for the submission of an application to Council, the forms contained within the model plan will be used. Alternatively Council will accept a letter that is in a similar form to a model form where appropriate.

Further assistance can be provided by Council's Privacy Officer.

PART 2 – PUBLIC REGISTERS

2.1 Access to public registers

Council maintains a number of public registers that are available for public inspection. Some of these registers contain personal information. No public registers held by Council contain health information.

Registers listed in section 12(1) of LGA are public registers. Personal information cannot be accessed by a person about another person unless the personal information is contained within a public register. Council is required to ensure that any access to personal information in a public register is consistent with the purpose for which the register exists⁸.

However, Council may only disclose personal information in a public register if:

- the information is not suppressed
- and either
 - the register is listed under section 12(1) LGA, or
 - the disclosure would not be contrary to the public interest
- and either
 - the information is to be used for the purpose for which the register is kept, or
 - the request is to see the register or copy only a single entry or page of the register.

This means that anyone may inspect a publicly available copy of a public register in the Council premises and copy a single entry or page of the register without providing a reason for accessing the register and without a determination that the proposed use of the register is consistent with the purpose of the register⁹.

Unless otherwise permitted (see clause 2.3) where a person wishes to copy more than a single entry or page of a public register the person must complete a statutory declaration stating the purpose for which the information is required and the stated purpose must, in the opinion of the Privacy Officer, be directly related to the purpose of the register. Alternatively personal information may be excluded from the copy.

Registers containing personal information will not be published on the internet.

⁸ section 57 PIPA

⁹ clause 2 of privacy code

2.2 Public registers held by Council

Council holds the following public registers:

Register Name	Act or other Authority	Purpose of the Register – to record and identify information as stated below
Approvals	LGA s113	approvals granted under LGA
Building Certificates	EP&A s149G	building certificates
Development Applications	EP&A s100	applications for development consent and other approvals, confirm determinations on appeal, applications for complying development certificates, construction certificates, subdivision certificates
Consent Modifications	EP&A s121	modifications to development consents under s96 EP&A
Declarations of Interest at Council and Committee Meetings	LGA 451 and 453	interests declared at meetings and the subsequent action taken
Delegations	LGA s377	powers delegated to the General Manager and staff
Gifts and Benefits	Resolution of Council	gifts and benefits required to be disclosed by Council's policy
Graffiti Removal	LGA s67c	graffiti removed by Council
Impounding	IA s30-31	impounding action by Council
Investments	LGA s12	funds invested by Council
Land Register	LGA s53	all land vested in or under the control of Council
Licences under PEO	PEO s308	licences granted under PEO
Pecuniary and other Interests	LGA s449-450A	pecuniary interests and other matters of Councillors and other persons
Policies	LGA s12 and FOI	policy documents
Public Notices under PEO	PEO s91	public notices issued under PEO
Skin Penetration Premises	PHSP cl13	registered premises for skin penetration
Tenders	LGR cl175	names of tenders and amounts tendered

The secondary purpose of all public registers includes the provision of access to the public¹⁰.

¹⁰ see Part 2 Public Registers of the model plan

2.3 Special provisions for rates records

Council's rates records are not available for public inspection. However anyone is entitled to view and copy one entry in the records in a similar manner to that permitted for public registers (see 2.1)¹¹.

Viewing and copying more than a single entry or page of the rates records is permissible without mandatory completion of a statutory declaration for the following persons:

- telecommunications carriers and other bodies required to discharge statutory obligations¹²
- registered valuers¹³.

2.4 Suppression in relation to a public register

An application for suppression in relation to a public register will be dealt with under PPIPA rather than section 739 of LGA. A person may request that their personal information be removed or not placed in a public register¹⁴. The request must be made in writing outlining the reasons for the request and providing supporting documentation.

If Council is satisfied that the safety or well-being of the person would be affected by not suppressing the personal information as requested, Council will suppress that information unless Council is of the opinion that the public interest in maintaining public access to the information outweighs and the individual interest. When in doubt Council will err in favour of suppression.

Any information that is removed from or not placed on that part of a public register to be made available may be kept on the register for other purposes.

2.5 Electoral matters

The roll of electors and candidate information sheets are publicly available publications. Council will make the latest copies of these publications available for public inspection during office hours at the office of the Council. These publications, however, cannot be copied.¹⁵

¹¹ For additional information see DLG Circular 08-15 and Local Government Managers Australia (NSW) Governance Network, Access to Information Held by Council FAQs

¹² LGSA Weekly Circulars 37/00 and 38/00

¹³ LGSA Weekly Circular 50/00

¹⁴ see section 58 PPIPA

¹⁵ section 12B LGA

In addition, the Electoral Commission holds:

- Local Government Register of Political Parties,

The Election Funding Authority holds:

- Local Government Register of Candidates
- Local Government Register of Party Agents
- Local Government Register of Official Agents.

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PART 3 – INFORMATION PROTECTION AND HEALTH PRIVACY PRINCIPLES

3.1 How Council will meet the Privacy Principles

The Acts contain principles about the handling of information which impose legal obligations regarding the collection, storage, use, access and disclosure of the information. There are additional requirements regarding the handling of health information which relate to the use of identifiers, the flow of health information outside NSW, and the need for express consent to the inclusion of information in a linked health records system.

The following table sets out in summary form the IPPs and the HPPs and how Council will meet the specific requirements of each principle. The table is based on information contained within the entire legislative framework and is intended to be a general guide to Council's information handling processes.

Where very specific and unusual circumstances are being dealt with, particularly with regard to the use or disclosure of information, decisions should not be made based on this summary alone. The assistance of the Privacy Officer should be sought to check the detailed legislative and other provisions.

Each legislative instrument can be accessed via the website of Privacy NSW http://www.lawlink.nsw.gov.au/lawlink/privacynsw/ll_pnsw.nsf/pages/PNSW_index.

Collection limitation	IPP 1 (s8) and HPPs 1 & 13
<p>Council must only collect personal and health information:</p> <ul style="list-style-type: none">• if it is reasonably necessary• for a lawful purpose• if that purpose is directly related to Council's functions or activities¹⁶, and• without using unlawful means. <p>Council must not collect any more personal or health information than is reasonably necessary to fulfil Council's functions or activities. Where possible, Council will let people access services without having to identify themselves.</p> <p>Contractors involved in the collection of personal or health information must agree to not collect information by unlawful means. This includes contractors in debt recovery processes.</p>	

¹⁶ see section 22 LGA in respect of functions conferred or imposed by other Acts

Collection relevance <div>IPP 4 (s11) and HPP 2</div>
<p>When collecting personal and health information, Council must use a method that ensures the information collected is:</p> <ul style="list-style-type: none"> • relevant • not excessive • accurate • up to date • complete, and • does not unreasonably intrude. <p>Council must not ask for information that is not relevant, intrusive, or might become out of date. In particular, Council must avoid collecting sensitive information where possible.</p>
Direct collection <div>IPP 2 (s 9) and HPP 3</div>
<p>Council must collect personal information directly from the individual to whom the information relates unless:</p> <ul style="list-style-type: none"> • the individual has authorised collection of the information from someone else, or • the information is being provided by a parent or guardian for a person under the age of 16 years, or • indirect collection is reasonably necessary to confer an award, prize or benefit or similar form of personal recognition on the person to whom the information relates, or • indirect collection is reasonably necessary for a lawful investigation or court proceedings, or • indirect collection is permitted by law or necessarily implied or reasonably contemplated by law, or • it would prejudice the interests of the individual to whom the information relates, or • the information is otherwise lawfully provided to Council. <p>Council must collect health information directly from the individual to whom the information relates unless it is unreasonable or impracticable to do so in the circumstances.</p>
Collection notification <div>IPP 3 (s10) and HPP 4</div>
<p>When collecting personal and health information, Council must tell the person:</p> <ul style="list-style-type: none"> • the fact that the information is being collected • the purposes for which the information is collected

- who will be using and storing the information
- whether supply of the information is required by law or is voluntary and the consequences if it is not provided
- how the information may be accessed and corrected.

Notification may be given in writing or verbally. Council will take reasonable steps to ensure each person receives the notification. Such reasonable steps include the provision of a statement that addresses these matters on relevant forms and applications. Council may publish information to inform members of the public and others about information handling practices. The provision of information in community languages may be considered where necessary. It may sometimes be impracticable to specifically refer to these matters in counter transactions, interviews or telephone conversations. Forms used solely for internal purposes will not be affected.

Where submissions are invited on development applications, Council will accept submissions that are made anonymously, however, anonymous objections may be given less weight (or no weight) in the overall consideration of the application¹⁷.

Council must ensure that any collection of personal information by use of security video cameras or other such recording devices will be accompanied by appropriate signage as required by law. In respect of the recording of Council Meetings further information is provided in 3.3 of this Plan. In respect of Council's obligations under the *Workplace Surveillance Act 2005* further information is provided in Council's *Workplace Surveillance Policy*.

Council is not required to give notice of collection of personal or health information where:

- collection is reasonably necessary to confer an award, prize or benefit or similar form of personal recognition on the person to whom the information relates, or
- compliance is reasonably likely to detrimentally affect lawful investigations or law enforcement, or
- non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law, or
- compliance would prejudice the interests of the individual to whom the information relates, or
- the person consents to dispensing with the requirement.

If health information is collected about a person from someone other than the person concerned, Council must take reasonable steps to ensure that the person concerned is notified, except where making the individual aware of the matters would pose a serious threat to the life or health of any

¹⁷ see clause 3.2 for clarification of privacy issues in relation to submissions made to Council

individual or the collection is made in accordance with guidelines approved by the Minister for Health.	
Security	IPP 5 (s 12) and HPP 5
<p>Wherever personal and health information is held, Council must:</p> <ul style="list-style-type: none">• not keep it any longer than necessary• dispose of it securely• take reasonable security and other measures to protect it from loss, unauthorised access, use, modification or disclosure. <p>Council can only provide personal information to a contractor or service provider if they really need it to do their job. Council must bind contractors and service providers to Council's privacy obligations and take reasonable steps to prevent any unauthorised use or disclosure of the information by a contractor or service provider.</p> <p>Information in documentary form is handled in accordance with the provisions of the <i>State Records Act 1998</i>. Any disposal of records containing personal or health information must be carried out in a secure manner in accordance with an approved records management disposal schedule.</p> <p>Personal and health information must be held in an appropriately secure manner. Information technology security requirements for databases, documents and emails include the use of firewalls, virus detection software, audit trails and passwords. All records must be held in appropriately secure areas of Council premises.</p> <p>Council is not required to comply with this requirement where non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law.</p>	
Transparency	IPP 6 (s 13) and HPP 6
<p>Council must take such steps as are, in the circumstances, reasonable to enable any person to ascertain:</p> <ul style="list-style-type: none">• whether or not Council holds any personal or health information• whether or not Council holds their personal or health information• what kinds of personal or health information Council holds• the main purposes for which the information is used• how the person can see and correct their personal and health information. <p>Should an individual seek information generally about the nature of any information held, Council may seek an indication of the types of dealings the person has had with Council in order to assist in the identification of relevant</p>	

information held on different files and in various parts of its information and data systems.

The consultation provisions of FOI in respect of the affairs of others apply where appropriate to requests about information held by Council¹⁸. Requests may also be made and dealt with under section 12 LGA.

Council is not required to comply with this requirement where compliance is reasonably likely to detrimentally affect Council's conduct of a lawful investigation, or non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law.

Access

IPP 7 (s 14) and HPP 7

Council must allow people to access their own personal and health information without unreasonable delay and without unreasonable expense. Requests for access will usually be required to be in writing. Applications will be dealt with as soon as practicable and usually within 28 days.

Staff seeking access to records held about them have rights of access to their personnel file in accordance with Council's *Access to Personnel Files Policy*.

Care must be taken in giving access to information dealt with in a closed Council or Committee Meeting to ensure that no other confidential information is accessed. Personal and health information contained in Council Business Papers for an open meeting is considered to be published and therefore not covered by PIPPA. However Council's decision to publish the information will have regard to PIPPA.

Rights to access personal and health information under the Acts do not extend to information held about other persons, except in respect of IPPs 11 and 12 (disclosure provisions) or where the Public Register provisions apply. Where an individual's personal and health information is contained in documents that also contain information about others, any application for access will need to be made and processed under FOI. Other requests may be made and dealt with under section 12 LGA.

Where any relevant documents held may be subject to any conditions or limitations on access under FOI Council may refuse or limit access in determining an application. Some of the grounds which might apply would be:

- documents associated with litigation and considered to be the subject of legal professional privilege
- documents which contain matter the disclosure of which might prejudice any audit or examination

¹⁸ see section 20(5) PPIPA and sections 30-33 & Schedule 1 FOI

<ul style="list-style-type: none"> documents which, if disclosed, would adversely impact on the industrial relations of Council, or which would have a substantial adverse effect on the effective performance of Council's functions internal working documents containing advice, opinions or recommendations, and where there is an overriding public interest at a point in time in preserving their confidentiality. <p>Council is not required to comply with this requirement where non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law.</p>	
<p>Amendment</p>	<p>IPP 8 (s 15), HPP 8 and s 58 public register rules</p>
<p>Council must allow people to change personal and health information held about them, so that the information is accurate, relevant, up to date, complete and not misleading.</p> <p>If Council disagrees with the person about whether the information needs changing, Council must instead allow the person to add a statement to the records if requested.</p> <p>Where a person requests that their information be amended, the person must provide proof of identity and provide appropriate evidence as to why the amendment is needed. In many cases this will be informal (eg. notifying a change of contact phone number). In some cases documentary evidence may be required.</p> <p>If information is amended, the individual to whom the information relates is entitled, if it is reasonably practicable, to have recipients of that information notified of the amendments.</p> <p>Council is not required to comply with this requirement where non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law or where, in respect of personal information, compliance is reasonably likely to affect Council's conduct of a lawful investigation.</p> <p>FOI remains an alternative mechanism for amendment of records.</p>	
<p>Accuracy</p>	<p>IPP 9 (s 16), HPP 9</p>
<p>Council must ensure, so far as it is reasonable in the circumstances, that personal and health information is still relevant and accurate before it is used. Council will check it is:</p> <ul style="list-style-type: none"> relevant accurate up to date 	

- complete
- not misleading.

The extent of checking required will depend on the age of the information, the likelihood of change and the significance of the particular function for which the information was collected.

Use

IPP 10 (s 17), HPP 10

Council must not use personal and health information for a purpose other than that for which it was collected unless:

- the individual to whom the information relates has consented to the use of the information for that other purpose, or
- the other purpose for which the information is used is directly related to the purpose for which the information was collected, and in respect of health information, the person would reasonably expect the information to be used for that purpose, or
- the use of the information for that other purpose is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual to whom the information relates, or of another person, or in respect of health information, to lessen or prevent a serious threat to public health or public safety, or
- the use of personal information is reasonably necessary for the exercise of Council's lawful functions, or
- where personal information is to be used for the purpose of conferring upon a particular person, an award, prize, benefit or similar form of personal recognition, or
- where compliance is reasonably likely to detrimentally affect a lawful investigation or law enforcement, or
- where non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law.

Council must also not use health information for a purpose other than that for which it was collected unless it is reasonably necessary for:

- the funding, management, planning or evaluation of health services, or
- the training of staff or persons working with Council, or
- research or statistical analysis.

Some information collected by Council may be used for a variety of purposes. For example, the names and addresses of individual owners of property kept as part of Council's rates records may be used to notify adjoining owners of proposed developments, to identify companion animal ownership, evaluate road openings and obstructions, evaluate tree preservation orders, investigate parking controls and evaluate land dedications, etc.

Staff investigating these issues and using personal information for these purposes will not notify individuals to obtain approval to perform these functions.	
Disclosure	IPPs 11& 12, HPPs 11,14 & 15 and s 57 public register rules
<p>Council must only disclose personal information from a public register in accordance with Part 2 of this Plan.</p> <p>Council must not disclose sensitive information without the person's express consent unless the disclosure is authorised by legislation or is necessary to prevent a serious or imminent threat to the life or health of the individual concerned or another person.</p> <p>Council must only disclose personal and health information:</p> <ul style="list-style-type: none">• with the person's consent, or• for the purpose for which it was collected, or• a directly related purpose and Council has no reason to believe that the person would object, or• if the person was informed at the time of collection that their information would be disclosed in this way or the person is reasonably likely to be aware of this disclosure, or• where Council believes on reasonable grounds that the disclosure is necessary to prevent or lessen a serious and imminent threat to the life or health of the individual concerned or another person, or• for a lawful investigation or for law enforcement purposes, or• where disclosure is authorised by subpoena, warrant or other lawful requirement, or• where non-compliance is permitted by law or it is necessarily implied or reasonably contemplated by law. <p>In addition Council may only disclose health information if it is reasonably necessary for:</p> <ul style="list-style-type: none">• the funding, management, planning or evaluation of health services, or• the training of staff or persons working with Council, or• research or statistical analysis, or• the provision of information to an immediate family member on compassionate grounds. <p>Council may disclose personal information to public sector agencies or public utilities on condition that:</p> <ul style="list-style-type: none">• the agency has approached Council in writing, and• Council is satisfied that the information is to be used by that agency for the proper and lawful functions of that agency, and	

- Council is satisfied that the personal information is reasonably necessary for the exercise of that agency's functions, or
- personal information which has been collected about an individual is to be disclosed for the purpose of conferring upon that person an award, prize, benefit or similar form of personal recognition.

Where Council is requested by a potential employer, it may verify that a current or former employee works or has worked for Council, the duration of that work and the position occupied during that time. This exception shall not permit Council to give an opinion as to that person's suitability for a particular position with any potential employer unless Council is satisfied that the person has provided their consent for Council to provide a reference, which may include an opinion as to that person's suitability for the position for which the person has applied.

Council will not disclose the information to any person or body who is in a jurisdiction outside New South Wales unless a relevant privacy law that applies to the personal information concerned is in force in that jurisdiction, or the disclosure is permitted by law.

If information is disclosed in accordance with this principle to a person or body that is a public sector agency, that agency must not use or disclose the information for a purpose other than the purpose for which the information was given to it.

Health personal identifiers and linking records

HPPs 12 & 15

Council must only identify people by using unique personal identifiers if it is reasonably necessary to carry out Council's functions efficiently.

Wherever it is lawful and practicable, individuals must be given the opportunity to not identify themselves when entering into transactions with or receiving any health services from Council.

Council must not transfer health information about an individual to any person or body who is in a jurisdiction outside New South Wales or to a Commonwealth agency unless:

- Council reasonably believes that the recipient of the information is subject to a law, binding scheme or contract that effectively upholds principles for fair handling of the information that are substantially similar to the Health Privacy Principles, or
- the individual consents to the transfer, or
- the transfer is necessary for the performance of a contract between the individual and the Council, or for the implementation of pre-contractual measures taken in response to the individual's request, or
- the transfer is necessary for the conclusion or performance of a

contract concluded in the interest of the individual between the Council and a third party, or

- all of the following apply:
 - the transfer is for the benefit of the individual,
 - it is impracticable to obtain the consent of the individual to that transfer,
 - if it were practicable to obtain such consent, the individual would be likely to give it, or
- the transfer is reasonably believed by the Council to be necessary to lessen or prevent:
 - a serious and imminent threat to the life, health or safety of the individual or another person, or
 - a serious threat to public health or public safety, or
- Council has taken reasonable steps to ensure that the information that it has transferred will not be held, or used or disclosed by the recipient of the information inconsistently with HPPs, or
- the transfer is permitted or required by law.

Council must not:

- include health information about an individual in a health records linkage system unless the individual has expressly consented to the information being so included, or
- disclose an identifier of an individual to any person if the purpose of the disclosure is to include health information about the individual in a health records linkage system, unless the individual has expressly consented to the identifier being disclosed for that purpose.

Council is not required to comply with a provision of this clause if:

- the Council is lawfully authorised or required not to comply with the provision concerned, or
- non-compliance is otherwise permitted (or is necessarily implied or reasonably contemplated) under an Act or any other law (including the *State Records Act 1998*), or
- the inclusion of the health information about the individual in the health records information system (including where an identifier of the individual is to be disclosed) is a use or disclosure of information for research or statistical analysis that complies with HPP 10(1)(f) or HPP 11(1)(f).

3.2 Submissions on development applications and other matters

The following information deals with the privacy issues in relation to submissions made to Council.

Council will continue to seek submissions on matters of public interest, including development applications, planning matters and significant plans and policies. All submissions received will be taken into consideration by Council during deliberations on the matter. Submissions will be available to Councillors.

In respect of submissions on development applications, Council considers that a person can only fully assess the impact of a proposed development by having knowledge of the internal layout of that proposed development. Notwithstanding the provisions of section 12 (1A) of LGA, Council will, as part of its notification process, make plans of internal layouts available with the development application and other accompanying documents and plans. This is to facilitate public participation in the development assessment process.

Anyone may seek access to a submission in accordance with the provisions of LGA or FOI. Submissions on development applications and planning matters may be viewed and copied by anyone without the need for a formal application under LGA or FOI. A reasonable fee may be charged by Council for providing a copy of a submission.

Where the matter is considered at a Council or other public meeting, the public business paper for the meeting will usually provide a summary of the submissions received with little or no personal information included. However, in relation to development applications and planning matters in particular, personal information, including names and addresses of persons who made submissions and copies of those submissions, may be included in the public business paper when considered necessary to assist the understanding of relevant issues. That information will then be accessible on Council's website, although information that may aid identity fraud (e.g. signatures) will be deleted.

Anyone making a submission on any matter may request in their submission that personal information that discloses their place of living be suppressed on the grounds of their own or their family's personal safety. If such a request is made and verified, Council will not include any of their personal information in a public business paper. Alternatively submissions may be made anonymously. However, anonymous objections may be given less weight (or no weight) in the overall consideration of the matter.

Council will give this matter publicity to make the community aware of the public accessibility of certain submissions. In particular, where practicable Council will advise adjoining owners and others that any submission made on a development application or planning matter may be viewed and copied by anyone.

3.3 Tape recording of Council Meetings

The following information deals with the privacy issues in relation to the tape recording of Council Meetings¹⁹.

Council's Code of Meeting Practice provides for the tape recording of Council Meetings as an aid in the preparation of the minutes of the meeting. Parts of the meeting closed to the public are not recorded. Prior notice is given by the Mayor to people addressing the Council that they are being tape recorded. A notice is also displayed in the Council Chamber.

Tape recordings are used for the purpose of verifying the accuracy of the minutes.

Tape recordings of meetings may be accessed by Councillors in accordance with the *Councillor Access to Information and Interaction with Staff Policy*.

Applications for access to tape recordings of meetings by the public may be made under LGA or FOI. Council will not provide other access to any third party except where Council is authorised to do so by any law, court order, warrant or subpoena.

Tape recordings of meetings will be destroyed as soon as their original purpose is served or three months after their creation (whichever is the later), except where retention for a longer period is otherwise required or recommended under the *State Records Act 1998*.

¹⁹ see *The Tape Recording of Council Meetings*, NSW Privacy Commissioner, May 2004 and *Meetings Practice Note*, Department of Local Government, November 2005

PART 4 – INTERNAL REVIEW

4.1 Seeking an internal review

Anyone aggrieved by the conduct of Council may seek an internal review where they believe Council:

- has contravened an IPP or HPP
- has contravened the privacy code or the health code
- has disclosed personal information that should not have been disclosed from a public register.

Complaints are to be made within 6 months of the complainant first becoming aware of the conduct. The complaint is to be in writing and addressed to Council's General Manager. The complaint need not use the language of internal review, but if it is a privacy complaint in writing, then Council will treat it as a request for an internal review.

Council's Privacy Officer will conduct the internal review unless substantially involved in any matter relating to the complaint. Alternatively the internal review will be conducted by another person appointed by the General Manager. Investigations will be conducted making use of *Privacy NSW, Complaints to Public Sector Agencies, Internal Review Checklist for the Respondent Agency*.

The review is to be completed within 60 days of the lodgement of the complaint. The review may conclude that no breach of the privacy principles or a code has occurred, that any breach was justified by a relevant exemption that applies to Council's handling of the information, or that a breach has occurred without justification.

Any finding of a breach may result in a formal apology, appropriate remedial action including payment of monetary compensation, an undertaking that the conduct will not occur again, or the implementation of administrative changes. Council must notify the complainant of the outcome of the review within 14 days of its determination.

The Privacy Commissioner must be notified of each request for an internal review, briefed on progress and notified of the outcome of an internal review.

4.2 After an internal review

If the complainant is not satisfied with the internal review, or the internal review has not been completed within 60 days of request, an appeal may be lodged with the Administrative Decisions Tribunal. The Tribunal hears the matter afresh. The Tribunal may impose its own decision ordering Council to provide a remedy including an apology, a change in practices or awarding of damages.

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PART 5 – IMPLEMENTATION

5.1 Training

The implementation of this Plan is the responsibility of the Council and the General Manager.

Councillors and staff will be given initial and refresher training in this Plan.

Directors and managers are required to work with the Privacy Officer to ensure that Council continually meets its privacy obligations.

5.2 Privacy Officer

Council's Privacy Officer is responsible for:

- assisting in developing processes and procedures to enable Councillors and staff to meet their obligations under the Acts
- checking new proposals involving the collection of personal or health information to ensure compliance with the Acts
- acting as a point of contact for enquiries and advice regarding the Acts within the Council
- conducting and reporting on internal reviews
- assisting with training and induction
- reviewing the Privacy Management Plan.

5.3 Breaches of this Plan

Unless it is in connection with the lawful exercise of duties, a Councillor or staff member (past or present) must not intentionally disclose, use, or offer to supply any personal or health information about another person. To do so is an offence that may result in a fine or imprisonment. This does not apply to a protected disclosure.

The offence of inducing (or attempting to induce) a Councillor or staff member by corrupt conduct to disclose personal or health information about another person is similarly punishable.

Suspected breaches of this Plan or Council's privacy obligations generally should be reported in writing to the General Manager.

PART 6 - ASSOCIATED DOCUMENTS

6.1 Codes and policies

Access to Personnel Files Policy

Code of Meeting Practice

Councillor Access to Information and Interaction with Staff Policy

Customer Complaints Policy

Gifts and Benefits Policy

Grievance and Dispute Resolution Policy

Internal Reporting Policy – Protected Disclosures

Internet and Email Policy

Records Management Procedures Manual

Workplace Surveillance Policy

6.2 External references

Attorney General, Code of Practice for Local Government – Privacy and Personal Information Protection Act 1998, June 2000

Attorney General, Health Records and Information Privacy Code of Practice, July 2005

Attorney General, NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed Circuit Television (CCTV) in Public Places, 2000

Department of Local Government, Circular 08-15, Local Government Managers Australia (NSW) Governance Network – Access to Information Policies and Template Documents, 8 April, 2008, and the associated documents

Department of Local Government, Meetings Practice Note, November 2005

Department of Local Government, Model Privacy Management Plan – Privacy and Personal Information Protection Act 1998, June 2000

Privacy Commissioner, Direction on Disclosures of Information by Public Sector Agencies for Research Purposes, December 2006

Privacy Commissioner, Direction on Information Transfers between Public Sector Agencies, December 2006

Privacy Commissioner, Direction on Processing of Personal Information by Public Sector Agencies in Relation to their Investigative Functions, December 2006

Privacy Commissioner, Public Registers and the Internet, Fact Sheet No. 7, April 2004

Privacy Commissioner, The Tape Recording of Council Meetings, May 2004

Privacy NSW, Complaints to Public Sector Agencies, Internal Review Checklist for the Respondent Agency

State Records Authority of NSW, General Disposal Authority - Local Government Records (GDA 10), 2006

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DEVELOPMENT APPLICATION

SUMMARY SHEET

REPORT TITLE:	8 ARNOLD STREET, KILLARA - TENNIS COURT LIGHTING AND EXTENDED HOURS OF OPERATION
WARD:	Gordon
DEVELOPMENT APPLICATION N^o:	0299/08
SUBJECT LAND:	8 Arnold Street, Killara
APPLICANT:	Killara Lawn Tennis Club
OWNER:	Killara Lawn Tennis Club Ltd
DESIGNER:	N/A
PRESENT USE:	Tennis Club
ZONING:	Residential 2(c2)
HERITAGE:	No
PERMISSIBLE UNDER:	Environmental Planning and Assessment Act 1979 – Existing Use Rights
COUNCIL'S POLICIES APPLICABLE:	Tennis courts
COMPLIANCE WITH CODES/POLICIES:	No
GOVERNMENT POLICIES APPLICABLE:	Protection of the Environment Operations Act 1977, Noise Guide for Local Government
COMPLIANCE WITH GOVERNMENT POLICIES:	No
DATE LODGED:	8 April 2008
40 DAY PERIOD EXPIRED:	18 May 2008
PROPOSAL:	Tennis court lighting and extended hours of operation
RECOMMENDATION:	Refusal.

DEVELOPMENT APPLICATION N^o	0299/08
PREMISES:	8 ARNOLD STREET, KILLARA
PROPOSAL:	TENNIS COURT LIGHTING AND EXTENDED HOURS OF OPERATION
APPLICANT:	KILLARA LAWN TENNIS CLUB
OWNER:	KILLARA LAWN TENNIS CLUB LTD
DESIGNER	N/A

PURPOSE FOR REPORT

To assess Development Application No.0299/08 for tennis court lighting and extended hours of operations of the tennis courts. This has been called to full Council for determination by Councillor Ryan.

EXECUTIVE SUMMARY

Issues:	Intensification of an existing use, lighting, residential amenity, noise, car parking.
Submissions:	15 submissions
Land and Environment Court Appeal:	No appeal lodged
Recommendation:	Refusal

HISTORY

Site history:

The site has been used as a tennis club since approximately 1912. Tennis courts are available for hire by the public (subject to availability) and the premises are operated on a commercial basis.

Application history:

- 9 November 2006 – DA 1246/06 for tennis court lighting lodged.
- 30 November 2006 – Request for additional information sent to applicant
- 22 December 2006 – Applicant responds to request and advises that there is no need for additional information to be provided.
- 23 January 2007 – DA 1246/06 refused for 5 reasons as follows:

1. *Insufficient evidence has been provided as to the impacts of the proposed tennis court lighting with surrounding properties. The application does not satisfactorily demonstrate that light spill and/or glare from the light poles will not adversely impact the sleeping patterns and visual amenity of adjoining property owners.*

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2. *The proposed development involves extension of a non-conforming/prohibited use under the Ku-ring-gai Planning Scheme Ordinance and an increase in hours of operation. Insufficient justification is provided by the applicant in this respect. The extension of use, particularly outdoor activity, is considered unreasonable within a low density residential context.*
3. *Noise generated up until 10pm Monday to Saturday and 8.30 on Sundays will disrupt the sleeping patterns of surrounding residents and will generate 'offensive noise' as described under the POEO Act 1997.*
4. *The lighting proposal (and associated extension of operational hours) will detract from views and the 'peace and quiet' enjoyed by residents and conflicts with Council's Residential Design Manual and Policy for Tennis Courts, Half Courts, Sports Patios and the Like.*
5. *The proposal is not considered to be in the public interest.*

15 March 2007	-	Section 82A review of determination application lodged (REV0007/07)
10 July 2007	-	Delegated report recommending refusal prepared.
27 July 2007	-	Report called to Council for determination by Mayor Nick Ebbeck
25 September 2007	-	Matter considered at Council meeting and deferred to a site inspection.
20 October 2007	-	Site inspection held, relevant issues raised by Council included clarification of acoustic impact and request for lighting impact report.
8 November 2007	-	Supplement to acoustic report provided by applicant, claiming, inter alia, that sleep disturbance is not a valid consideration prior to 10pm.
13 November 2007	-	Lighting report submitted by applicant.
20 November 2007	-	A resolution was passed at the Ordinary Meeting of Council as follows: <i>"That an independent Noise Assessment Report, to be submitted by the objectors, be considered as part of the Officer's supplementary report on the Killara Lawn Tennis Club application."</i>
21 January 2008	-	Independent noise report submitted to Council.
23 January 2008	-	12 month period for a section 82A review of determination expires and application REV0007/07 can no longer be determined.
8 April 2008	-	DA0299/08 lodged (the current application).
19 April 2008	-	Response to independent noise report submitted to Council by applicant.
15 May 2008	-	Applicant advises Council that the club would accept a condition of consent limiting approval to 4 courts only, being Courts 1, 2, 3 and 5.

Site inspection of 20 October 2007:

Matters raised at the site inspection relevant to the proposed development included the following:

Light Impact:

Please advise if it would be appropriate for the applicant to engage an independent lighting expert to comment on the impact of the proposal, having regard to the applicant's intentions

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to amend the application and improvements in technology whereby lighting is able to be directional and mounted in which to minimise glare.

Comment – A lighting consultant was engaged by the applicant and the lighting consultant's report (Obtrusive Light Review) is appended to this report as Attachment 7. The findings of the report are discussed in this report in the section relating to DCP 38 – Residential Design Manual.

Acoustic Impact:

Please confirm if sleep arousal impacts only pertain to the period extending from 10pm to 7am and therefore are not applicable to this application.

Comment – The noise report submitted by the objectors addresses the issue of sleep disturbance and is appended as Attachment 5. The issue of noise impact and sleep disturbance are discussed in this report in the section relating to the Protection of the Environment Operations Act 1997 (POEO) / Noise Guide for Local Government.

THE SITE AND SURROUNDING AREA

The site

Zoning:	Residential 2(c2)
Visual Character Study Category:	Pre 1920-Post 1968
Lot Number:	Pt.11
DP Number:	1083606
Area:	4892m ²
Heritage Affected:	No
Integrated Development:	No
Bush Fire Prone Land:	No
Endangered Species:	No
Urban Bushland:	No
Contaminated Land:	No

The Killara Lawn Tennis Club is located on the western side of Arnold Street, between Werona Avenue and Locksley Street. The site is irregular in shape, with an area of 4892m² and a frontage of 123.58m to Arnold Street.

The site contains 6 tennis courts and a clubhouse, with no on-site parking for patrons. The tennis courts do not currently have any form of artificial lighting and are therefore only used during daylight hours. The club has operated in this manner for approximately 95 years.

Surrounding development

Surrounding development includes the Killara Lawn Bowling Club, immediately to the west of the site, and dwelling houses adjoining the north of the site. Development on the opposite side of Arnold Street is predominantly comprised of dwelling houses and also includes St Martins Anglican Church.

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THE PROPOSAL

Details of the proposed lighting are as follows:

- Lighting for all 6 tennis courts.
- 4 x 8 metres high mounting poles are required per court (total of 24 mounting poles), located at the edge of each court opposite the service line.
- 24 x 1000 watt metal halide luminaires will be attached to the mounting poles. The luminaires will be horizontally mounted.

Extended hours of operation

- The intended hours of operation of the lighting will be from approximately sunset to 10.00pm Monday to Saturday inclusive and to 8.30pm on Sundays, extending the existing hours of outdoor play which have to date been restricted to daylight hours only.
- This effectively increases the hours of operation of the tennis courts in the evenings by approximately 5 hours in mid-winter (4.52pm sunset) and approximately 2 hours in mid-summer (8.10pm sunset).

It should be noted that the applicant has advised Council that the tennis club would accept a condition of consent limiting illumination and extended play hours to 4 courts only, being Courts 1, 2, 3 and 5, despite the development application specifically relating to all 6 courts.

CONSULTATION - COMMUNITY

In accordance with Council's Notification DCP, owners of surrounding properties were given notice of the development application. In response, submissions from the following were received:

1. *Mr Koch - 5A Arnold Street, Killara*
2. *Mr and Mrs Zazulak - 15 Arnold Street, Killara*
3. *Marjorie Bailey - Unit 1 25 Arnold Street, Killara*
4. *Jane and Martin Hickling - 11 Arnold Street, Killara*
5. *Dr Brian Booth - 4 Arnold Street, Killara*
6. *The Honourable P A McInerney QC - 15 Locksley Street, Killara*
7. *Dora and George Fracchia - 16 Arnold Street, Killara*
8. *David Lee and Lily Khor - 11 Locksley Street, Killara*
9. *D & R Schamschula - 21 Werona Avenue, Killara*
10. *S & J Chiang - 19 Locksley Street, Killara*
11. *Paula Kelly - 21 Locksley Street, Killara*
12. *L & K Moses - 23 Locksley Street, Killara*
13. *M Bailey - 1/23 Arnold Street, Killara*
14. *RJ & P P Lesslie - 3/23 Arnold Street, Killara*
15. *Helen Meares - 9 Arnold Street, Killara*

Additionally, a petition was submitted, signed by 9 of the abovementioned submitters and an additional 3 submitters as follows:

1. Dr B & P Arora - 21 Arnold Street

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2. R & J Knox - 22 Arnold Street
3. G & K Larcher - 2/23 Arnold Street

The submissions raised the following issues:

deficiencies in the applicant's noise report

It is agreed that there are deficiencies in the applicant's noise report which result in an understatement of the likely noise impact of the proposal, as discussed further in this report.

increase in the use of the club and lighting conflicts and detracts from the quiet residential character of the neighbourhood

As discussed in the 'Statutory Provisions' section of this report (below), the Killara Tennis Club operates under existing use rights, by virtue of its establishment prior to the gazettal of the Ku-ring-gai Planning Scheme Ordinance. The site has been zoned for residential use under the KPSO since 1971. The club is predominantly surrounded by residential properties.

The proposed tennis court lighting will extend the duration of the noise currently generated by the non-conforming use into the evening hours, seven days per week. The proposal does not specifically address the issue of additional hours of use in the context of a prohibited use and does not make any reference to Clause 42 of the Environmental Planning and Assessment Regulation 2000, in particular in relation to the intensification of an existing use. Insufficient justification has been provided in relation to the effect of the extended hours on the surrounding low density residential area. Insufficient evidence is provided to demonstrate that extended hours of use will not adversely impact the sleeping patterns and visual amenity of surrounding property owners. With regard to the above, the application is not supported.

impacts of lighting on living areas and bedrooms directly facing the courts, impact on sleeping and domestic entertaining

The submitted lighting report (Obtrusive Light Review) states that that the illuminated courts will be visible from the adjoining dwellings and that a combination of direct and indirect illumination (of up to 13 lux) will affect the rear of adjoining properties in Locksley Street. This is unsatisfactory with regard to the tennis club being an existing use located in an established residential area.

noise levels, close proximity of houses to courts, lack of screening/separation, interruptions to sleep

There is an existing lack of separation and screening between the courts and the adjoining properties. In this regard, Courts 3, 4 and 6 adjoin the rear boundaries of Nos 11, 15, 19 and 21 Locksley Street. The dwelling house at No.19 Locksley Street is set back approximately 3.5m from Court 4, No.15 Locksley Street is set back approximately 12m from Court 6 and No.11 Locksley Street is set back approximately 20m from Court 4. Objections have been received from owners of these properties. Given the very close proximity of these dwellings to the tennis courts, the extended hours of activity after dark and associated increased noise levels will unreasonably impact upon the quiet amenity of the adjoining residences.

The environmental noise assessment provided with the application states that:

"The effects of noise on sleep ... cannot be predicted with any degree of accuracy"

The report also recommends that a 1.8m high acoustic fence be provided along the boundaries of the courts and the rear property boundaries of the adjoining residential properties along Locksley Street. The report acknowledges that noise could be generated by high revving of car engines, slamming of car doors and loud conversations, etc, and specifies that these factors could be overcome by "*management procedures*".

With regard to the shortcomings of the Environmental Noise Assessment as discussed later in this report, a 1.8m high fence along the boundary would not adequately control or prevent the noise of tennis players, including both voices and the sound of hitting tennis balls and the like, from adversely affecting surrounding residential properties located to the rear of the site along Locksley Street. This additional impact is considered unreasonable within a quiet residential context.

Additionally, it is not practical or likely that the club would be able to adequately manage the behaviour or movements of club members and non-members after they leave the premises. Increased noise and activity is also considered likely to affect the quiet amenity of residents along Arnold Street. This issue is discussed in greater detail later in this report.

parking pressure

A traffic impact study prepared by a suitably qualified person has not been provided with the application. The lighting of the courts would most likely increase the number of vehicles visiting the site during the extended hours.

The proposal will clearly increase the activity levels of the club, including vehicular movements and parking demand, during the extended hours. Objectors have expressed concern that patrons leaving the club will generate obtrusive noise and this is considered to be a valid concern.

the club has a liquor license, extended use of club and drinking hours

Residents have expressed concern over the extended hours of use of the club and the fact that the club is licensed to serve alcohol, which can lead to antisocial behaviour. The effect of alcohol consumption during the evening in association with the increased hours of tennis play and after-match social interaction could potentially disrupt the amenity of surrounding residents.

impact on heritage quality of the surrounding streetscape

The site is located within Killara UCA 9 and has been identified as a contributory item. The provision of functional elements to the tennis courts, such as light poles and associated fixtures would not have an adverse impact on the heritage significance of the site or surrounding area and Council's Heritage Advisor has raised no objection to the proposal on heritage grounds.

the Killara Tennis Club is a private club

The applicant has indicated that the courts are open to the general public for hire.

inconsistency with Section 4.6.2 of DCP 38

Section 4.6.2 of DCP 38 states that:

"... a tennis court should be located to ensure that there is sufficient area between the court and the property boundary to ... minimise potentially adverse impacts such as noise, overlooking and visual intrusion ..."

The proposal is unsatisfactory with regard to the close proximity of the courts to the adjoining residential dwellings (3.5m-20m), resulting in increased noise impacts, potential overlooking of the adjoining dwellings from the clubhouse and visual intrusion as a result of the proposed lighting. Based on the projected sound pressure levels provided by the applicant (discussed in detail later in this report), the proposed 1.8m high boundary/acoustic fence would not adequately control intrusive noise generated by the use of the courts.

Inconsistency with Section 1.2 of Council's Tennis Court Policy

Clause 1.2 of Council's Tennis Courts Policy stipulates that tennis courts shall be sited a minimum of 3.0 metres from the side or rear boundaries and comply with the existing or fixed building line to the front of the property.

This Clause generally relates to the design and siting of new tennis courts. The subject courts were established prior to the implementation of the Policy and no change is proposed to the current location of the tennis courts.

This objection does, however, highlight the close proximity of the courts to adjoining residential properties. Council's Tennis Court Policy specifically prohibits the lighting of "private" tennis courts or tennis courts surrounded by residential housing, in order to protect residential amenity. The proposed development is located in an existing residential area and is a non-conforming use in the Residential 2(c2) zone. Further, the proposal relates to 6 tennis courts and is clearly inconsistent with the planning objectives of this policy, with particular regard to maintaining residential amenity.

The applicant has indicated that the Roseville Lawn Tennis Club is a comparable example of the use of tennis courts after dark in a residential area. The approval of lighting for the Roseville Lawn Tennis Centre was granted under delegation by Council on 29 July 2005 under DA 1534/03. However, approval was only granted for 2 of the 5 tennis courts, being Courts 4 and 5 which adjoin the rear of residential properties at No.37 and No.39 Bancroft Avenue. The dwelling on No.37 Bancroft Avenue is approximately 37m from Court 4 and the dwelling on No.39 is approximately 38m from Court 5. Further, angled off-street parking for 12 vehicles is provided immediately adjacent to Courts 4 and 5. The significantly greater separation between the dwellings and tennis courts and the provision of car parking for patrons are significant differences between the proposed Killara Lawn Tennis Club and the consent granted for the Roseville Lawn Tennis Club.

privacy impacts at night, the club balcony overlooks adjoining properties and with lights on inside the house and direct privacy impacts could result

The lack of screening between the subject and adjoining properties and the use of the clubhouse at night could potentially increase overlooking of the adjoining residential properties.

impact on property values

Impacts on property values are not valid matters for consideration under Section 79C of the Environmental Planning and Assessment Act 1979.

precedent for other similar applications for private tennis courts

While approval of this application would be unlikely to establish a precedent due to the unique circumstances of the case, it may lead to an expectation that tennis court lighting in residential areas will be approved by Council.

lack of landscape screening between courts and Arnold Street kerb

There is no proposal for additional landscape screening beyond the boundaries of the site, however, the proposal is unsatisfactory for a number of reasons and is recommended for refusal, as detailed in this report.

the tennis club is not a "community facility" and is a commercial enterprise

The tennis club is operated as a commercial enterprise.

STATUTORY PROVISIONS

Protection of the Environment Operations Act 1997 (POEO) / Noise Guide for Local Government

The Protection of the Environment Operations Act 1997 (POEO Act) provides regulatory tools for managing noise impacts. However, as detailed in the Noise Guide for Local Government, this Act is only useful in dealing with existing or new noise problems and is at the end of the "*noise management spectrum*". It is clearly preferable to avoid the creation of the noise problem in the first instance, as elaborated in Section 1.2 of the Noise Guide for Local Government:

Successful noise management is based on a spectrum of considerations and options. At one end of the spectrum is prevention using long-term strategic approaches that aim to avoid or minimise potential noise impacts before they occur. Land use planning has a key role in helping to prevent potential noise impacts, both at the strategic planning level for an area and at a project-specific level.

At the other end of the noise management spectrum is the need to remedy existing noise impacts that are unacceptable and causing disturbance to the community. The Protection of

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the Environment Operations Act 1997 (POEO Act) provides regulatory tools for managing noise impacts from new and existing noise-producing developments.

In this case the subject and surrounding sites are zoned residential and this zoning prohibits commercial sporting facilities such as the subject tennis courts, essentially due to such being incompatible with low density residential development. It would be poor town planning practice to approve an intensification of a non-conforming use when there are likely to be adverse amenity impacts, particularly noise disturbance in the evenings.

In this regard, the applicant has submitted an environmental noise assessment prepared by Noise and Sound Services. This assessment makes reference to the POEO Act and the Noise Guide for Local Government 2004.

The environmental noise assessment recognises that during a tennis match the noise levels generated are highly intermittent, yet the assessment places undue emphasis on the LAeq, 15 minute noise levels, which essentially averages the noise levels generated over a 15 minutes period.

The Noise Guide for Local Government provides guidance on identifying the most appropriate noise descriptor for a range of situations and, where sleep disturbance is being assessed, the LA1(60 seconds) or LMax noise levels are specified as the most important descriptors. The LMax noise levels are essentially the maximum noise levels generated over the period of measurement.

The applicant's environmental noise assessment is inadequate in this regard as the maximum noise levels that are likely to be generated during tennis matches on the courts have not been appropriately considered in determining the extent of noise level exceedances. The environmental noise assessment concludes that a 1.8m high acoustic barrier is required to address an 8dB noise level exceedance, however, the maximum noise generated intermittently during tennis matches will result in significantly higher exceedances. The assessment includes measured sound pressure levels of 68dB to 72dB (maximum noise levels) from tennis matches, which would result in an exceedance of 26dB, rather than the stated 8dB. In this regard, the environmental noise assessment does not appropriately consider the 68dB to 72dB maximum noise levels in its conclusions and recommendations.

The environmental noise assessment included with the application states that the effect of the noise on sleep patterns cannot be accurately ascertained. Resident objectors have raised impacts on sleep patterns as a significant concern relating to the proposal. Disturbance of sleep patterns for children and adults will significantly reduce residential amenity.

In this regard, extension of tennis play into the night will unreasonably interfere with the comfort and repose of persons outside the premises and will generate offensive noise as classified under the POEO Act. As previously discussed, it is preferable to avoid the creation of the problem in the first instance, rather than rely on the POEO Act to address noise and amenity issues in a residential area.

Noise Report submitted by objectors

The noise report prepared by Renzo Tonin & Associates and submitted by objectors raises a number of concerns with the proposal and concludes that the noise measurements described in

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the applicant's acoustic report are insufficiently detailed and inconsistent with data recorded by the objector's acoustic engineer, with the effect that the noise impacts have been underestimated and consequently that the recommended noise mitigating measures (1.8m high fence) would not be sufficient to reduce noise to acceptable levels and that a 3m-4m high fence would be required at the rear of Nos.15-21 Locksley Street. The report also concludes that noise impacts would be unacceptable regardless of whether 4 or 6 courts are approved. The objector's noise report has been included as Attachment 5.

In response to this report, the applicant's acoustic engineer has stated (in relation to the suggested 3m-4m high fence) that

"We believe that this height of fence is not reasonably practicable and would not be acceptable to the neighbouring residents. Therefore, we are of the view that the agreed average of 54 dBA at 5 metres should be used and not a rarely occurring worst case noise level."

The applicant's original noise report and response to the objector's noise report have been included as Attachment 3.

Ku-ring-gai Planning Scheme Ordinance

The subject site is zoned Residential 2(c2) under the provisions of the Ku-ring-gai Planning Scheme Ordinance. The tennis club ('recreational facility') is a prohibited use in the 2(c2) zone and the club has been operating under existing use rights since the gazettal of the Ku-ring-gai Planning Scheme Ordinance on 1 October 1971.

The tennis club use is accepted as an existing use as defined in Section 106 of the Environmental Planning and Assessment Act 1979. Section 108(3) of the Environmental Planning and Assessment Act 1979 essentially prevents Council from assessing the proposal with regard to the provisions of the Ku-ring-gai Planning Scheme Ordinance and Clause 41 of the Environmental Planning and Assessment Regulation 2000 allows an existing use to be altered or expanded and intensified, subject to development consent being obtained. However, this does not restrict Council from assessing the merits of the proposed expansion and intensification.

The Land and Environment Court has established a planning principle in relation to existing use rights, including the following component concerning amenity impacts which is considered to be relevant to this application:

What are the impacts on adjoining land?

The impact on adjoining land should be assessed as it is assessed for all development. It is true that where, for example, a development control plan requires three hours of sunlight to be maintained in adjoining rear yards, the numerical control does not apply. However, the overshadowing impact on adjoining rear yards should be reasonable.

In this instance there is likely to be adverse amenity impacts on the adjoining residential dwellings, including noise impacts in the evenings, light spill/glare, visual impact and potential privacy

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impacts. Given that the proposal is likely to adversely affect the amenity of adjoining residents, it is not acceptable or reasonable to extend the hours of operation and intensify the existing, non-conforming use in an area zoned for residential development.

Development Control Plan 38 - Residential Design Manual

Clause 4.6.2 of DCP 38 stipulates that:

"lighting of tennis courts for night tennis will generally not be permitted".

The proposal will adversely impact upon the residential amenity of residents. The extended use of the courts after daylight hours is incompatible with the surrounding residential area and is considered unreasonable.

At Council's request, the applicant submitted an obtrusive light review, prepared by a qualified lighting consultant, which discusses the issues of direct and indirect illumination. The report concludes, inter alia, that the combination of direct and indirect lighting in places exceeds 10 lux (up to 13 lux) at the upper level windows of the adjoining houses on Locksley Street, being in excess of the Australian Standard (AS) limit of 10 lux for direct illumination. There is no AS limit for indirect illumination.

The report also concludes in relation to visual impact that:

"Any lighting on the courts at night will be obvious to the people living around the courts. I believe that initially it will be more obvious as it is new but, given the compliance with the Australian Standard, it should not be considered obtrusive."

In the context of an existing use located within an established residential area, the proposed illumination and visual impacts of the proposal are unsatisfactory.

Development Control Plan 43 – Car Parking

Council's DCP 43 – Car Parking requires 3 spaces per court plus 1 space per 2 staff members. On this basis, the existing use requires twenty car parking spaces. The existing use has been operating without any on-site car parking.

No car parking is proposed as part of this development application. This is satisfactory on the basis that no additional courts are proposed. However, the absence of on-site parking results in increased noise impacts arising from patrons parking in Arnold Street, as discussed previously in this report.

Policy for Tennis Courts, Half Courts, Sports Patios and the Like (Tennis Court Policy)

The Policy for Tennis Courts, intended to apply to private residential courts, aims to protect the amenity of adjoining properties by establishing appropriate setback and siting controls.

The policy specifies that:

"use of tennis courts for any other purpose other than normal domestic use is prohibited by the Ku-ring-gai Planning Scheme Ordinance".

In relation to lighting, the policy states the following:

2.1 Council will not approve temporary or permanent lighting of a private tennis court for night play. This is due to the possible unreasonable detrimental effect on the amenity of the neighbourhood:

2.1.1 By causing additional noise at times when it would not otherwise occur, that noise being "offensive noise" as defined in the Noise Control Act 1975.

2.1.2 By introducing illumination that would detract from the amenity of views of homes within the locality.

2.1.3 By placing at risk the peace and quiet of the local environment.

The intent of this section of the Tennis Court Policy is to prevent adverse impacts caused by additional noise due to lighting at times when it would not otherwise occur within a residential context.

The tennis courts proposed to be illuminated are directly adjoined by residential dwellings on three sides. Significant objection has been expressed by residents in relation to additional impact on neighbourhood peace and quiet, visual impact, light spill, privacy and noise levels.

Given that the tennis club and courts would not ordinarily be permissible under Council's planning controls, such an intensification of the use is considered inappropriate and will unacceptably detract from the residential amenity of surrounding residents. The lighting proposal and associated extension of hours will detract from the peace and quiet currently enjoyed by residents after sunset. Furthermore, noise generated up until, and possibly beyond 10pm is likely to further adversely affect the adjoining residential properties as previously discussed. The proposal is therefore inconsistent with the provisions of the Tennis Code Policy.

SECTION 79C OF THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT 1979

The proposal is unsatisfactory with regard to section 79C of the Environmental Planning and Assessment Act 1979, with particular regard to the likely impact of the development on adjoining residences, the suitability of the site for the development, the submissions received from surrounding properties and the public interest.

CONCLUSION

After consideration of the development against section 79C of the Environmental Planning and Assessment Act 1979 and the relevant statutory and policy provisions, it is concluded that the

proposal is not suitable for the site and is not in the public interest. Therefore, it is recommended that the application refused.

RECOMMENDATION

Pursuant to section 80(1) of the Environmental Planning and Assessment Act, 1979

REFUSAL

THAT Council, as the consent authority, refuse consent Development Application No. 0299/08 for extended hours of operation and the erection of lighting standards and luminaires on each of the six tennis courts on land at 8 Arnold Street, Killara, for the following reasons:

1. The proposed development involves intensification of a non-conforming use under the Ku-ring-gai Planning Scheme Ordinance. The intensification of the existing use within a low density residential area would have an adverse impact on the amenity of surrounding residents, particularly with regard to noise impact, visual impact, indirect illumination and privacy impacts.
2. Noise generated up until 10pm Monday to Saturday and until 8.30pm on Sundays would adversely affect residential amenity and would disrupt the sleeping patterns of surrounding residents.
3. The submitted environmental noise assessment is unsatisfactory as the assessment and conclusions rely on the LAeq (15 minute) noise levels rather than the LMax noise levels, which are the most appropriate noise descriptors for intermittent noise sources when considering sleep disturbance. As a consequence, the recommended acoustic measures will not adequately limit noise generated directly from the use of the tennis courts.
4. The submitted environmental noise assessment is unsatisfactory as the noise measurements contained in the assessment are insufficiently detailed and underestimate the likely noise impacts of the proposal and consequently understate the extent of required noise mitigating measures.
5. Noise generated by patrons after leaving the premises, including loud conversations, high revving of car engines, slamming of car doors and the like, is likely to adversely affect the amenity of residents in Arnold Street.
6. The lighting proposal and associated extended hours of operation will detract from the visual amenity and the 'peace and quiet' enjoyed by residents, and conflicts with Council's Residential Design Manual and Policy for Tennis Courts, Half Courts, Sports Patios and the like.
7. The submitted lighting report (obtrusive light review) states that that the illuminated courts will be visible from the adjoining dwellings and that a combination of direct and indirect illumination (of up to 13 lux) will affect the rear of adjoining properties in

Item 6

Locksley Street. The combined direct and indirect illumination will have an adverse impact with regard to obtrusive light.

8. For the above reasons, the proposal is not in the public interest.

G Youhanna
Executive Assessment Officer

S Garland
Team Leader
Development Assessment - South

C Swanepoel
Manager
Development Assessment Services

M Miocic
Director
Development & Regulation

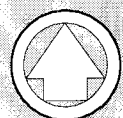
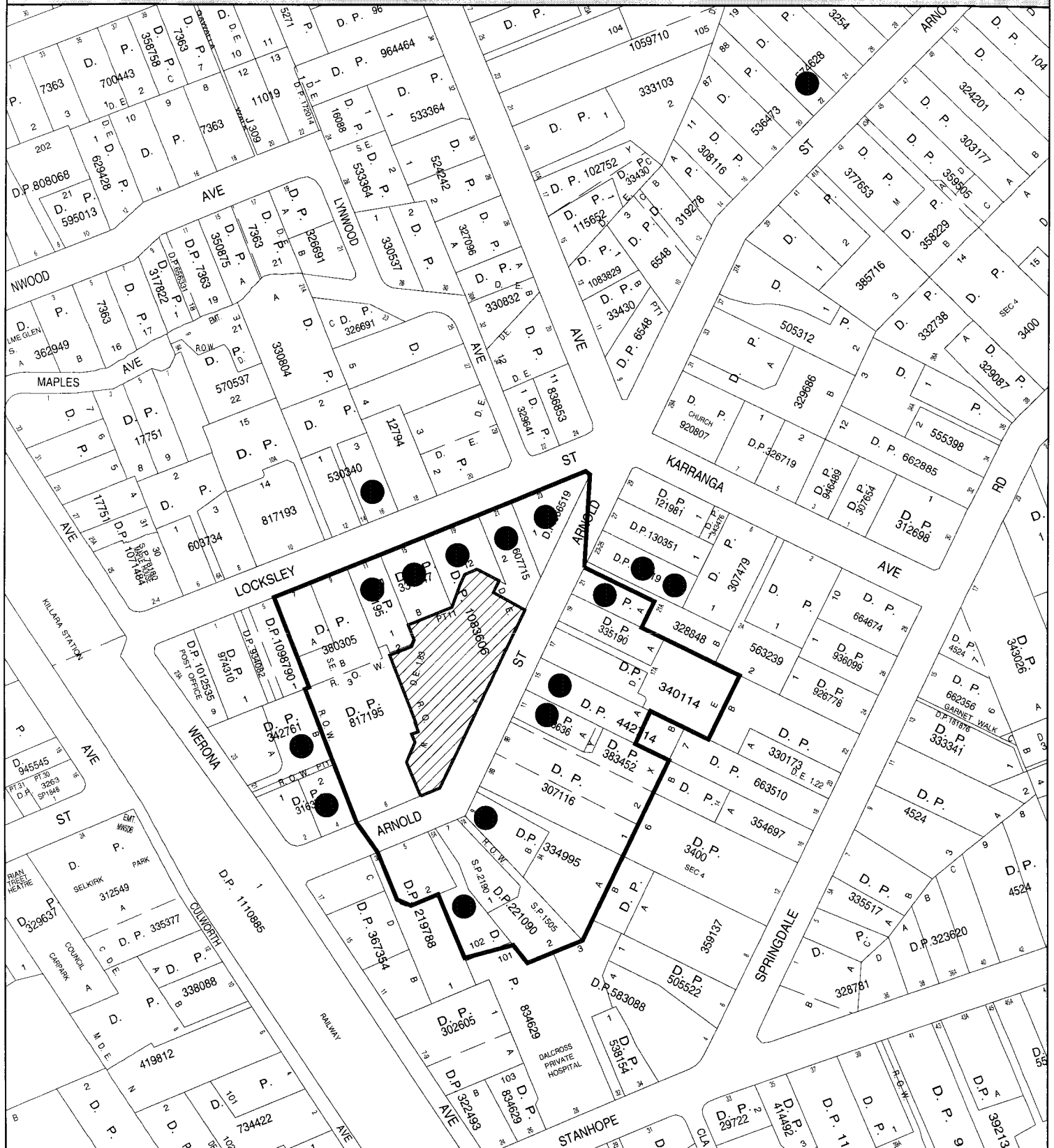
Attachments:

1. Location sketch - 951947
2. Zoning extract - 951947
3. Applicant's acoustic report - 827458
4. Lighting plan - 827461
5. Objector's acoustic report - 951954
6. Applicant's response to objector's acoustic report - 951956
7. Obtrusive light review - 853946
8. Previous report to Council held 25 September 2007 on S82A Application - 833052

LOCATION SKETCH

8 Arnold Street, KILLARA

DEVELOPMENT APPLICATION No 299/08



Scale : 1:3000

16-06-2008



SUBJECT LAND

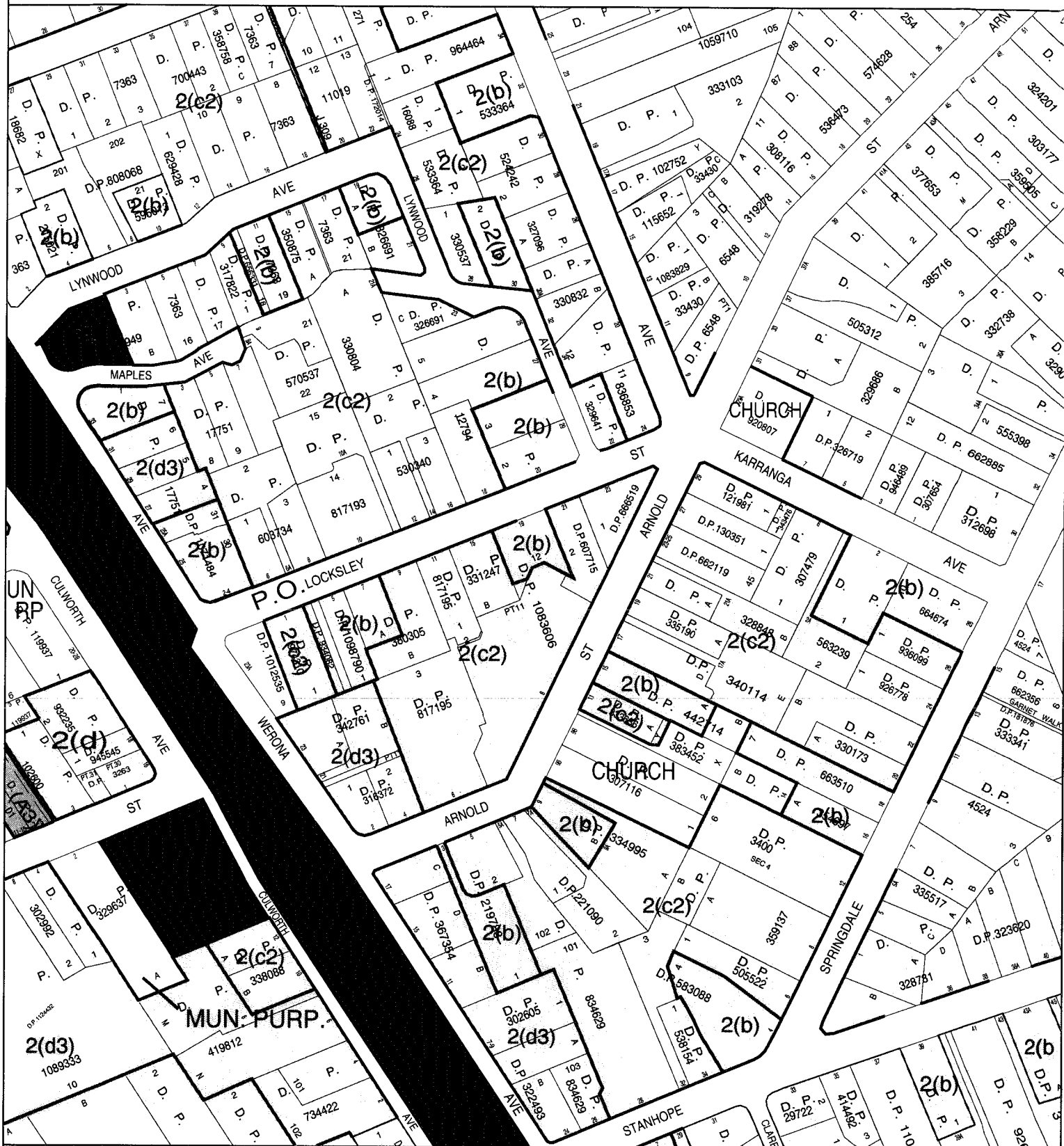


CIRCULATED AREA



Zoning Extract

8 ARNOLD ST KILLARA DA 299/08



ZONES

2. RESIDENTIAL

- (a) RESIDENTIAL A
- (b) RESIDENTIAL B
- (c) RESIDENTIAL C
- (c1) RESIDENTIAL C1
- (c2) RESIDENTIAL C2
- (d) RESIDENTIAL D
- (d3) RESIDENTIAL D3
- (e) RESIDENTIAL E
- (f) RESIDENTIAL F
- (g) RESIDENTIAL G
- (h) RESIDENTIAL H



3. BUSINESS

- (a) RETAIL SERVICES
- FLOOR SPACE RATIOS
- | | |
|----|--------|
| A1 | 2.0:1 |
| A2 | 1.0:1 |
| A3 | 0.75:1 |
- (b) COMMERCIAL SERVICES
- FLOOR SPACE RATIOS
- | | |
|----|-------|
| B1 | 1.0:1 |
| B2 | 1.0:1 |

5. SPECIAL USES

- (a) SPECIAL USES A (Schools etc) SCHOOL
- (a1) SPECIAL USES A1 5(a1)
- (b) SPECIAL USES (Railway) [REDACTED]
- 6. OPEN SPACE**
- (a) RECREATION EXISTING [REDACTED]
- (b) RECREATION PRIVATE [REDACTED]
- (c) RECREATION PROPOSED [REDACTED]

6. OPEN SPACE

- (a) RECREATION EXISTING 
- (b) RECREATION PRIVATE
- (c) RECREATION PROPOSED 

RESERVATIONS

OPEN SPACE

- (a) OPEN SPACE (Public Parks & Recreation)
- (b) COUNTY OPEN SPACE

SPECIAL USES

- SPECIAL USES (Parking etc) **PARKING**

ROADS

- (a) COUNTY ROAD PROPOSED
- (b) COUNTY ROAD WIDENING
- (c) LOCAL ROAD PROPOSED
- (d) LOCAL ROAD WIDENING

GENERAL

- EXISTING COUNTY ROAD
 OTHER PLANNING INSTRUMENTS



Scale: 1:3000

Date:16-06-2008

Environmental Noise Assessment

at:-

**The Killara Lawn Tennis Club,
Arnold Street, Killara
NSW 2071.**

July 2006

Report No. nss 20887 Rev A – Final

Prepared by

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1. INTRODUCTION

Noise and Sound Services was requested by the Killara Lawn Tennis Club, to carry out a noise impact assessment of the proposed extended hours of use of the club until 10:00 pm, with court lighting, for seven days per week.

The purpose of the assessment is to provide an independent and accurate assessment of noise levels that may be likely with the addition of tennis club lighting. A comparison of the predicted noise levels are made with the NSW Government Noise criteria. This includes criteria for lawful sporting activities provided in Chapter 159 of the EPA's Environmental Noise Control Manual (1994).

2. SITE DESCRIPTION

Killara Lawn Tennis Club is situated close to the corner of Arnold Street and Locksley Street, Killara as shown in Figure 1 below. The club is in a predominately residential area, next to the Killara Bowling Club and opposite St Martin's Church. The club is approximately 100 metres from Werona Road and 150 metres from the elevated North Shore train line.

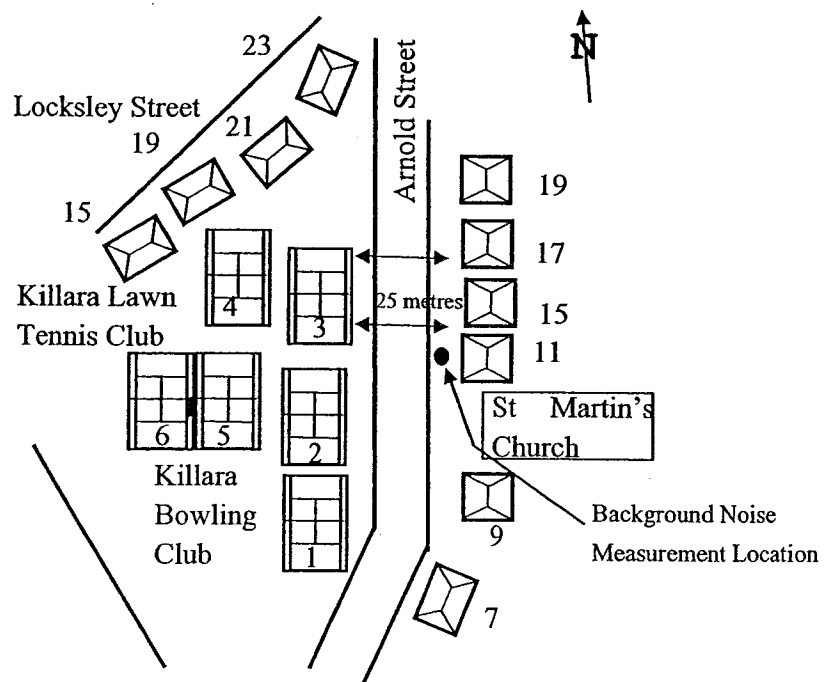


Figure 1. Site Plan. Not to Scale. All dimensions are Approximate.

The closest residential dwellings are in Locksley Street where garden boundaries are approximately 5 metres from the closest tennis court serving position. The residential boundaries at Arnold Street are approximately 25 metres from the closest tennis court serving position as shown in Figure 1 above. Scale plan details are shown in the architectural drawing by '*Lindsay Little & Associates Pty Ltd*' of Level 1, 6, Moore Avenue, Lindfield, NSW 2070 for job number 2957/04, drawing number A01 D dated 21.07.04.

The residential dwellings in the vicinity are a mixture of single and two-storey houses. It is proposed to extend the hours of operation, at the club until 10:00 pm seven day per week with the use of court lighting.

3. CRITERIA

Noise criteria are provided by the Department of the Environment and Conservation on behalf of the NSW Government.

3.1 Protection of the Environment Operations Act 1997

Noise regulations are made under the Protection of the Environment Operations Act 1997 (POEO) NSW with the objective of controlling noise in residential areas ('neighbouring noise'). One of the main features of the Act is to allocate powers of enforcement for Councils, the police, the NSW Department of the Environment and Conservation and the Waterways Authority of NSW to prevent and minimise pollution including the emission of offensive noise.

The POEO Act defines offensive noise as noise that:

- (a) by reason of its level, nature, character or quality, or time at which it is made or any other circumstances:
 - i. is harmful to (or is likely to be harmful to) a person who is outside the premises from which it is emitted, or
 - ii. interferes unreasonably with (or is likely to interfere unreasonably with) the comfort or repose of a person who is outside the premises from which it is emitted, or
- (b) is of a level, nature, character or quality prescribed by the regulations or that is made at a time, or in any circumstances prescribed by the regulations.

The POEO Act provides for a range of notices that may be issued when an unacceptable level of noise has been emitted.

3.2 The Noise Guide for Local Government 2004

In addition, the Noise Guide for Local Government published by the Department of Environment and Conservation (NSW) states '*A noise source is generally considered to be intrusive if noise from the source, when measured over a 15 minute period exceeds the background noise by more than 5 dB*'. It is assessed at the most affected point on or within the neighbouring residential property (unless that residence is more than 30 metres from the boundary). Intrusive noise can represent offensive noise, but whether this is always the case depends on the source of the noise, noise characteristics and cumulative noise levels.

3.3 Sleep Disturbance

The NSW Government recognises that many short-term high-level noises which occur at night (10:00 pm to 7:00 am (8:00 am weekends)) may comply with noise goals (given section 6.1 below) and yet be undesirable because of the sleep disturbance or arousal effect.

Sleep arousal is a function of both the noise level and the duration of the noise. Not all people are affected to the same degree by noise and, at different times, a person will be more or less affected by the same noise. Even in cases where a person is not awoken by noise, that person's sleep may be affected. The effects of noise on sleep therefore cannot be predicted with any degree of accuracy.

Noise control should be applied with the general intent to protect people from sleep disturbance. To achieve this, the noise level that is exceeded for 1% of any one-minute period ($L_{A1, 1 \text{ minute}}$) of any specific noise source should not exceed the background level ($L_{A90, 15 \text{ minute}}$) when the source noise is not present, by more than 15 dBA when measured at a distance of 1 metre outside of the bedroom window.

3.4 Road Traffic Noise Criteria

The NSW Government has produced criteria for road traffic noise '*Environmental Criteria for Road Traffic Noise*' (May 1999). This provides criteria for land use expansions with potential to create additional traffic on local

roads. Here the criterion ($L_{Aeq, 1 \text{ hour}}$) is 55 dBA for day time (7:00 hours until 22:00 hours) and 50 dBA for night time (22:00 hours until 07:00 hours).

4. NOISE MEASUREMENTS AND SOURCE NOISE LEVELS

4.1 Existing Background and Ambient Noise Measurements

This section describes the instrumentation used for the existing background and ambient noise measurements, the measurement procedure and the results. The measurement locations are shown in Figure 1 and were chosen to be representative of the background noise at the nearest residential properties at the proposed site.

4.2 Instrumentation

The instrumentation used during the noise source survey consisted of a Brüel and Kjær sound level meter model 2250 (serial no. 2446904). This meter conforms to Australian Standard AS IEC 61672.1-2004: '*Electroacoustics - Sound level meters – Specifications*', as a class 1 precision sound level meter and has an accuracy suitable for both field and laboratory use.

The calibration of the meter was checked before and after the measurement period with a Brüel and Kjær acoustical calibrator model 4231 (serial no. 2445349). No significant system drift occurred over the measurement periods.

The sound level meter and calibrator have been checked, adjusted and aligned to conform to the Brüel and Kjær factory specifications within the last 24 months and issued with a conformance certificate. The internal test equipment used is traceable to the National Measurement Laboratory at C.S.I.R.O., Lindfield, NSW, Australia.

4.3 Measurement Procedure

The free field outdoor noise measurements were carried out in general accordance with Australian Standard AS 1055 on Wednesday 14 June 2006 between 21:15 hours and 22:15 hours. The measurements were carried out at a height of approximately 1.5 metres at the front boundary with 11, Arnold Street, Killara.

The 'A' frequency weighting and the 'fast' time weighting were used exclusively. The weather during the measurement period was cool, clear sky, with negligible wind. The time of the measurements was selected as representing a time when the background is likely to be the lowest during the proposed extension of hours for use. Noise levels for higher rail traffic flows (i.e. a worst case scenario) have also been calculated. The results are necessarily a "snapshot" of the noise levels on the particular days of the survey. Noise levels can vary with time due to different weather or traffic conditions, also low level measurements can be affected by animal or insect noises. However, during the noise survey it was understood that the noise levels were typical and the weather did not have an adverse effect on the measurements.

The assessment background noise level (L_{A90}) at the subject site was found to be **41 dBA** at night time. Attended noise monitoring revealed that the ambient and background level was clearly dominated by noise emanating from distant road traffic using the Pacific Highway (approximately 200 metres south west) and rail traffic (approximately 150 metres south west).

4.4 Measured Source Noise Levels

4.4.1 Tennis

Noise levels measurements from typical tennis matches were carried out on Thursday 23 May 2002. The noise levels consisted of ball / racket interactions and speech from the players. The noise levels vary considerably over the course of the games. The noise levels were highly intermittent and therefore had an insignificant effect on the statistical measurements (see Appendix A). The maximum levels at a distance of 5 metres are shown in Table 1 below and are used for predicting source noise levels at the nearest residential property. The measured $L_{Aeq, 15 \text{ minutes}}$ was 56 dBA, however as this included some extraneous noise, it is estimated that the level from tennis alone is 54 dBA.

TABLE 1. MAXIMUM NOISE LEVELS FROM TENNIS MATCHES.

Source	$L_{Amax, fast}$ @ 5 metres (dBA)
Serve of the Tennis Ball	58 to 72
Hitting the Tennis Ball During Play	50 to 62
Voice on the Tennis Court - Normal	51 to 56
Voice on the Tennis Court - Raised	56 to 65

4.4.2 Vehicle Movement

Measurements of vehicle movements have been carried out by Noise and Sound Services. At a distance of 1.2 metres a car drive-by generates a noise level ($L_{A1, 60 \text{ second}}$) of 71 dBA.

5. NOISE GOALS

This section details the specific noise goals.

5.1 Sporting Activities Goal

For intrusive noise the goal ($L_{Aeq, 15 \text{ minute}}$) is 5 dB plus the background noise level (L_{A90}) and this is shown in Table 2 below.

TABLE 2 – INTRUSIVE NOISE GOAL

Time of Day	Rating Background Noise Levels (L_{A90}) dBA	Intrusive Noise Level Goal ($L_{Aeq, 15 \text{ min}}$) dBA
Night	41	46

5.2 Sleep Disturbance Goal

The short-term night time (i.e. after 10:00 pm) noise goal ($L_{A1, 60 \text{ second}}$) is 56 (i.e. $41 + 15$).

5.3 Road Traffic Noise Goal

Road traffic noise goals are not dependent upon the background noise level and this is shown in Table 3 below.

TABLE 3 – ROAD TRAFFIC NOISE GOAL

Time of Day	Road Traffic Noise Level Goal ($L_{Aeq, 1 \text{ hr}}$) dBA	Maximum Increase In Existing Noise Road Traffic Levels (dB)
Night	50	2

6. NOISE MODELLING AND ASSESSMENT

This section provides details of the noise modelling procedure and gives an assessment of the predicted noise levels.

6.1 Noise Modelling Specifications

The source noise has been modelled using the International Standard ISO 9613-2 (1996(E)) '*Acoustic – Attenuation of sound during propagation outdoors Part 2 General method of calculation*'. This Standard specifies methods for the description of noise outdoors in community environments. The method described in the Standard is general in the sense that it may be applied to a wide variety of noise sources and covers the major mechanism of attenuation. Due to the close proximity of the noise sources in question to the nearest property, only attenuation due to geometric divergence (i.e. $20 \log_{10} (r_2/r_1)$ where 'r' is the relative distance in metres) and the barrier effect of the relative ground levels have been taken into account. The predicted noise levels are shown in Table 4 below.

TABLE 4 – PREDICTED NOISE LEVELS FORM TENNIS ACTIVITIES

Receiver Position (Tennis Courts)	Predicted Noise Level ($L_{Aeq, 15 \text{ minute}}$) dBA	Noise Level Goal ($L_{Aeq, 15 \text{ minute}}$) dBA	Exceedance dB
9 to 19 Arnold Street at 25 metres (Courts 1, 2 and 3)	42*	46	0
15 to 21 Locksley Street at 5 metres (Courts 4 and 6)	54	46	8

*Note from $54 - 20 \log_{10} (25/5)$.

The tennis activity noise goals are met for residential dwellings in Arnold Street but are exceeded by 8 dB for residences in Locksley Street, hence mitigation measures are recommended.

6.1.1 Mitigation Measures

To reduce the noise level by 8 dB at the residential side of the boundaries in Locksley Street that face courts 4 and 6 an acoustic barrier at least 1.8 metres high needs to be constructed. This can be of any impervious material such as lapped and capped timber, 'Colorbond' steel, brick or light weight blockwork, however there must be no holes or gaps (including beneath the barrier). The existing open paling fence could be upgraded to a lapped and capped timber fence providing the 1.8 metres height is reached. The fence would need to cover the entire length of the residential boundaries from the boundary with the Bowling club to the blockwork retaining wall at court 4.

The alternative would be to not use courts 4 and 6 after dark. Management procedures would need to be implemented to ensure that courts were not used, particularly for court 6 if there was some light spill from court lighting at court 5 after dark.

6.2 Prediction of Short Term Night Time Noise

As the proposed court lighting will be off at 10:00 pm no night time activity from tennis matches is predicted. However there could be some noise generated from people leaving the courts after 10:00 pm. The short term noise goal for vehicle noise is met at a distance of 7 metres from the vehicle to neighbouring bedroom windows. Management procedures should be implemented to ensure that loud speech, slamming of car doors and the high revving of car engines, etc. does not occur when members are leaving the tennis club in the evening and particularly after 10:00 pm.

6.3 Prediction of On-Road Traffic Noise

This section gives predictions of noise level from road traffic, using the tennis club facilities, in Arnold and Locksley Street between 22:00 and 23:00 hours. A basic formula as given in the Calculation of Road Traffic Noise from the UK Department of Transport and Welsh Office (1988) has been applied.

For six tennis courts, it is estimated that a maximum of 24 cars could be leaving the club in that one hour. It is assumed that not more than 50% of the vehicles leaving the club after 10:00 pm will travel in any single direction, giving a maximum of 12 cars in any one road area in any one night time hour. This gives a

traffic noise level ($L_{Aeq, 1 \text{ hour}}$) of 48 dBA at the nearest residential façade which meets the night time goal of 50 dBA.

7. CONCLUSIONS

It is concluded that all NSW Government noise criteria can be met with the exception of the boundaries of tennis courts 4 and 6 and the residences at Locksley Street. Here the 8 dB exceedance can be reduced with the addition of a 1.8 metre high fence acoustic barrier along the boundary between the tennis courts and Locksley Street. As an alternative, management procedures would need to be implemented to ensure that courts 4 and 6 were not used after dark.

Management procedures should also be implemented to ensure that loud speech, slamming of car doors and the high revving of car engines does not occur when members leave the tennis club after 10:00 pm. A procedure should also be put in place to ensure that court lighting is turned off not later than 10:00 pm every evening.

Date	Prepared by:	Status
22 June 2006	Ken Scannell MSc MAAS MIOA	Final
6 July 2006	Ken Scannell MSc MAAS MIOA	Rev A

APPENDIX A – MEASURED SOUND PRESSURE LEVELS

Environmental noise levels can vary considerably with time; therefore it is not adequate to use a single number to fully describe the acoustic environment. The preferred, and now generally accepted, method of recording and presenting noise measurements is based upon a statistical approach. For example, the L_{A10} noise level is the level exceeded for 10% of the time, and is approximately the average maximum noise level. The L_{A90} level is the level that is exceeded for 90% of the time, and is considered to be approximately the average of the minimum noise level recorded. This level is often referred to as the “background” noise level. The L_{Aeq} level represents the average noise energy during the measurement period.

The acoustic environment of the proposed development is influenced by distant road traffic and railway noise. A site survey to determine the existing acoustic environment of the area was carried out at the site on Wednesday 14 June between 21:15 and 22:15 hours. The measurement procedure and the equipment used for the noise survey are given in section 4 of this report. All sound pressure levels in Table A1 below are rounded to the nearest whole decibel. Source noise levels were taken at Roseville Lawn Tennis Club in 2002 and are shown in Table A2 below.

TABLE A1 – 11, ARNOLD STREET - WEDNESDAY 14 JUNE 2006

Time		Sound Pressure Level (dBA)					
Start	Finish	L_{Aeq}	L_{A1}	L_{A10}	L_{A50}	L_{A90}	L_{A99}
21:15	21:30	49	58	50	44	41	40
21:30	21:45	50	56	48	44	41	39
21:45	22:00	46	53	47	43	43	39
22:00	22:15	46	56	48	44	44	41

TABLE A2 – SOURCE AND AMBIENT NOISE LEVELS AT 5 METRES FROM A TENNIS MATCH AT ROSEVILLE TENNIS CLUB – DAY TIME SAMPLE. 23 May 2002.

Time		Sound Pressure Level (dBA)					
Start	Finish	L_{Aeq}	L_{A1}	L_{A10}	L_{A50}	L_{A90}	L_{A99}
15:15	15:30	56	68	56	51	48	46
15:45	16:00	54	64	56	51	48	47

Illumination Schedule						
PDA 2000K LARA LTC						
Area	Label	Max	Min	M/A	M/W	M/W/Max
Court 1	TPA 1	332	447	97	0.3	0.2
	TPA 1	372	442	271	0.7	0.6
	TPA 2	312	433	86	0.3	0.2
	TPA 2	353	430	232	0.7	0.5
Court 3	TPA 3	324	457	78	0.2	0.2
	TPA 3	374	457	229	0.6	0.5
	TPA 4	313	447	85	0.3	0.2
	TPA 4	359	448	200	0.6	0.5
Court 5	TPA 5	360	508	73	0.2	0.1
	TPA 5	412	508	301	0.7	0.6
	TPA 6	368	515	73	0.2	0.1
	TPA 6	420	515	302	0.7	0.6

Luminaire Schedule					
Symbol	Label	Description	Power (W)	Dimensions (mm)	Notes
→	203800	ACE M1000/L 240V MH	MT1000B/BH/SRL	115000	0.7 3600hrs 124

AS 2560.2.1-2003 Table 1 Compliance Criteria					
Symbol	Label	Description	Power (W)	Dimensions (mm)	Notes
→	203800	ACE M1000/L 240V MH	MT1000B/BH/SRL	115000	0.7 3600hrs 124

Luminaire Specifications	
Symbol	Label
→	203800
Label	ACE M1000/L 240V MH
Power (W)	MT1000B/BH/SRL
Dimensions (mm)	115000
Notes	0.7 3600hrs 124

Spill Schedule	
Area	Spill Level (lux)
House A	Max
House B	1
House C	2
House D	2
House E	1

GENERAL NOTES:

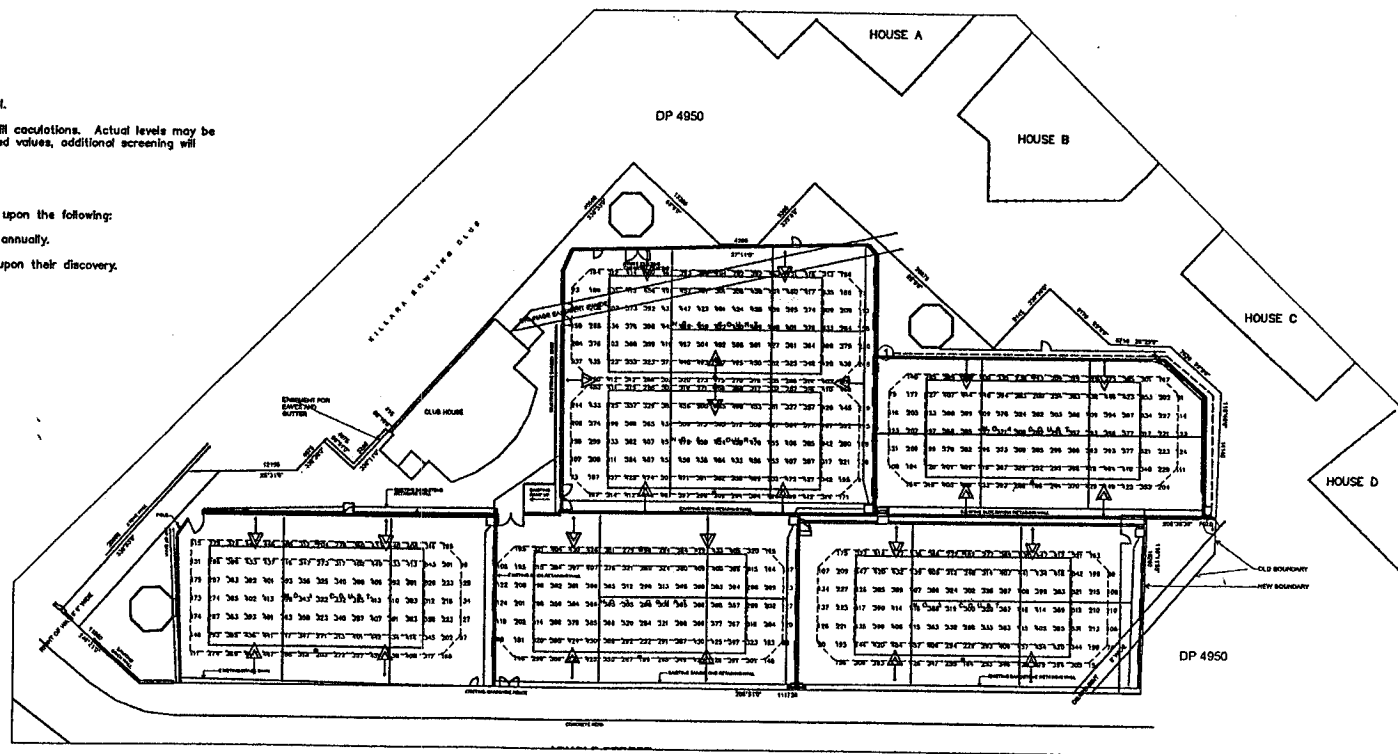
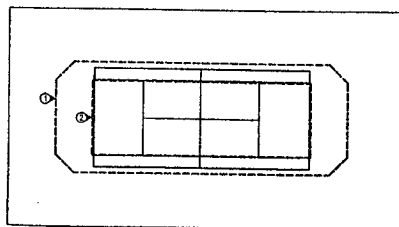
- All fixture tilt angles @ 0°.
- All fixture mounting heights @ 8m.
- All fixture orientation as shown on drawing.
- Illuminance levels calculated to AS 2560.2.1-2003.
- PPA: Principle playing area.
- TPA: Total playing area.
- Each court provides compliant lighting if individually switched.
- Spill levels calculated to AS 4282-1997.
- Maximum spill illuminance: lux @ 1.5m above ground level on house wall.
- Illuminance for spill light taken @ initial lamp lumens.
- Trees, fencing and other possible obstructions were not included in spill calculations. Actual levels may be lower due to obstructions mentioned. If spill levels still exceed allowed values, additional screening will be required on the fence lines marked ①-----①.

The Light Loss Factor applied to this scheme was 0.70 and is based upon the following:

- Low Pollution Category and an IP44 luminaire cleaned and maintained annually.
- Bulk re-lamp after no longer than 3600 hours of service.
- Any spontaneous lamp failures prior to this time are to be replaced upon their discovery.

DRAWING NOTES:

- ① TPA.
- ② PPA.



WARNING! Due to variations in, luminaire manufacture, lamp & electrical supply, there will be some variation in the actual illumination levels from those nominated in the above scheme.

Project Name:
KILARA LTC

Drawing Title:
PROPOSED LIGHTING LAYOUT AS 2560.2.1-2003
& RESULTING SPILL LIGHT ANALYSIS TO AS4282 -1997

Designer:
S.L.E

Checker:

Spectra Lighting

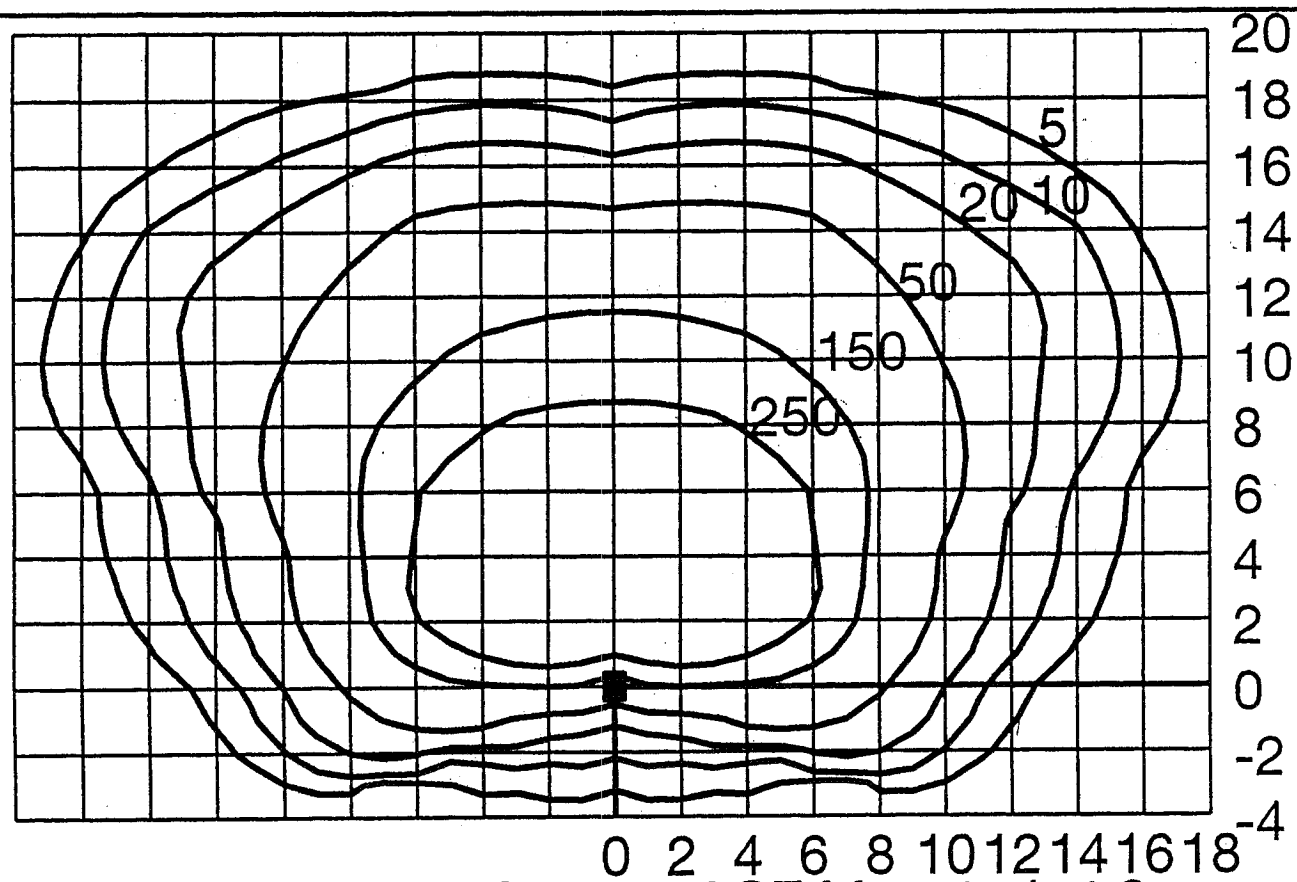
Scale: 1:500

Drg. No.: 1

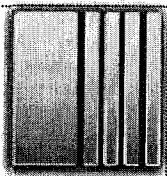
Rev.:

Date: 27.06.06

Proj. No.: S06-028



1kW Metal Halide Spectra ACE Mounted at 8m



RENZO TONIN & ASSOCIATES

inspired to achieve

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technical report

Reference: TD857-01F02 (REV 2) TECHNICAL REPORT

Date: 16th January 2008

To: Mrs Jane Hickling
11 Arnold Street
KILLARA NSW 2071
EMAIL: mjhickling@bigpond.com

FROM: Renzo Tonin
DIRECT LINE: 8218 0502

RE: **NOISE IMPACT FROM PROPOSED EXTENDED HOURS OF
USE - KILLARA LAWN TENNIS CLUB, ARNOLD STREET,
KILLARA**

1. INTRODUCTION AND BRIEF

I am the managing director of Renzo Tonin & Associates (NSW) Pty Ltd of Level 1, 418A Elizabeth St, Surry Hills NSW 2010.

I have practiced as a consulting engineer in acoustics for 29 years, 25 years as principal of my firm. I was awarded a B.Sc. (Hons) in 1973 and a PhD in acoustics in 1976 and I am a member of the professional societies listed in Appendix A annexed hereto.

I am retained to provide advice on potential noise impacts from a proposal to extend the hours of use of the Killara Lawn Tennis Club in the evening hours up to 10:00pm from Monday to Saturday inclusive and up to 8:30pm on Sundays.

I understand the existing hours of operation are "sunrise to sunset".

Date	Revision History	Non-Issued Revision	Issued Revision	Reviewers Initials
16/1/2008	Draft Revision for Comment		1	RT
16/1/2008	Final Issued		2	RT

This document is issued subject to approval by the Team Leader's initials on the right. If no initials appear, this document shall be considered as preliminary or draft only and no reliance shall be placed upon it other than for information to be verified later.

This document is prepared for our Client's particular requirements which are based on a specific brief with limitations as agreed to with the Client. It is not intended for and should not be relied upon by a third party and no responsibility is undertaken to any third party without prior consent provided by Renzo Tonin & Associates. The information herein should not be reproduced, presented or reviewed except in full. Prior to passing on to a third party, the Client is to fully inform the third party of the specific brief and limitations associated with the commission.

The information contained herein is for the purpose of acoustics only. No claims are made and no liability is accepted in respect of design and construction issues falling outside of the specialist field of acoustics engineering including and not limited to structural integrity, fire rating, architectural buildability and fit-for-purpose, waterproofing and the like. Supplementary professional advice should be sought in respect of these issues.



Member of the Association of Australian Acoustical Consultants

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Gold Coast
Kuwait

The Killara Lawn Tennis Club has existed in Arnold Street, Killara, for over 90 years. I understand that whilst the tennis club is now a use which is prohibited within the Residential 2(b) zone, it has existing use rights and hence an application may be made to Council to modify the use and any impacts on adjoining land associated with the proposed modified use, in respect of noise in particular, must be assessed as it is assessed for any other development.¹

I am asked to comment on a noise report produced in support of the development application "Environmental Noise Assessment at the Killara Lawn Tennis Club, Arnold Street, Killara NSW 2071. Noise and Sound Services. Report No nss 20887 Rev A-Final July 2006" (the "NSS Report").

I record I visited the site on Tuesday 15th January 2008 at approximately 6:30pm. I have not conducted any noise measurements at the site.

Annexed hereto in Appendix B is a description of technical terms used in this technical report.

2. REVIEW OF NSS REPORT

The Killara Lawn Tennis Club operates six courts. The development application originally submitted to Council for the extension of hours as specified above was in respect of all six courts. However, I am informed that the applicant has recently written to Council to advise it that the applicant would be prepared to accept a condition that only courts 1,2,3 and 5 are to be used in the extended hours.

The following sections are a review of the NSS Report. In each case, the section headings refer to those in the NSS Report.

2.1 2. SITE DESCRIPTION

Section 2 of the NSS Report describes the location of the nearest residents, being

- i) in Locksley Street where garden boundaries are approximately 5 metres from the closest tennis court serving position; and
- ii) in Arnold Street where the residential boundaries are approximately 25 metres from the closest tennis court serving position.

2.2 3. CRITERIA

There are no criteria relating specifically to noise from tennis activities. The NSS Report therefore begins with a definition of "offensive noise" found in the Protection of the Environment Operations Act 1997.

It then refers to the Noise Guide for Local Government (NGLG) published by the Department of Conservation and Climate Change (DECC formerly the EPA). In this document, at page 14, the NGLG states that "...the relationship between the statutory definition of offensive noise and intrusive noise is that intrusive noise can represent offensive noise, but whether this is always true can depend on the source of the noise, noise characteristics and cumulative noise levels."

¹ Fodor Investments v Hornsby Shire Council [2005] LSWLEC 71

The NGLG then advises that *“A noise source is generally considered to be intrusive if noise from the source, when measured over a 15-minute period, exceeds the background noise by more than 5dB(A)”*.

This is the criterion adopted in the NSS Report.

However, in adopting this intrusiveness criterion as representing offensive noise, the NSS Report fails to consider the *“noise characteristics”* of the intruding noise referred to in the NGLG. At page 5 of the NSS Report, it states that *“the noise levels consisted of ball/racket interactions and speech from the players. The noise levels vary considerably over the course of the games. The noise levels were highly intermittent ...”*.

On the assumption that this correctly describes the noise characteristics of tennis, the NSS Report does not justify that this noise characteristic is unlikely to be more annoying than a noise of a constant level (for example, an air conditioner) and therefore should not attract a correction factor.

The NGLG provides guidance as follows: ²

“Use of correction factors:

The particular characteristics of a noise, such as an audible impulsive or tonal component, may result in a higher level of disturbance and annoyance than would be suggested by the measured sound pressure level alone. In this situation, a correction factor should be applied to the measured noise level. For more information on the use of correction factors see Appendix 1 [sic, should be Appendix 2] ...”.

Appendix 2 of the NGLG contains modifying factor adjustments for noise sources that contain certain characteristics such as tonality, impulsiveness, intermittency or irregularity that can cause greater annoyance than a constant noise with the same noise level.

On the assumption that tennis noise can be classified “impulsive noise” then the table in Appendix 2 recommends that the modifying factor should be the difference between the A-weighted fast response and the impulse response up to a maximum of 5dB. That is:

$$\text{Modifying factor} = \text{LAeq Impulse (15min)} - \text{LAeq Fast (15min)}$$

In the NSS Report, a Modifying Factor of zero is used.

According to my measurements of lawn tennis noise at the Port Hacking Tennis Centre on Sunday 6th October 2002 I have measured a Modifying Factor in the range 5.7–12.9 dB. Therefore, in accordance with the NGLG, I conclude that a Modifying Factor of 5 should be used.

2.3 4. NOISE MEASUREMENTS AND SOURCE NOISE LEVELS

In the first instance, the NSS Report describes the measurement of the background noise level LA90 at around 10:00pm at the front boundary of No 11 Arnold Street. The resulting background noise level used for assessment (the Rating Background Level or RBL) is 41dB(A).

² Page 15, NGLG

I have two concerns with the measurement of the RBL. Firstly, it is a noise measurement conducted over 1 hour on one Wednesday night and may not be representative of other nights. I would like to see a noise measurement taken over at least seven days on a 24 hour basis.

My second concern relates to the background noise measurement location. As concluded in the NSS Report, the critical residential locations are the backyards of 11-21 Locksley Street and, as the RL of the land is depressed to various degrees at these locations, and as the backyards are surrounded by quite substantial dwelling structures, this may have an acoustically shielding effect and therefore the RBL may be lower at these locations compared with No 11 Arnold Street.

I now turn to the source noise level stated in the NSS Report. This is the noise level from tennis activity assumed to pertain to the subject property but measured at another club, namely Roseville Tennis Club.

The NSS Report describes at 4.4.1 the assumed source noise levels based on two 15 minute noise measurements of a tennis match at Roseville Tennis Club. The resulting LAeq(15min) derived from these measurements is 54dB(A) at 5 metres. The NSS Report does not describe where the 5 metres is measured from, however, I infer from the first paragraph on Page 2 that the noise measurement location is 5 metres *"from the closest tennis court serving position"*. I assume this is measured from the court boundary line to the measurement position.

I have measured noise levels from the Port Hacking Tennis Centre in October 2002 and confirm that the mean LAeq(15min) measured was 54dB(A) corrected to 5 metres from the court boundary line. However, the range of noise levels varied from 48.7dB(A) to 58.6dB(A) depending on the vigour of play. My measurements were for seven 15 minute periods and without the players being informed about the purpose of my measurements. I therefore believe my measurements are rigorous and free from player bias.

On a worst-case basis, my measurements therefore indicate that the source noise level relied upon in the NSS Report (which is based on only two 15 minute periods) is understated by 4.6dB(A).

2.4 5. NOISE GOALS

I accept the noise goals stated in this section, however, I believe (for the reasons previously stated) that a more rigorous background noise level measurement should be undertaken especially in the rear yards of No 11 and/or No 15 Locksley Street.

2.5 6. NOISE MODELLING AND ASSESSMENT

As stated in the NSS Report at 6.1, the noise modelling pertaining to the subject site is predicated on a distance correction of $20\log(r_2/r_1)$. However, if the basis of the source noise measurement is a distance of 5m from the nearest court boundary, then a distance correction of $\frac{1}{2}$ the court width should be included in r_1 and r_2 to account for the fact that the source of noise could be anywhere in the court and not just at the closest point to the measurement location. This has the effect of increasing the predicted noise levels at the receptor.

On the basis of my noise source levels presented above and the methodology outlined in the previous paragraph, Table 4 in the NSS Report would become as follows:

TABLE 4 – PREDICTED NOISE LEVELS FROM TENNIS ACTIVITIES (COURTS 1-6)					
Receiver Position (Tennis Courts)	Predicted Noise Level LAeq,15 minute with Impulse correction		Noise Level Goal (LAeq,15 minute) dB(A)	Exceedance dB	
	Mean	(upper range)		Mean	(upper range)
9 to 19 Arnold Street at 25 metres (Courts 1,2 and 3)	50.3	54.6	46.0	4.3	8.6
15 to 21 Locksley Street at 5 metres (Courts 3, 4 and 6)	59.3	63.6	46.0	13.3	17.6

I conclude from this table that there are exceedences of the noise level goal at 9 to 19 Arnold Street which could only be mitigated by a 1.8m high acoustic fence located along the whole of the Arnold Street frontage. In addition, the exceedences at 15 to 21 Locksley Street are significantly higher than stated in the NSS Report and would not be mitigated by a 1.8m high acoustic fence. A much higher fence, of 3-4 metres in height would be required to mitigate those impacts.

If on the other hand, courts 4 and 6 were not used in the extended hours as proposed in recent communication with Council, then the following table shows the predicted noise levels.

TABLE 4A – PREDICTED NOISE LEVELS FROM TENNIS ACTIVITIES (COURTS 1,2,3,5)					
Receiver Position (Tennis Courts)	Predicted Noise Level LAeq,15 minute with Impulse correction		Noise Level Goal (LAeq,15 minute) dB(A)	Exceedance dB	
	Mean	(upper range)		Mean	(upper range)
9 to 19 Arnold Street at 25 metres (Courts 1,2 and 3)	50.3	54.6	46.0	4.3	8.6
11 & 15 Locksley Street at 18 metres (Court 5)	52.5	56.8	46.0	6.5	10.8
21 Locksley Street at 5 metres (Court 3)	59.3	63.6	46.0	13.3	17.6

Again, I conclude from this table that there are exceedences of the noise level goal at 9 to 19 Arnold Street. The exceedences at 11 and 15 Locksley Street could be mitigated by a 1.8m high acoustic fence. However, the exceedences at 21 Locksley Street would remain and, as stated above, a much higher fence, of 3-4 metres in height would be required to mitigate that impact for this residence. Noise impacts at No 19 Locksley Street from use of Court 3 may also be similar to 11 & 15 Locksley Street.

I am also aware from my site inspection that No 11 Lockley Street has an elevated patio which leads from the living area of the house. An acoustic fence 1.8m in height is unlikely to completely mitigate the predicted noise exceedences at this high elevation despite the additional distance from Court No 5 to patio. In addition, the contribution of noise from reflections off the nearby bowling club wall should be taken into account.

All of the above calculations presume that only one court is operating at a time. There is nothing in the NSS Report which accounts for the cumulative impact of four courts operating contemporaneously. Clearly, the operation of multiple courts would have a greater noise impact than one alone.

I also refer to statements of residents that the courts operate a ball machine for training purposes. I understand that the tennis club does not propose to restrict the use of the courts in respect of training activities and therefore I assume that the ball machine may operate up to 10pm. Noise impact from this source has not been quantified.

Further to this, my source noise measurements and (I presume) those in the NSS Report relate to social tennis noise and not noise from training. I am apprehensive that the extent of loud vocal speech and shouts in coaching may be more extensive than in social tennis, and whilst I have not quantified this, this is a factor which should be given some consideration in the noise impact report.

At Section 6.2, the NSS Report states that there would be "some noise" generated from patrons leaving the courts after 10:00pm, however, there is no quantitative assessment made. As stated in that report, noise impacts would include loud speech, slamming of car doors and the revving of car engines at a distance of up to 7 metres from the vehicle to neighbouring bedroom windows.

On the assumption of a Sound Power Level of 100dB(A) for this type of activity, the sound pressure level at 7 metres would be 75dB(LA1,60second). On the basis of the sleep disturbance goal of 56dB(LA1,60second) identified in the NSS Report at Section 5.2 there would therefore be an exceedence of $(75-56=)$ 19dB(A). Indeed, if there are four courts operating to 10pm and if there are four players on each court then there may be up to 16 motor vehicles parked in Arnold Street in the proximity of residential houses producing a multitude of high level noise events in the night-time hours.

There is no information provided in the report to demonstrate this would not constitute a sleep disturbance problem.

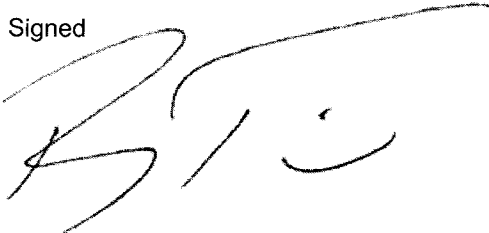
3. CONCLUSION

I have examined the proposal to extend the operating hours of Killara Lawn Tennis Club in the hours up to 10:00pm from Monday to Saturday inclusive and up to 8:30pm on Sundays and the alternative proposal to restrict the use of only courts 1,2,3 and 5 in those hours.

I have examined the noise impact report prepared by the applicant's consultant and, in my opinion, find that the noise measurements described therein are insufficiently detailed are not consistent with data recorded by me. I am of the opinion that the calculations underestimate the noise impacts and that the noise mitigating measures recommended would therefore not be sufficient to reduce noise to acceptable levels. I do not agree with the use of a zero modifying factor for the source noise level and have given reasons why.

I conclude, on the information provided, that the noise impacts associated with the extension of operating hours of the Killara Lawn Tennis Club are unacceptable whether for 6 courts or 4 courts and that Council should not approve the development.

Signed

A handwritten signature in black ink, appearing to be 'RT' with a flourish, positioned above the printed name.

Dr Renzo Tonin

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A Member Firm of the Association of Australian Acoustical Consultants

ABN : 7277 134 9599.

Date: 17 April 2008

Peter Roach
C/o Killara Lawn Tennis Club,
Arnold Street,
Killara,
NSW 2071.

Tel: 0419 226 016

Our Ref: nss 20887

Re: Noise Assessment - Killara Lawn Tennis Club

Peter

Further to your email of 16 April 2008 and the report by Renzo Tonin & Associates, reference TD857-01F02 (REV2) dated 16 January 2008 (the RT&A report), we make the following comments.

On page 3 of the RT&A report a modifying factor is suggested that is based on the impulse time weighting. This modifying factor is given in the NSW Industrial Noise Policy (2000) issued by the NSW Department of the Environment and Climate Change and based on the approach in section 6.6.4 of Australian Standard AS1055.1 – 1997. However there is no scientific research, to our knowledge, to support its use for environmental noise assessments. Australian Standard AS1055 is currently under review and the use of the impulse time weighting is likely to be deleted. The International Standard ISO 1996-2:2007(E) (section 8.4.8) states that there is no generally accepted method to detect impulsive sound using objective measurements.

Renzo Tonin & Associates suggests that the background noise level should be measured over at least seven days and on a 24 hour basis. This is normal practice for noise assessments for large scale extractive industries and industrial developments. However a 24 hour background monitoring survey is not necessary for times not applicable as the tennis club require an extension of hours from about 5:00 pm (in winter) to 10:00 pm. Background measurements were carried out at a time when there was no rush hour traffic or late night shopping traffic, when the tennis club is proposed to be in operation. It is not practical to carry out background noise levels at each residence in the area and

the 41 dBA background level is considered to be representative of the area as a whole.

The RT&A report agrees (on page 4) with the average noise level of a tennis match of 54 dBA at 5 metres. However they state that in a worst case 15 minute period this can rise by 4.6 dB. Using Renzo Tonin & Associates worst case scenario the RT&A report suggest that fences 3 to 4 metres would be required (page 5). We believe that this height of fence is not reasonably practicable and would not be acceptable to the neighbouring residents. Therefore we are of the view that the agreed average of 54 dBA at 5 metres should be used and not a rarely occurring worst case noise level.

The use of all four courts will have a negligible effect on the overall noise levels compared to the use of the closest court due the extra distances involved. The car park will be shared with the existing Bowling Club and the few extra cars leaving this car park will have a negligible effect on the overall noise levels. Nevertheless management procedures should be put into place to ensure loud speech, slamming of car doors and excessive revving of car engines does not occur.

The ball machine should not be used after 8:00 pm.

Please let me know if you require any further information.

Yours sincerely

Ken Scannell

Ken Scannell MSc MAAS MIOA
Partner and Senior Acoustical Consultant

Lighting, Art + Science

11 November 2007
L113Z 01

Mr Allen Robinson
Vice President
Killara Lawn Tennis Club Limited
8 Arnold Street
Killara

Tennis Court Lighting 8 Arnold Street, Killara Obtrusive Light Review

I am a lighting consultant with greater than 30 years experience in the design and documentation of external lighting. I have included a copy of my qualifications and CV together with a selection of relevant projects. In addition to running a lighting consultancy I am a part time lecturer in lighting at the University of Sydney, The University of Technology, Sydney, the Queensland University of Technology and the City University, Hong Kong.

INTRODUCTION

As requested I have reviewed the tennis court designs prepared by Spectra Lighting with respect to the affect that it will have on the neighbouring properties. The scheme that was evaluated differed from the original design in that the lighting to courts 4 and 6 has been deleted. This provides a buffer zone between the lit courts and the adjacent properties.

I inspected the site at 1:30pm on 11th November 2007.

The lighting scheme comprises four Spectra Ace fittings per court with 1000 Watt metal halide lamps mounted in 8 meter poles. The fittings are mounted with the glass horizontal to minimise the glare.

The Ace is a fitting specifically designed to light tennis courts and minimise the spill light to adjacent areas.

The council's letter of 30 October 2007 asked for the report to address, direct light spill, indirect ambient light levels/ glare and visual impact.

I have confined my assessment to the obtrusive light aspects and have not assessed the sports lighting performance of the design.

There is an Australian Standard that is relevant in this situation. AS4282-1997 'Control of the obtrusive effects of outdoor lighting' was written specifically for this type of situation.

By its nature light cannot be simply stopped on property boundaries. If you can see across a boundary then light it crossing it. Light trespass is a natural consequence of living in an urban environment. The problem in an urban environment is to prevent people from being subjected to an unreasonable amount of spill lighting while still allowing reasonable external lighting installations.

Any additional lighting will have an effect on the neighbouring residences.

The important test is one of reasonableness for both parties.

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Lighting, Art + Science

Different people have different expectations of what is an acceptable level of light trespass. Some people can be quite unreasonable as to what they are willing to accept.

The standard therefore sets limits as to what a person should be reasonably expected to tolerate as a result of an adjacent lighting installation.

The standard sets different limits for different ambient lighting conditions and different times of day. The higher the ambient conditions the higher the allowable obtrusive lighting limit.

The standard identifies three ambient lighting conditions;

- In commercial areas or at boundary of commercial and residential areas
- Residential areas – light surrounds
- Residential areas – dark surrounds

The difference between the two residential classifications is based on the level of streetlighting abutting the property. Residential streets are classified as 'dark surrounds' while arterial and sub-arterial roads are classified as 'light surrounds'.

In addition, there are pre-curfew and curfew conditions. The curfew limits apply to lighting installations that are operating after 11.00pm at night. The curfew limits are lower levels and are applied at the windows of habitable rooms, whereas the pre-curfew limits are applied at the residential property boundary. As the application states that the lights will be turned off at 10.00pm the curfew requirements do not apply.

There is a provision in the standard that if the installation complies with the curfew limits then it is deemed to comply with the pre-curfew limits.

Light technical parameters

There are three parameters that are controlled by the standard;

Illuminance in the vertical plane – This is a measure of the general light spill onto the property and is calculated at the residential property line in the vertical plane and facing perpendicular to the fence. The illuminance reduces proportionally to the square of distance from the light source. As a result the further away from the light source the less the impact.

The illuminance used for assessment is the direct illuminance resulting from the installation and is additional to any ambient lighting that may also exist. It is understood that there will also be a component of reflected light that is additional to the direct illuminance. As a result measurements of the illuminance will always be higher than the calculated result. The standard is based on the direct, calculated results only and this has been taken into account in the setting of the maximum level.

Luminous Intensity emitted by luminaires – This is a measure of the brightness of the light source or the resulting glare. This is governed by the brightness of the light source, the glare control of the light fitting and the viewing angle. This affect does not reduce with distance.

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Threshold increment – This is a measure of the disability glare that results from the light sources with particular application to the reading of signs, signals etc. This is not applicable in this situation.

Tables 2.1 and 2.2 in AS4282 detail the limits for the parameters above under the different ambient and time circumstances. The tables are included as Appendix A

The standard only addresses direct illumination effects. This is due to the standard being designed to determine compliance or non-compliance. Direct illumination can be readily and reliably calculated. Indirect illumination is a result of light reflected off the ground and other surfaces and will change depending on things like the colour of clothes people are wearing, whether flowers are in bloom or leaves are green etc. Although it does have an effect, it cannot be reliably calculated and therefore cannot be criteria for approval. I have still comments with respect to the indirect illumination effects.

Assessment Criteria

Based on the inspection of the site I believe the relevant criteria for assessment of this design are:

1. Based on the streetlighting in the area and the local environment we believe the 'dark surrounds' is the appropriate ambient conditions. This is the most stringent requirement.
2. As the lighting will not operate after 10pm the 'pre-curfew' category is the appropriate time frame for assessment.
3. With respect to the luminous intensity we believe that Level 1 control should be applies as this is the most stringent requirement.

Based on these conditions the appropriate light technical parameters from Tables 2.1 and 2.2 are:

Maximum vertical illuminance on the property boundary -10 lux
Maximum luminous intensity in the principal plane (Level 1) -2500 Candelas

ASSESSMENT OF THE PROPOSED DESIGN

Vertical Illuminance

I have calculated the vertical illumination on the property boundaries of the adjacent residential properties. The majority of the vertical illuminances are less than 1, with the maximum of 6 lux occurring at a single point 300 above the ground. This will be shielded behind the fence. The summary of results are included in Appendix B

Luminous Intensity

The 'Control Direction' for the luminous intensity in the principal plane is assessed in line with the centre of the beam of the fitting and 10 degrees below the horizontal.

Based on the photometric test report for the luminaire the luminous intensity in the control direction is 3 Candelas, compared with the limit of 2500 Candelas.

The polar diagram for the fitting is included in Appendix C

The proposed design falls well within the requirements of AS4282-1997

Indirect Illumination

As the light fittings used in the design direct virtually all of their light below the horizontal plane, the primary source of indirect illuminance is the light reflected from the playing surface. Most of this light will be directed back into the sky and other than where the neighbour has a direct view of the playing surface, will only be evident in misty conditions when it is unlikely that people will be playing.

I would normally not calculate the reflected light in this situation as it is not a requirement of the standard, however as the council has specifically requested it's consideration I have also modelled the area allowing for the reflected light off the playing surface. Whereas with the direct lighting the higher illumination occurs at points near to the ground, with the reflected light, as it is bouncing up off the ground the higher illumination tends to be at higher levels. I not included any obstructions such as fences, trees that may reduce the impact.

The maximum vertical illumination occurred at points on boundary 2, 4 and 9 which had maximum illuminances of 13, 12 and 10 respectively. Note that these figures are combined direct and indirect lighting. These illumination levels tend to occur at the first floor windows of the double story houses. The summary of results is included as Appendix D.

The Australian Standard does not specify a limit for what is a reasonable amount of indirect illumination. There is therefore nothing definitive to gauge these results against. It should be noted however that the Australian Standard limit for direct illumination only, is 10lux and these combined direct and indirect results are only marginally over that figure.

I therefore believe that the level of indirect illumination falls within the intent of the Australian Standard as to what is reasonable.

Visual Impact

Visual impact very subjective and cannot be quantified.

Any lighting on the courts at night will be obvious to the people living around the courts. I believe that initially it will be more obvious as it is new, but given the compliance with the Australian Standard it should not be considered obtrusive.

CONCLUSION

I believe that the design prepared by Spectra Lighting manages obtrusive light well and complies with the recommendations of AS4282-1997.

Yours faithfully,
Lighting, Art & Science Pty Ltd



per. Peter McLean FIES, FIEAust

Appendix A

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AS 4588—1997

TABLE 2.1
RECOMMENDED MAXIMUM VALUES OF LIGHT TECHNICAL PARAMETERS
FOR THE CONTROL OF OBTRUSIVE LIGHT
 (See Clause 2.7)

1	2	3	4	5
Light technical parameter	Application or calculation conditions (See also Figure 2.1 and Section 2)	Recommended maximum values		
		In commercial areas or at boundary of commercial and residential areas*	Residential areas	
			Light surrounds†	Dark surrounds‡
Illuminance in vertical plane (E_v)	Pre-cut-off: Limits apply at relevant boundaries of nearby residential properties, in a vertical plane parallel to the relevant boundary, to a height commensurate with the height of the potentially affected dwellings. Values given are for the direct component of illuminance	25 lx	10 lx	10 lx
	Curfewed hours: Limits apply in the plane of the windows of habitable rooms of dwellings on nearby residential properties. In the absence of development (i.e. vacant allotment), the limits apply on the potentially affected property, in a vertical plane parallel to the relevant boundary, at the minimum setback permitted for a dwelling, to a height commensurate with land use zoning provisions. Values given are for the direct component of illuminance	4 lx	2 lx	1 lx
Luminous intensity emitted by luminaire (I)	Pre-cut-off: Limits apply to each luminaire (irrespective of the number on a head frame) in the principal plane, for all angles at and above the control direction, when aimed in accordance with the installation design	Limits as determined from Table 2.2. Alternatively, the limits and method of assessment associated with curfewed hours may be applied, at the discretion of the designer (see Clauses 2.7.1 and 2.7.2)		
	Curfewed hours: Limits apply in directions where views of bright surfaces of luminaires are likely to be troublesome to residents, from positions where such views are likely to be maintained, i.e. not where momentary or short-term viewing is involved	2 500 cd	1 000 cd	500 cd
Threshold increment (TI)	Limits apply at all times where users of transport systems are subject to a reduction in the ability to see essential information. Values given are for relevant positions and viewing directions in the path of travel	20% based on adaptation luminance (L_a) of 10 cd/m ²	20% based on adaptation luminance (L_a) of 1 cd/m ²	20% based on adaptation luminance (L_a) of 0.1 cd/m ²

* Applies to residential accommodation in commercial areas or at the boundary between commercial and residential areas. The term 'commercial' is used as a generic description for zoning which provides for urban uses other than residential.

† Where the affected property abuts roads that are lit to Category V5 or higher in accordance with AS/NZS 1158.1.1.

‡ Where the affected property abuts roads that are lit to Category E1 or lower in accordance with AS 1158.1, or where there is no lighting.

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AS 4382—1997

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TABLE 2.2
MAXIMUM LUMINOUS INTENSITY PER LUMINAIRE
FOR PRE-CURFEW OPERATING TIMES
 (See Table 2.1)

1	2	3	4
Area description		Maximum luminous intensity from each luminaire*	
Size of area	Controlling dimension (Figure 5.1)	Level 1 control (Note 1)	Level 2 control (Note 2)
Large	>75 m	7 500 cd	100 000 cd
Medium	25 m to 75 m	7 500 cd	50 000 cd
Small	<25 m	2 500 cd	25 000 cd

* Limits apply to each luminaire (irrespective of the number on a head frame) in the principle plane, for all angles at and above the control direction, when aimed in accordance with the installation design (see Clause 5.3.3.1).

NOTES:

- 1 Level 1 control is appropriate for development control of environmentally sensitive areas, i.e. where the existing environment is of high quality, where adjoining properties are close to the installation, where they are residential in nature, where the existing ambient light levels are low and where the community requires the best available environmental safeguards to be applied.

As the use of Type C cut-off luminaires is likely to be necessary for Level 1 control, the implementation of this level of control will normally be possible only for lighting applications that require relatively high illuminances over areas that are small to medium in size, e.g. lighting for tennis courts or hockey fields. However, Level 1 control may also be suitable for larger areas where lower illuminances are appropriate, e.g. for car parks and outdoor storage areas.

- 2 Level 2 control will permit the use of a wide range of currently used lighting techniques but will limit luminaires in the control direction to what might reasonably be expected by careful attention to design and the selection and aiming of luminaires, especially for applications involving Type A luminaires.

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Appendix B Summary of Calculation Points to AS4282

Killara Lawn Tennis Club Obtrusive Light Assessment

Direct Illumination calculated at the property boundaries
and the face of the buildings in accordance with AS4282-1997

Symbol	City	Label	Assessment	Latitude	UTM	Coordinate
→	NS	20000	SCALE	115000	6781	ACE M10000, 6400 001

Location Boundary	CalcType	Unit	Aug	Min	Max	Min	Max
Boundary 1	Surfance	Lat	0.04	2	0	N.A.	N.A.
Boundary 2	Surfance	Lat	1.12	2	0	N.A.	N.A.
Boundary 3	Surfance	Lat	0.23	1	0	N.A.	N.A.
Boundary 4	Surfance	Lat	0.76	2	0	N.A.	N.A.
Boundary 5	Surfance	Lat	0.01	1	0	N.A.	N.A.
Boundary 6	Surfance	Lat	0.67	1	0	N.A.	N.A.
Boundary 7	Surfance	Lat	0.26	1	0	N.A.	N.A.
Boundary 8	Surfance	Lat	0.42	1	0	N.A.	N.A.
Boundary 9	Surfance	Lat	0.76	2	0	N.A.	N.A.
Boundary 10	Surfance	Lat	0.38	1	0	N.A.	N.A.
House 1	Surfance	Lat	0.00	0	0	N.A.	N.A.
House 2	Surfance	Lat	0.00	0	0	N.A.	N.A.
House 3	Surfance	Lat	0.00	0	0	N.A.	N.A.
House 4	Surfance	Lat	0.01	1	0	N.A.	N.A.
House 5	Surfance	Lat	0.00	0	0	N.A.	N.A.
House 6	Surfance	Lat	0.00	1	0	N.A.	N.A.
House 7	Surfance	Lat	0.11	1	0	N.A.	N.A.
House 8	Surfance	Lat	0.26	0	0	N.A.	N.A.
House 9	Surfance	Lat	0.02	1	0	N.A.	N.A.

Assessment Criteria

Direct component only

For Precinct (boundary points)

The vertical illuminance at the property boundary must be < 10 Lux

For Curb (after 11.00pm) (zone points)

The vertical illuminance on the windows of habitable rooms must be < 1 lux

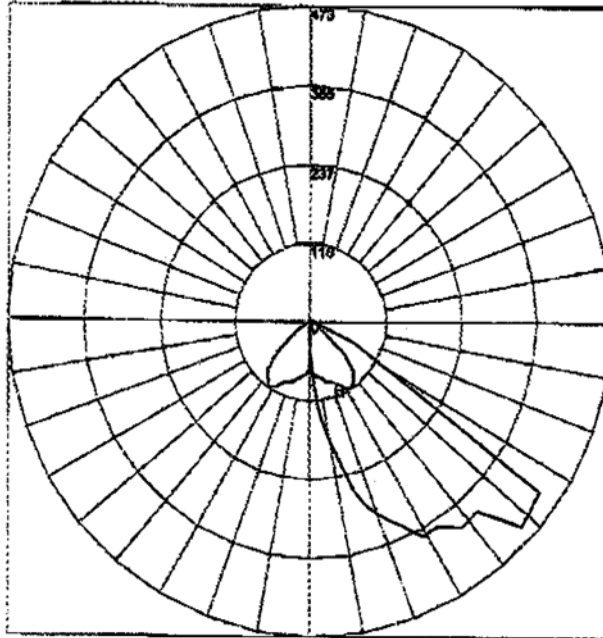
Lighting, Art + Science Pty Ltd
40 Park Crescent
Pymble NSW 2073

Filename: 006-008 LAS Modification.s33
Date: 11/11/2007

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Appendix C Luminous Intensity Curve

IES FLOOD REPORT
PHOTOMETRIC FILENAME: SPECAGE.IES
AXIAL CANDELA DISPLAY



Maximum Candela = 473 Located At Horizontal Angle = 17, Vertical Angle = 47.6
H - Horizontal Axial Candela
V - Vertical Axial Candela

Photometric Toolbox Professional Edition - (c) copyright 1999-2007 by Lighting Analysts, Inc.
Calculations based on published IES Methods and Inverse-squared law.
Results derived from output of manufacturer's photometric data.

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Appendix D Summary of Calculation Points including reflected light

Killara Lawn Tennis Club
Obtrusive Light Assessment

Direct and indirect illumination calculated at the property boundaries
and the face of the buildings

Symbol	Qty	Label	Arrangement	Luminaire	U.P.	Description
→	18	20000	SINGLE	115000	0.201	ACE M10000, 240W lum

Location	Calc Type	Units	Aug	Max	Min	Min/Max	Min/Max
Boundary 1	Boundary	Lux	3.17	8	1	0.32	0.13
Boundary 2	Boundary	Lux	2.33	15	3	0.38	0.23
Boundary 3	Boundary	Lux	2.17	7	1	0.32	0.14
Boundary 4	Boundary	Lux	6.28	12	1	0.16	0.08
Boundary 5	Boundary	Lux	1.31	5	0	N.A.	N.A.
Boundary 6	Boundary	Lux	3.92	6	1	0.37	0.17
Boundary 7	Boundary	Lux	2.47	5	1	0.40	0.20
Boundary 8	Boundary	Lux	2.97	5	1	0.42	0.20
Boundary 9	Boundary	Lux	4.88	10	1	0.22	0.10
Boundary 10	Boundary	Lux	2.67	6	0	N.A.	N.A.
Room 1	Boundary	Lux	1.42	3	0	N.A.	N.A.
Room 2	Boundary	Lux	1.33	2	0	N.A.	N.A.
Room 3	Boundary	Lux	1.58	2	0	N.A.	N.A.
Room 4	Boundary	Lux	2.89	4	1	0.48	0.25
Room 5	Boundary	Lux	1.52	3	0	N.A.	N.A.
Room 6	Boundary	Lux	2.39	4	0	N.A.	N.A.
Room 7	Boundary	Lux	2.70	4	1	0.46	0.20
Room 8	Boundary	Lux	0.68	2	0	N.A.	N.A.
Room 9	Boundary	Lux	1.83	3	0	N.A.	N.A.

Assessment Criteria

Direct illumination only

For Provisions

The vertical illuminance at the property boundary must be < 10 Lux

For Outdoor (after 11:00pm)

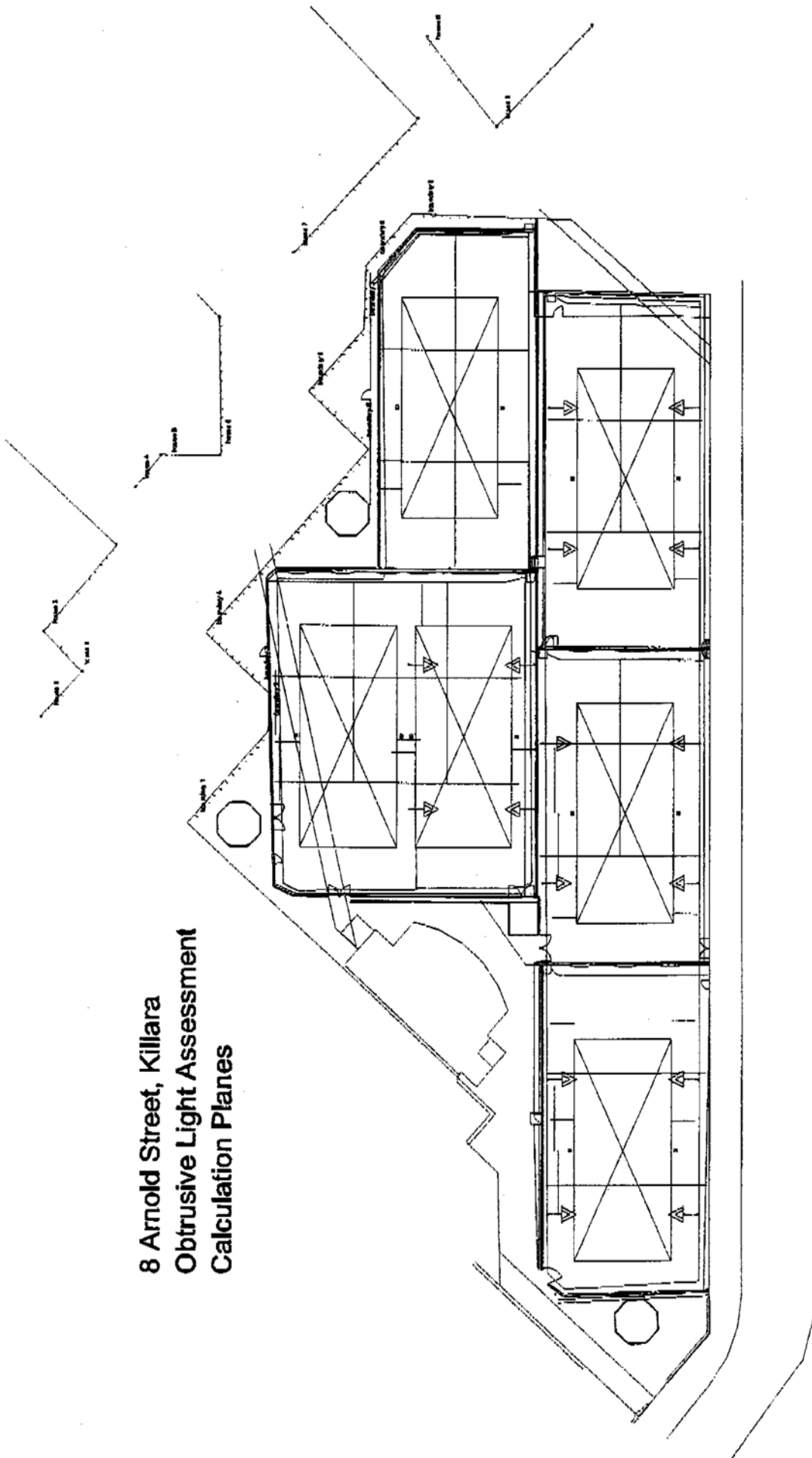
The vertical illuminance on the windows of habitable rooms must be < 1 Lux

Lighting, Art + Science Pty Ltd
42 Park Crescent
PYRMONT NSW 2073

File No: 308-028 L&S Assessment related to
Date: 11/11/2007

Lighting, Art + Science

**8 Arnold Street, Killara
Obtrusive Light Assessment
Calculation Planes**



Curriculum Vitae

NAME: Peter McLean
DATE OF BIRTH: 15th October 1950
NATIONALITY: Australian
QUALIFICATIONS:

BE (Electrical Engineering)
 M Bdg Sc (Sydney University)
 Fellow of the Institution of Engineers, Australia (NPER3)
 Fellow of the Illumination Engineering Society of Australia & New Zealand.
 Cert IV Security Risk Analysis - Class 2A Security License

Peter McLean has 30 years experience in the design of specialist lighting installations, both external and internal. Peter combines the technical knowledge of lighting, luminaires and light sources with the aesthetic understanding of the way light behaves under different circumstances that can only be gained from experience. Peter's experience has given him the ability to balance the needs for functionality in meeting light technical parameters, suitability in meeting the levels of protection, strength and robustness, while still creating public areas that are comfortable and inviting.

Peter's specialisations include the creation of comfortable, efficient external and landscape lighting designs and the lighting of Historic buildings.

Peter is proficient in the use of several high level software packages for the calculation and modelling of internal and external lighting and street lighting including AGI32, Lumen Designer and Perfectlite.

EMPLOYMENT HISTORY

03/1998 - Director - Lighting Art + Science Pty Ltd

Specialist Lighting and Electrical Consultancy

During this period he designed many internal and external lighting installations including the Lighting of the Civic Place, Newcastle, Newtown Peace Park. Street Scape upgrades for Kogarah Council, Bilson's Ampersand Restaurant on Cockle Bay and the Sydney in Spring lighting in Martin Place. He also designed the external lighting of the Fox Family Entertainment Precinct and Studio Tour at Moore Park, Sydney, the NBC Today Pavillion at Homebush Bay, and the lighting of the SOCOG, Look of the Games elements for the Olympics venues. He has recently completed the lighting of the Qantas/British Airways First Class lounge in Singapore, the Station and precinct lighting for the Liverpool to Parramatta Transitway and the Harbour Bridge Pylon Museum and is currently involved in the refurbishment of the King Street Court complex in Sydney and the upgrade of Darlinghurst Road, Kings Cross.

1987-1998 Director - Barry Webb & Associates Pty Ltd

Responsible for a wide range of Electrical Engineering and Specialised Lighting staff and their associated projects. Throughout this time I have remained involved in the detailed design of projects.

EXPO 88 - Brisbane Site lighting and 5 pavilions

Crown Casino - Melbourne

The lighting and effects in the Main Atrium and the Western Entry.

No 1 O'Connell Street, Sydney

The lighting of the entry lobby, ground floor lift lobbies, Wintergarden, retail and external night image for No 1 O'Connell Street

Peter McLean
 Lighting, Art + Science

Australian Bicentennial Projects

The Exterior Lighting of Darling Harbour and the Chinese Gardens
The Sydney Bicentennial Decorations,
The Circular Quay and Macquarie Street Upgrade
The exhibition lighting in the Powerhouse Museum

1983-1987 Associate - Barry Webb & Associates Pty Ltd

1979-1983 - Grade 4 Engineer

Electricity Commission of New South
Wales
Power Plant Design

1973-1979 - Grade 1-4 Engineer

NSW Department of Public Works
Government Architects Branch

Peter McLean
Lighting, Art + Science

Peter McLean Lighting, Art + Science

Awards

J.P Tumbull Award for services to the Illuminating Engineering Society
University of Sydney Building Science Prizes 1976, 1977

Meritorious Lighting Awards

EXPO 88 Site and Site Lighting
Macquarie Street Upgrade, Sydney
Powerhouse Museum
Sydney Bicentennial Decorations
Crown Casino, Main Atrium and Western Entry
Melbourne Town Hall Floodlighting

Certificates of Commendation

Federation Pavilion - Daylighting
No 1 O'Connell Street Neon Roof Lighting

Lecturing

Peter teaches lighting regularly for:

University of Sydney – Post graduate diploma and masters program
(Sydney and Singapore)

- Interior Lighting
- Street lighting
- Decorative Floodlighting
- Lighting Economics

University of Technology Queensland – Department of Physics
(Brisbane and Hong Kong)

- Sustainable Lighting
- Lighting Design Techniques
- Luminaire Design

University of Technology, Sydney - Architecture School

- Lighting and Luminaire Design for Architects

In 2004 Peter spoke on Lighting Design Techniques in all capital cities of Australia as part of the Lighting Innovations Centre – Best Practices in Lighting Seminars series 1.

In 2005 Peter spoke on Sustainable Lighting Design in all capital cities of Australia as part of the Engineers Australia Seminar series on Energy Efficiency in Buildings.

In 2006 Peter wrote the paper on Energy Efficient Lighting design and presented at the Sydney and Canberra seminars as part of the Lighting Innovations Centre – Best Practices in Lighting Seminars series 2.

Standards committees

AS1680: Interior Lighting Code
AS/NZS: 3827 Lighting systems performance-accuracies and tolerances (Chairperson)
AS4282: Obtrusive effects of outdoor lighting

Projects List**Sport and recreation**

Harrington Park, sports facilities
 Centennial Park netball courts
 Wagga Wagga Aquatic Centre
 MLC Aquatic Centre
 Tumbalong Park area lighting - Darling Harbour
 Glebe Park and Federation Park Sports Lighting
 Ropes Crossing Oval

External and Public Domain Lighting

World Expo '88, Brisbane (Site & Sandscape)
 Sydney Olympic Venues - Lighting of Look of the Games structures
 Fox Studio Moore Park - External and Public Domain lighting of the Family entertainment Precinct and Studio Tour
 Darling Harbour, Sydney
 Macquarie Street and Hyde Park, Sydney
 Parliamentary Zone Lighting, Canberra
 Pymont Bay and Pymont Park Redevelopment external lighting
 Sydney Bicentennial Decorations 1988
 Cathedral Square, Christchurch NZ
 City of Sydney - Priority one Projects
 Concepts for Chinatown
 Concepts for Park Street
 Concepts and documentation for the Spanish Quarter
 Newcastle - Civic Square
 Kogarah Council Streetscapes
 Newtown Peace Park
 Quay Street - Haymarket
 Faulconbridge Pedestrian Bridge
 Mudgee Main Street Project
 Gulgong Main Street Project
 Maitland Heritage Mall - Upgrade
 Ballina Town Centre
 Armidale Town Centre relighting
 Liverpool to Parramatta Transitway - Stations, precincts and carpark lighting
 Darlinghurst Road, Kings Cross - lighting upgrade
 Armidale Town Centre relighting
 Ropes Crossing Town Centre

Special Lighting Attractions

Bicentennial Decorations - Sydney CBD
 Roof Lighting, No 1 O'Connell Street
 EXPO 88
 EXPO 88 Pavilions for
 Australia
 Australia Post
 Queensland Newspapers
 IBM

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Crown Casino – Main Atrium
Crown Casino – Western Entry
Sydney in Spring floral sculpture, Martin Place
Quay Street – Sydney
NBC pavilion – Sydney Olympic Park

Streetlighting Design

Macquarie Street – Sydney
Darling Harbour – Pier, Harbour, Day Streets and Darling Drive
Parliamentary Zone Canberra
Pyrmont Foreshore Road
Fox Studio – Family Entertainment precinct
Spanish Quarter – Sydney
Intersection Lighting, Olympic Park
Study of the impact of Canberra Lighting on Mt Stromlo Observatory
Streetlighting and area lighting for Port Kembla Steelworks
Main Street, Mudgee
River Road, Ballina
Darlinghurst Road, Kings Cross
Oxford Street – Bondi Junction
Liverpool to Parramatta Transitway stations, precincts and intersections
Lane Cove Tunnel – Streetlighting of the above ground area and relighting the Gore Hill Freeway
Bonnyrigg Ave- Bonnyrigg

Monuments and Ceremonial Structures and Public Art

Federation Pavilion – Centennial Park, Sydney
Australian Memorial to the Australian Forces – Canberra
Australian Memorial to the Vietnam Forces – Canberra
Edward 'Weary' Dunlop Memorial – Melbourne
Sydney Olympic Logo Sculpture – Darling Harbour
Queen Victoria and Prince Albert – Queens Square
Australian Memorial to the Nurses – Canberra
Discobolus – Sydney Olympic Park
Look of the Games structures and signage – All Sydney Olympic Venues
The monument to the Volunteers – Sydney Olympic Park
Quay Street, Haymarket
Douglas Lane Steps, Sussex Street
NEC Today Pavilion, Sydney Olympics

Design Manuals

The lighting component of the following urban design manuals:
Sydney Harbour Federation Trust
National Parks and Wildlife
Sydney Olympic Park – revision

Daylighting

Federation Pavilion, Centennial Park

AGSO Headquarters, Canberra
 Art Gallery of South Australia
 Customs House Glass louvre roof, Sydney
 Review of Environmental Protection Authority Laboratories,
 Lidcombe

Museums/Galleries

Powerhouse Museum, Sydney
 Westpac Museum, Sydney
 National Maritime Museum, Sydney
 Adelaide Art Gallery Extension and
 re-lighting of the existing historic galleries
 Wellington Maritime Museum, NZ
 Shearer's Hall of Fame, Hay
 Harbour Bridge Pylon Museum
 Gold and Civilization Exhibition –
 Museum of Australia and Museum of Victoria
 European Masters Exhibition – Art Gallery of South Australia
 Art Projects, The Rocks
 Macquarie Galleries
 Sherman Galleries
 Museum of Sydney - Special display cases
 University of Sydney, Museum exhibition suite
 Sir Don Bradman exhibition – State Library of South Australia
 Prince Henry Nurses Museum, Little Bay
 The Rocks Discovery Museum
 Al Shaqab Museum, Oman

Peter McLean Lighting, Art + Science

DEVELOPMENT APPLICATION

SUMMARY SHEET

REPORT TITLE:	8 ARNOLD STREET, KILLARA - TENNIS COURT LIGHTING AND EXTENDED HOURS OF OPERATION
WARD:	Gordon
DEVELOPMENT APPLICATION N^o:	REV0007/07
SUBJECT LAND:	8 Arnold Street, Killara
APPLICANT:	Peter Roach
OWNER:	Killara Lawn Tennis Club Ltd
DESIGNER:	N.A.
PRESENT USE:	Tennis club
ZONING:	Residential 2(c2)
HERITAGE:	No
PERMISSIBLE UNDER:	Environmental Planning and Assessment Act 1979 – Existing Use Rights
COUNCIL'S POLICIES APPLICABLE:	Tennis courts
COMPLIANCE WITH CODES/POLICIES:	No
GOVERNMENT POLICIES APPLICABLE:	Protection of the Environment Operations Act 1997
COMPLIANCE WITH GOVERNMENT POLICIES:	No
DATE LODGED:	9 March 2007
40 DAY PERIOD EXPIRED:	18 April 2007
PROPOSAL:	Tennis court lighting and extended hours of operation
RECOMMENDATION:	Refusal

Item 1

DEVELOPMENT APPLICATION N^o

PREMISES:

PROPOSAL:

APPLICANT:

OWNER:

DESIGNER

FILE:

REV0007/07

**8 ARNOLD STREET, KILLARA
TENNIS COURT LIGHTING AND
EXTENDED HOURS OF OPERATION**

PETER ROACH

KILLARA LAWN TENNIS CLUB LTD

N.A.

REV0007/07

PURPOSE FOR REPORT

To review the determination (refusal) of Development Application No 1246/06 for the erection of tennis court lighting and extended hours of operation of the tennis courts. This has been called to full Council for determination by Mayor, Nick Ebbeck.

EXECUTIVE SUMMARY

Issues:

Intensification of use, lighting, residential amenity and noise

Submissions:

10 submissions

Land & Environment Court Appeal:

No appeal lodged

Recommendation:

Refusal

HISTORY

Site history:

The site has been used as a tennis club since approximately 1912.

DA history:

- 9 November 2006 – DA 1246/06 for tennis court lighting lodged.
- 30 November 2006 – Request for additional information sent to applicant
- 22 December 2006 – Applicant responds to request and advises that there is no need for additional information to be provided.
- 23 January 2007 – DA 1246/06 refused for 5 reasons as follows:
 1. *Insufficient evidence has been provided as to the impacts of the proposed tennis court lighting with surrounding properties. The application does not satisfactorily demonstrate that light spill and/or glare from the light poles will not adversely impact the sleeping patterns and visual amenity of adjoining property owners.*
 2. *The proposed development involves extension of a non-conforming/prohibited use under the Ku-ring-gai Planning Scheme Ordinance and an increase in hours of operation. Insufficient justification is provided by the applicant in this respect. The extension of use, particularly outdoor activity, is considered unreasonable within a low density residential context.*

Item 1

3. *Noise generated up until 10pm Monday to Saturday and 8.30 on Sundays will disrupt the sleeping patterns of surrounding residents and will generate 'offensive noise' as described under the POEO Act 1997.*
4. *The lighting proposal (and associated extension of operational hours) will detract from views and the 'peace and quiet' enjoyed by residents and conflicts with Council's Residential Design Manual and Policy for Tennis Courts, Half Courts, Sports Patios and the Like.*
5. *The proposal is not considered to be in the public interest.*

THE SITE AND SURROUNDING AREA

The site

Zoning:	Residential 2(c2)
Visual Character Study Category:	Pre 1920-Post 1968
Lot Number:	Pt. 11
DP Number:	DP 1083606
Area:	4892m ²
Side of Street:	Western
Heritage Affected:	No
Integrated Development:	No
Bush Fire Prone Land:	No
Endangered Species:	No
Urban Bushland:	No
Contaminated Land:	No

The Killara Lawn Tennis Club is located on the western side of Arnold Street, between Werona Avenue and Locksley Street. The site is irregular in shape, with an area of 4892m² and a frontage of 123.58m to Arnold Street.

The site contains 6 tennis courts and a clubhouse, with no on-site parking for patrons. The tennis courts do not currently have any form of artificial lighting and are therefore only used during daylight hours. The club has operated in this manner for approximately 95 years.

Surrounding development

Surrounding development includes the Killara Lawn Bowling Club, immediately to the west of the site, and dwelling houses adjoining the north of the site. Development on the opposite side of Arnold Street is predominantly comprised of dwelling houses and also includes St Martins Anglican Church.

THE PROPOSAL

Details of the proposed lighting are as follows:

- Lighting for all 6 tennis courts.

Item 1

- 4 x 8 metres high mounting poles are required per court (total of 24 mounting poles), located at the edge of the court opposite the service line.
- 24 x 1000 watt metal halide luminaires will be attached to the mounting poles. The luminaires will be horizontally mounted.

Extended hours of operation

- The intended hours of operation of the lighting will be from approximately sunset to 10.00pm Monday to Saturday inclusive and to 8.30pm on Sundays, extending the existing hours of outdoor play which have to date been restricted to daylight hours only.
- This effectively increases the hours of operation of the tennis courts in the evenings by approximately 5 hours in mid-winter (4.52pm sunset) and approximately 2 hours in mid-summer (8.10pm sunset).

In support of the request for a review of the determination, the applicant has provided the following statement:

"The assessing officer did not appear to understand plans or the workings of the club. The applicant would appreciate a senior staff member be present at the review."

The original DA assessment was undertaken by an Executive Assessment Officer, and this review has been carried out by another Executive Assessment Officer.

CONSULTATION - COMMUNITY

In accordance with Council's Notification DCP, owners of surrounding properties were given notice of the request under Section 82A of the Environmental Planning and Assessment Act 1979 for a review of determination. In response, submissions from the following were received:

1. Joan and Rob Knox - 22 Arnold Street, Killara
2. Mr and Mrs Zazulak- 15 Arnold Street, Killara (5 submissions)
3. Marjorie Bailey- Unit 1 25 Arnold Street, Killara
4. Jane Hickling- 11 Arnold Street, Killara (2 submissions)...
5. Dr Brian Booth - 4 Arnold Street, Killara
6. The Honourable P A McInerney QC - 15 Locksley Street, Killara
7. Dora and George Fracchia - 16 Arnold Street, Killara
8. David Lee and Lily Khor - 11 Locksley Street, Killara
9. Birandre K Arora and Pratibha Arora - 21 Arnold Street, Killara
10. S & J Chiang - 19 Locksley Street, Killara

The submissions raised the following issues:

Increase in the use of the club and lighting conflicts and detracts from the quiet residential character of the neighbourhood

As discussed in the 'Statutory Provisions' section of this report (below), the Killara Tennis Club operates under existing use rights, by virtue of its establishment prior to the gazettal of the Ku-ring-gai Planning Scheme Ordinance. The site has been zoned for residential use under the KPSO since 1971. The club is predominantly surrounded by residential properties.

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The proposed tennis court lighting will extend the duration of the noise currently generated by the non-conforming use into the evening hours, seven days per week. The proposal does not specifically address the issue of additional hours of use in the context of a prohibited use and does not make any reference to Clause 42 of the Environmental Planning and Assessment Regulation 2000, in particular in relation to the intensification of an existing use. Insufficient justification has been provided in relation to the effect of the extended hours on the surrounding low density residential area. Insufficient evidence is provided to demonstrate that extended hours of use will not adversely impact the sleeping patterns and visual amenity of surrounding property owners. With regard to the above, the application is not supported.

Impacts of lighting on living areas and bedrooms directly facing the courts, impact on sleeping and entertaining

As detailed above, insufficient information has been provided to demonstrate that the proposed illumination, comprised of both direct light spill and indirect glare, will not detrimentally impact upon the current level of amenity enjoyed by residents. More specifically, the applicant has not quantified or discussed the impact of both light spill and indirect glare on the rooms (including bedrooms) and private open spaces in the adjoining dwellings, facing the tennis courts and proposed lighting.

Noise levels, close proximity of houses to courts, lack of screening/separation, interruptions to sleep

There is an existing lack of separation and screening between the courts and the adjoining properties. In this regard, tennis courts 3, 4 and 6 adjoin the rear boundaries of Nos 11, 15, 19 and 21 Locksley Street. The dwelling house at No.19 Locksley Street is set back approximately 3.5m from Court 4, No.15 Locksley Street is set back approximately 12m from Court 6 and No.11 Locksley Street is set back approximately 20m from Court 4. Objections have been received from these properties. Given the very close proximity of these dwellings to the tennis courts, the extended hours of activity after dark and associated increased noise levels will unreasonably impact upon the quiet amenity of the adjoining residences.

The Environmental Noise Assessment provided with the application states that “*The effects of noise on sleep...cannot be predicted with any degree of accuracy*”. The report also recommends that a 1.8m high acoustic fence be provided along the boundaries of the courts and the rear property boundaries of the adjoining residential properties along Locksley Street. The report acknowledges that noise could be generated by high revving of car engines, slamming of car doors and loud conversations, etc, and specifies that these factors could be overcome by “*management procedures*”.

With regard to the shortcomings of the Environmental Noise Assessment as discussed later in this report, a 1.8 metre high fence along the boundary would not adequately control or prevent the noise of tennis players, including both voices and the sound of hitting tennis balls and the like, from adversely affecting surrounding residential properties located to the rear of the site along Locksley Street. This impact is unreasonable within a quiet residential context.

Additionally, it is not practical or likely that the club would be able to adequately ‘manage’ the behaviour or movements of club members and non-members after they leave the premises.

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Increased noise and activity is also considered likely to affect the quiet amenity of residents along Arnold Street. This issue is discussed in greater detail later in this report.

Parking pressure

A Traffic Impact Study prepared by a suitably qualified person has not been provided with the application. The lighting of the courts would increase the number of vehicles visiting the site during the extended hours.

The proposal will clearly increase the activity levels of the club, including vehicular movements and parking demand, during the extended hours. Objectors have expressed concern that members leaving the club will generate obtrusive noise and this is considered to be a valid concern.

The club has a liquor license, extended use of club and drinking hours

Residents have expressed concern over the extended hours of use of the club and the fact that the club is licensed to serve alcohol, which can lead to antisocial behaviour. The effect of alcohol consumption during the evening in association with the increased hours of tennis play and after-match social interaction could potentially disrupt the amenity of surrounding residents.

Impact on heritage quality of the surrounding streetscape, impact on heritage must be reviewed

The site is located within Killara UCA 9 and has been identified as a contributory item. The provision of functional elements to the tennis courts, such as light poles and associated fixtures would not have an adverse impact on the heritage significance of the site or surrounding area, and Council's Heritage Officer has raised no objection to the proposal on heritage grounds.

The Killara Tennis Club is a private club

The applicant has indicated that the courts are open to the general public for hire.

Proposal is not consistent with 4.6.2 of DCP 38

Section 4.6.2 of DCP 38 states that a "... tennis court should be located to ensure that there is sufficient area between the court and the property boundary to...minimise potentially adverse impacts such as noise, overlooking and visual intrusion..." The proposal is unsatisfactory with regard to the close proximity of the courts to the adjoining residential dwellings (3.5m-20m) , resulting in increased noise impacts, potential overlooking of the adjoining dwellings from the clubhouse and visual intrusion as a result of the proposed lighting. Based on the sound pressure levels provided by the applicant (discussed in detail later in this report), the proposed 1.8m high boundary/acoustic fence would not adequately control intrusive noise generated by the use of the courts.

Proposal not consistent with Section 1.2 of Council's Tennis Court Policy

Clause 1.2 of Council's Tennis Courts Policy stipulates that tennis courts shall be sited a minimum of 3.0 metres from the side or rear boundaries and comply with the existing or fixed building line to the front of the property.

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This Clause generally relates to the design and siting of new tennis courts. The subject courts were established prior to the implementation of the Policy and no change is proposed to the current location of the tennis courts.

This objection does, however, highlight the close proximity of the courts to adjoining residential properties. Council's Tennis Court Policy specifically prohibits the lighting of "private" tennis courts, or tennis courts surrounded by residential housing, in order to protect residential amenity. The proposed development is located in an existing residential area and is a non-conforming use within the Residential 2(c2) zone. Further, the proposal relates to 6 tennis courts, and is clearly inconsistent with the planning objectives of this policy, with particular regard to maintaining residential amenity.

The applicant has indicated that the Roseville Lawn Tennis Club is a comparable example of the use of tennis courts after dark in a residential area. The approval of lighting for the Roseville Lawn Tennis Centre was granted under delegation by Council on 29 July 2005 under DA 1534/03. However, approval was only granted for 2 of the 5 tennis courts, being Courts 4 and 5 which adjoin the rear of residential properties at No.37 and No.39 Bancroft Avenue. The dwelling on No.37 Bancroft Avenue is approximately 37m from Court 4 and the dwelling on No.39 is approximately 38m from Court 5. Further, angled off-street parking for 12 vehicles is provided immediately adjacent to Courts 4 and 5. The significantly greater separation between the dwellings and tennis courts and the provision of car parking for patrons are significant differences between the proposed Killara Lawn Tennis Club and the consent granted for the Roseville Lawn Tennis Club.

Privacy impacts at night, the club balcony overlooks adjoining properties and with lights on inside the house, direct privacy impacts could result

The lack of screening between the subject and adjoining properties and the use of the clubhouse at night could potentially increase overlooking of the adjoining residential properties.

Impact on property values

Impacts on property values are not valid matters for consideration under Section 79C of the Environmental Planning and Assessment Act 1979.

Precedent for other similar applications for private tennis courts

While approval of this application would be unlikely to establish a precedent due to the unique circumstances of the case, it may lead to an expectation that tennis court lighting in residential areas will be approved by Council.

CONSULTATION - WITHIN COUNCIL

Landscaping

No objections, subject to conditions.

Engineering

No objections, subject to conditions.

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Heritage

No objections on heritage grounds.

STATUTORY PROVISIONS

Section 82A of the Environmental Planning and Assessment Act 1979

Substantially the same development

No modifications to the proposal have been made in the Section 82A review application, and the development is the same development as the development described in the original application.

Protection of the Environment Operations Act 1997 (POEO) / Noise Guide for Local Government

The Protection of the Environment Operations Act 1997 (POEO Act) provides regulatory tools for managing noise impacts. However, as detailed in the Noise Guide for Local Government, this Act is only useful in dealing with existing or new noise problems and is at the end of the "*noise management spectrum*". It is clearly preferable to avoid the creation of the noise problem in the first instance, as elaborated in Section 1.2 of the Noise Guide for Local Government:

Successful noise management is based on a spectrum of considerations and options. At one end of the spectrum is prevention using long-term strategic approaches that aim to avoid or minimise potential noise impacts before they occur. Land use planning has a key role in helping to prevent potential noise impacts, both at the strategic planning level for an area and at a project-specific level.

At the other end of the noise management spectrum is the need to remedy existing noise impacts that are unacceptable and causing disturbance to the community. The Protection of the Environment Operations Act 1997 (POEO Act) provides regulatory tools for managing noise impacts from new and existing noise-producing developments.

In this case the subject and surrounding sites are zoned residential and this zoning prohibits commercial sporting facilities such as the subject tennis courts, essentially due to such being incompatible with low density residential development. It would be poor town planning practice to approve an intensification of a non-conforming use when there are likely to be adverse amenity impacts, particularly noise disturbance in the evenings.

In this regard, the applicant has submitted an Environmental Noise Assessment prepared by Noise and Sound Services. This assessment makes reference to the POEO Act and the Noise Guide for Local Government 2004.

The Environmental Noise Assessment recognises that during a tennis match the noise levels generated are highly intermittent, yet the assessment places undue emphasis on the LAeq, 15 minute noise levels, which essentially averages the noise levels generated over a 15 minutes period. The Noise Guide for Local Government provides guidance on identifying the most

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appropriate noise descriptor for a range of situations, and where sleep disturbance is being assessed, the LA1(60 seconds) or LAmax noise levels are specified as the most important descriptors. The LAmax noise levels are essentially the maximum noise levels generated over the period of measurement.

The Environmental Noise Assessment is inadequate in this regard as the maximum noise levels that are likely to be generated during tennis matches on the courts have not been appropriately considered in determining the extent of noise level exceedances. The assessment concludes that a 1.8m high acoustic barrier is required to address an 8dB noise level exceedance, however, the maximum noise generated intermittently during tennis matches will result in significantly higher exceedances. The assessment includes measured sound pressure levels of 68dB to 72dB (maximum noise levels) from tennis matches, which would result in an exceedance of 26dB, rather than the stated 8dB. In this regard, the Environmental Noise Assessment does not appropriately consider the 68dB to 72dB maximum noise levels in the conclusions and recommendations.

The Noise Impact Assessment included with the application states that the effect of the noise on sleep patterns cannot be accurately ascertained. Resident objectors have raised sleep patterns as a significant concern relating to the proposal. Disturbance of sleep patterns for children and adults will significantly reduce residential amenity.

In this regard, extension of tennis play into the night will unreasonably interfere with the 'comfort and repose' of persons outside the premises and will generate offensive noise as classified under the POEO Act. As previously discussed, it is preferable to avoid the creation of the problem in the first instance, rather than rely on the POEO Act to address noise and amenity issues in a residential area.

Ku-ring-gai Planning Scheme Ordinance

The subject site is zoned Residential 2(c2) under the provisions of the Ku-ring-gai Planning Scheme Ordinance. The tennis club ('recreational facility') is a prohibited use in the 2(c2) zone and the club has been operating under existing use rights since the gazettal of the Ku-ring-gai Planning Scheme Ordinance on 1st October 1971.

The tennis club use is accepted as an existing use as defined in Section 106 of the Environmental Planning and Assessment Act 1979. Section 108(3) of the Environmental Planning and Assessment Act 1979 essentially prevents Council from assessing the proposal with regard to the provisions of the Ku-ring-gai Planning Scheme Ordinance, and Clause 41 of the Environmental Planning and Assessment Regulation 2000 allows an existing use to be altered or expanded, and intensified, subject to development consent being obtained. However, this does not restrict Council from assessing the merits of the proposed expansion and intensification.

The Land and Environment Court has established a planning principle in relation to existing use rights, including the following component concerning amenity impacts which is considered to be relevant to this application:

What are the impacts on adjoining land?

The impact on adjoining land should be assessed as it is assessed for all development. It is true that where, for example, a development control plan requires three hours of

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sunlight to be maintained in adjoining rear yards, the numerical control does not apply. However, the overshadowing impact on adjoining rear yards should be reasonable.

In this instance there will be adverse amenity impacts on the adjoining residential dwellings, including noise impacts in the evenings, light spill/glare, visual impact and potential privacy impacts. Given that the proposal is likely to adversely affect the amenity of adjoining residents, it is not acceptable or reasonable to extend the hours of operation and intensify the existing, non-conforming use in an area zoned for residential development.

Development Control Plan 38 – Residential Design Manual

Clause 4.6.2 of DCP 38 stipulates that '*lighting of tennis courts for night tennis will generally not be permitted*'.

The proposal will adversely impact upon the residential amenity of residents. The extended use of the courts after daylight hours is incompatible with the surrounding residential area and is considered unreasonable.

Policy for Tennis Courts, Half Courts, Sports Patios and the Like (Tennis Court Policy)

The Policy for Tennis Courts, intended to apply to private residential courts, aims to protect the amenity of adjoining properties by establishing appropriate setback and siting controls.

The policy specifies that the '*use of tennis courts for any other purpose other than normal domestic use is prohibited by the Ku-ring-gai Planning Scheme Ordinance*'.

In relation to lighting, the policy states the following:

*2.0 Lighting
Private Tennis Courts*

2.1 Council will not approve temporary or permanent lighting of a private tennis court for night play. This is due to the possible unreasonable detrimental effect on the amenity of the neighbourhood:

2.1.1 By causing additional noise at times when it would not otherwise occur, that noise being "offensive noise" as defined in the Noise Control Act 1975.

2.1.2 By introducing illumination that would detract from the amenity of views of homes within the locality.

2.1.3 By placing at risk the peace and quiet of the local environment.

The intent of this section of the Tennis Court Policy is to prevent adverse impacts caused by additional noise due to lighting at times when it would not otherwise occur within a residential context.

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The tennis courts proposed to be illuminated are directly adjoined by residential dwellings on three sides. Significant objection has been expressed by residents in relation to additional impact on neighbourhood peace and quiet, visual impact, light spill, privacy and noise levels.

Given that the tennis club and courts would not ordinarily be permissible under Council's planning controls, such an intensification of the use is considered inappropriate and will unacceptably detract from the residential amenity of surrounding residents. The lighting proposal and associated extension of hours will detract from the peace and quiet currently enjoyed by residents after sunset. Furthermore, noise generated up until 10pm is likely to be classified as 'offensive noise' (under the POEO Act) as previously discussed. The proposal is inconsistent with the provisions of the Tennis Code Policy.

ANY OTHER RELEVANT MATTERS

There are no additional matters that have not already been addressed.

CONCLUSION

After consideration of the development against sections 79C and 82A of the Environmental Planning and Assessment Act 1979 and the relevant statutory and policy provisions, the proposal is not suitable for the site and is not in the public interest. Therefore, it is recommended that the original determination be confirmed and the application refused.

RECOMMENDATION:

Pursuant to Section 82A and 80(1) of the Environmental Planning and Assessment Act, 1979

REFUSAL

THAT Council, as the consent authority, having reviewed its determination pursuant to S82A of the Environmental Planning and Assessment Act 1979 maintain its refusal of development consent to Development Application No. 1246/06 for extended hours of operation and the erection of lighting standards and luminaires on each of the 6 tennis courts on land at 8 Arnold Street, Killara, for the following reasons:

1. The proposed development involves intensification of a non-conforming use under the Ku-ring-gai Planning Scheme Ordinance. The intensification of the existing use within a low density residential area would have an adverse impact on the amenity of surrounding residents, particularly with regard to noise impact, visual impact, light spill and privacy impacts.
2. Noise generated up until 10pm Monday to Saturday and until 8.30pm on Sundays would adversely affect residential amenity and would disrupt the sleeping patterns of surrounding residents. In this regard, the proposal would be likely to generate 'offensive noise' as described under the POEO Act 1997.
3. The submitted Environmental Noise Assessment is unsatisfactory as the assessment and conclusions rely on the LAeq (15 minute) noise levels rather than the LAmx

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noise levels, which are the most appropriate noise descriptors for intermittent noise sources when considering sleep disturbance. As a consequence, the recommended acoustic measures will not adequately limit noise generated directly from the use of the tennis courts.

4. Noise generated by patrons after leaving the premises, including loud conversations, high revving of car engines, slamming of car doors and the like, is likely to affect the amenity of residents in Arnold Street.
5. The lighting proposal and associated extended hours of operation will detract from views and the 'peace and quiet' enjoyed by residents, and conflicts with Council's Residential Design Manual and Policy for Tennis Courts, Half Courts, Sports Patios and the like.
6. Insufficient evidence has been provided as to the impacts of the proposed tennis court lighting with regard to surrounding properties. The application does not satisfactorily demonstrate that light spill and/or glare from the proposed lighting will not adversely impact the sleeping patterns and/or visual amenity of adjoining property owners.
7. The proposal is not in the public interest.

G Youhanna
Executive Assessment Officer

M Leotta
**Team Leader
Development Assessment - South**

M Prendergast
**Manager
Development Assessment Services**

M Miocic
**Director
Development & Regulation**

Attachments:

1. Location sketch - 827456
2. Zoning extract - 827456
3. Acoustic report - 827458
4. Lighting plan - 827461

KU-RING-GAI & HORNSBY SUBREGIONAL EMPLOYMENT STUDY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To present the findings of the Ku-ring-gai and Hornsby Subregional Employment Study and seek endorsement of the Study for public exhibition.

BACKGROUND:

Following a Memorandum of Understanding endorsed by Council at its meeting of 24 April 2007, SGS Economics and Planning was engaged to undertake an employment study for the North Subregion.

COMMENTS:

SGS Economic and Planning has submitted a final draft report on the Ku-ring-gai and Hornsby Subregional Employment Study. A joint briefing by the consultant was held at Ku-ring-gai Council on 3 June 2008 and was attended by Ku-ring-gai and Hornsby Councillors and staff. The Study concludes that there is sufficient existing capacity within Council's employment lands to meet employment targets without the need to rezone additional lands. However, the Study includes key recommendations to reinforce the role and function of existing employment centres.

RECOMMENDATION:

That Council endorses the draft Ku-ring-gai and Hornsby Subregional Employment Study for public exhibition, jointly with Hornsby Council.

PURPOSE OF REPORT

To present the findings of the Ku-ring-gai and Hornsby Subregional Employment Study and seek endorsement of the Study for public exhibition.

BACKGROUND

At its meeting of 24 April 2007 Council resolved to endorse a Memorandum of Understanding (MOU) between Ku-ring-gai and Hornsby Councils and the Department of Planning to undertake a jointly funded subregional employment study to inform the Town Centres and Principal Local Environmental Plans (LEPs) as appropriate.

A working party was formed to oversee the project, with Councillor and staff representatives from both Councils as well as staff from the Department of Planning.

Submissions were sought from suitably qualified consultants to undertake the project. SGS Economics and Planning was preferred due to the structured methodology proposed, initiative in the discussion of economic and non-economic drivers and consistency with Department of Planning modelling.

The MOU set out a timetable that provided for the final report to be presented to the Council for adoption for exhibition in February 2008 and adopted in June 2008 for use in the Principal LEP process for each Council and implementation as part of the North Subregional Strategy. A variety of factors, including the addition to the study of the business lands audit, resulted in delays to the timetable.

The submission of the final draft Study has also been delayed to enable the consultant to submit a second draft for review by the Working Party. In reviewing the preliminary draft Study, the Working Party commented that although the report provided an outline of issues and data relevant to the preparation of the Study, the report did not include an adequate analysis of the information to inform the recommendations. Accordingly, the Working Party requested that an amended draft Study be prepared and submitted for review.

The consultant has submitted a draft final report on the Employment Study (**Attachment 1**). A joint briefing by the consultant for Ku-ring-gai and Hornsby Council staff and Councillors was held at Ku-ring-gai Council on 3 June 2008. The Department of Planning and the Ku-ring-gai Planning Panel were also invited to attend but didn't.

COMMENTS

This report discusses the findings and recommendations of the Subregional Employment Study and outlines a consultation strategy for its exhibition.

Subregional Employment Study

The Study comprises seven chapters, namely:

- *Chapter 1 – Introduction;*
- *Chapter 2 – Economic and Policy Context;*
- *Chapter 3 – The Economy of the North Subregion;*
- *Chapter 4 – Analysis of Land Use;*
- *Chapter 5 – Employment and Floorspace Forecasts;*
- *Chapter 6 – Gap Analysis; and*
- *Chapter 7 – Recommendations.*

The Study also contains an Executive Summary, list of references and appendices. The contents of the Study is summarised in the following discussion.

Chapter 1 – Introduction

Chapter 1 provides an introduction to the Study, including a background to the Study, scope of work and Study methodology. The chapter identifies the objectives of the Study as follows:

- *Ensure local employment land strategies facilitate opportunities for the Subregional employment targets for the North Subregion;*
- *Ensure that the distribution of additional jobs supports existing centres;*
- *Identify opportunities to provide employment lands in accordance with the strategic areas identified in the Metropolitan Strategy;*
- *Develop a strategy for zoning, land uses and controls for employment lands that is consistent with current strategic planning guidance;*
- *Develop a strategy for the provision of employment lands to encourage economic growth to complement population growth; and*
- *Identify employment lands in strategic areas that are accessible to residents and workers and are linked into the transport network.*

Chapter 2 – Economic and Policy Context

This chapter reviews previous studies and draft and existing plans to set the broad economic and policy framework for the Study, and includes a discussion of the key economic trends and drivers for the Sydney Statistical Division and the North Subregion.

Key considerations include:

- The appropriateness of the hierarchy of centres under the Metropolitan Strategy and the draft North Subregional Strategy;
- The employment targets under the above strategies, namely:
 - 4,500 for Ku-ring-gai
 - 9,000 for Hornsby, including 3,000 for Hornsby Town Centre.

Chapter 3 – The Economy of the “North Subregion”

Chapter 3 identifies the characteristics of the North Subregion economy in terms of its assets and infrastructure, its demographic and socio-economic profile, its industrial base and employment characteristics, and local business issues.

Chapter 4 – Analysis of Land Use

Chapter 4 assesses the ‘supply side’ of the subregion’s employment lands. This includes the completion of a land-use audit of zoned employment land in the subregion (including Pymble Business Park) by industry and broad land-use categories and an analysis of existing centres. The Study included an assessment of potential supply under both the Ku-ring-gai Planning Scheme Ordinance and Draft Town Centres Local Environmental Plan.

Chapter 5 – Employment and Floorspace Forecast

The employment and floorspace forecasts described in this chapter represent the ‘demand side’ of the Study. These are weighed against the ‘supply side’ data gathered from the land-use audit in the assessment of the Subregion’s capacity to absorb future economic growth and meet the State Government’s targets under the Metropolitan Strategy. These employment and floorspace forecasts are presented as ‘baseline’ forecasts, and the role of policy intervention to change prevailing trends is discussed in later chapters of the Study.

Chapter 6 – Gap Analysis

This chapter identifies the gaps between forecast demand for floorspace and the available supply as determined through the land use audit. Overall the ‘supply-demand’ analysis undertaken in the Study identifies that there is a sufficient potential supply of floor space to meet future demand and the Subregional employment targets, at the subregional and individual local government level. However, a supply shortfall is identified in respect of a small number of centres. For Ku-ring-gai the main centre identified is Pymble Office Park. A supply excess for a few centres has also been identified, where care needs to be taken to avoid compromising the achievement of employment growth in the larger centres. This includes Turramurra and Roseville.

Chapter 7 - Recommendations

Chapter 7 draws from the earlier chapters to develop key observations and recommendations in respect of each of the employment zones. The chapter confirms the hierarchy of centres in respect of the Metropolitan Strategy and the draft North Subregional Strategy, and provides strategic direction for the future role and function of employment lands, including the application of zones and zone objectives from the State Government’s Standard LEP Template. The Study also outlines land uses that should be promoted or prohibited within each zone.

The key recommendations are as follows:

- a. Consolidate the position of Gordon / Pymble Office Park;
- b. Strengthen town centre roles with office and higher order retail;

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- c. Strengthen the local service role of Villages, Small Villages and Neighbourhood Centres through a reduction in higher order retail and employment uses;
- d. Reinforce the role of the Hornsby Town Centre as the major town centre in the Subregion.

CONSULTATION

In accordance with the terms of the MOU, a Working Party was formed to oversee the Subregional Employment Study. The Working Party comprises the Mayor of Ku-ring-gai Council, a Councillor from Hornsby, representatives from the Planning Sections of Hornsby and Ku-ring-gai Councils and representatives of the Department of Planning. The Working Party has met on six occasions.

Ku-ring-gai Council's Planning Forum has been briefed on the progress of the Study on at least three occasions.

As part of the Study, the consultant undertook extensive consultation with various industry representatives including meetings, phone interviews and the conduct of a business survey posted and hand delivered to all business zoned premises within Hornsby and Ku-ring-gai Shires.

In May 2008, the draft Study was endorsed by the Working Party for circulation to Councillors for consideration at a joint presentation to Hornsby and Ku-ring-gai Councils. A joint briefing for Councils was conducted by the consultant at Ku-ring-gai Council on 3 June 2008 and was attended by Ku-ring-gai and Hornsby Council staff and Councillors. Councillors asked a number of questions which were addressed by SGS.

Consultation strategy

The MOU stipulates that the Study is to be exhibited concurrently by Ku-ring-gai and Hornsby Councils. It is recommended that the Subregional Employment Study be exhibited for a minimum period of 60 days consistent with Hornsby Council's policy and the MOU. The exhibition is likely to occur in July/ August 2008. Ku-ring-gai Council's exhibition of the Study should include the following:

- ***Local newspaper and website***

An advertisement will be placed in the North Shore Times, identifying the purpose of the Subregional Employment Study and where the Study can be viewed.

The Study will be exhibited on the Council website (www.kmc.nsw.gov.au). Council's libraries have access to the website.

- ***Council Administration Building and local libraries***

The Study will be displayed at the Council, and the following libraries:

Gordon Library
Lindfield Library
St Ives Library
Turramurra Library

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- *Other Notifications*

Notification letters will be sent to the chambers of commerce advising of the exhibition of the Study and inviting submissions. A copy will also be provided to the North Sydney Regional Organisation of Councils (NSROC).

FINANCIAL CONSIDERATIONS

The budget for consultant input into the Study is \$80,000. The Minister for Planning approved a contribution of \$40,000 towards the preparation of the Subregional Employment Study from the Planning Reform Fund. \$20,000 was included in Ku-ring-gai's Strategy budget to progress the project. A further \$1000 was provided for the business lands audit. Hornsby Council is also responsible for allocating \$20,000 to the Study and additional \$7,500 for the business lands audit in Hornsby Local Government Area. To satisfy the MOU requirements the Plan must be exhibited to quality for the final funding instalment from the Department of Planning.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

The Study was overseen by the Strategy Department. A copy of the Study will be circulated to the relevant Departments/Sections of Council during the exhibition period.

SUMMARY

SGS Economics and Planning has submitted a final draft report on the Ku-ring-gai and Hornsby Subregional Employment Study. The Study concludes that there is sufficient existing capacity within Council's employment lands to meet employment targets without the need to rezone additional lands. However, the Study includes key recommendations to reinforce the role and function of existing employment centres.

This report recommends that Council endorse the Ku-ring-gai and Hornsby Subregional Employment Study for public exhibition for a period of two months, jointly with Hornsby Council. A report on submissions would be brought back to Council to determine whether to endorse the recommendations of the Study to be progressed as part of Council's Town Centre Planning and the Principal LEP.

RECOMMENDATION

- A. That Council endorse the draft Ku-ring-gai and Hornsby Subregional Employment Study for public exhibition, jointly with Hornsby Council.
- B. That the Study be exhibited for a minimum period of two months.

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- C. That at the conclusion of the exhibition period, the Ku-ring-gai and Hornsby Subregional Employment Study Working party review submissions and prepare a report to Council on the exhibition of the Study.

Terri Southwell
Urban Planner

Craige Wyse
Team Leader Urban Planning

Antony Fabbro
Manager Urban Planning

Andrew Watson
Director Strategy

Attachments: **Ku-ring-gai & Hornsby Subregional Employment Study - Final Report (935855, 936024, 935858)**

Ku-ring-gai & Hornsby Subregional Employment Study

Final Report

Hornsby & Ku-ring-gai Councils May 2008

This report has been prepared on behalf of:



This report has been prepared by:
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Disclaimer

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Executive Summary

Scope of Work

SGS has been commissioned to complete an Employment Lands Study on behalf of Hornsby and Ku-ring-gai Councils. This Study will assist planning for employment within these two LGAs.

Together, Hornsby and Ku-ring-gai LGAs comprise the North Subregion, for which there is an employment capacity target of 13,500 new jobs to 2031. This Study will provide guidance on accommodating this employment target. Opportunities to strengthen centres, and to protect and promote employment lands, will be identified in parallel with the development of strategies to promote economic growth.

The objectives of the Study are to:

- Ensure local employment land strategies facilitate opportunities for the Subregional employment targets for the North Subregion
- Ensure that the distribution of additional jobs supports existing centres
- Identify opportunities to provide employment lands in accordance with the strategic areas identified in the Metropolitan Strategy (including Section A: Economy and Employment)
- Develop a strategy for zoning, land uses and controls for employment lands that is consistent with current strategic planning guidance
- Develop a strategy for the provision of employment lands to encourage economic growth to complement population growth
- Identify employment lands in strategic areas that are accessible to residents and workers and are linked into the transport network

Economic & Policy Context

This section sets the broad economic and policy framework for the Study. It includes a discussion of the key economic trends and drivers for Sydney SD and the North Subregion, the policy context (in terms of state and local government strategy and policy).

The key findings of this section are summarised below:

- **The sub-region has many of the 'keys to competitiveness'.** The sub-region already has many of the attributes necessary for competitiveness. These include: enabling infrastructure, education and health facilities, adequate labour pool, business sophistication and quality of life.
- **The movement of low-density employers may favour the sub-region.** With the growth in logistics and warehousing the amount of land consumed per employee has increased and

this has accelerated demand for large lots on the urban fringe. At face value, high levels of land availability and good infrastructure access should position the area well of these industries

- **The sub-region is well placed for high levels of home based work.** The attraction of home based work is flexibility in work hours and the avoidance of a commute to work. Thus, incidence of home based work is usually highest in areas that are distant from employment centres. Home based work is also often high in areas with high quality natural environments. Home-based work is also attractive to mature age and disabled workers. With older populations of Hornsby and Ku-ring-gai may benefit from the lifestyle change that home-based work can offer. And with all fringe areas in the Sydney Metropolitan area it can provide greater employment opportunities, particularly in places where there is not a large variety of work options
- **Policy direction to promote growth in centres.** Both the Metropolitan Strategy and the Draft North Subregional Strategy provide a clear indication that economic growth should be concentrated in centres – particularly those at the top end of the centres hierarchy. For the North Subregion, this means a renewed focus on Hornsby as an employment and activity centre. The Subregional Strategy has a target of 13,500 additional jobs by 2031 with Hornsby centre expected to accommodate 3,000 of those jobs.

The Economy of the Sub-region

The economy of the North Subregion to outline the character in terms of its assets and infrastructure, its demographic and socio-economic profile, its industrial base and employment characteristics, and local business issues. This analysis draws heavily on ABS Census data from 2001 and 2006 together with TDC Journey to Work Data (2001). Information on local business issues is drawn from primary research into local business completed as part of this Study.

The key findings can be summarised as follows:

- **Economic specialisation in health and education.** Employment in health and education is very high in the sub-region. In 2006, health and education were among the top 5 employing sectors in both LGAs. In addition, health and education industry sectors have displayed the strongest growth in the 2001-2006 period.

There are several key institutions responsible for some of these jobs. In Hornsby, the Hospital and TAFE are key employers. In Ku-ring-gai, the two most significant 'magnet institutions' are the Sydney Adventist Hospital and UTS Lindfield campus.

One of the challenges for the Study is that while these institutions are large employers, Councils will typically have limited control in their planning and future growth.

- **Importance of arterial infrastructure.** Both of the LGAs in the sub-region have arterial infrastructure as a spine for economic activity. The North Shore rail line, with the Pacific Highway running in parallel dominate Ku-ring-gai LGA with the commercial centres scattered along its length. Similarly, in Hornsby, the Northern Line and the North Shore line with the Pacific Highway running to the north dominate patterns of economic activity.

The accessibility of employment lands to this infrastructure is vital for many industries. Most obviously, time dependant industries such as transport and storage, distribution, and logistics functions require arterial road access. However, many other sectors require both accessibility to and visibility from the main roads. Examples here include Bulky Goods Retail, larger office functions and 'business park' land uses.

Proximity to transport nodes is important for land uses that generate large numbers of trips – especially those that draw activity from a wide catchment. These types of uses are higher order retail functions (larger shopping centres and Bulky Goods Retail), office functions and central community services.

- **'Leakage' of professional workers.** In broad terms, origin-destination analysis has shown that there are fewer jobs in the Manager and Administrator and Professionals & Associate Professional categories than there are workers – suggesting a 'leakage' of employment. This is particularly marked for these occupation categories in the construction sector. While this is true for both LGAs, for Ku-ring-gai, there is a greater level of employment leakage in general and as with Hornsby, the leakage is more pronounced in the Managers and Administrators and Professionals & Associate Professionals categories.

While the leakage of higher order employment may simply be related to the fact that the sub-region has a disproportionate level of executive housing. On the business side of the equation, it is just as possible that there is a lack of higher order job opportunities in the sub-region for its executive resident workers.

- **High growth in retail and personal services.** Outside of health and education, most of the employment in the sub-region is driven by retail and services. However, the 2001-2006 picture is far from consistent at the LGA level. In Hornsby, retail trade grew by 536 jobs in the 2001-2006 period while in Ku-ring-gai retail trade fell by 493 jobs.

In terms of total employment 'Retail Trade', 'Property & Business Services', 'Education & Training and' and Health Care & Community Services' remain the most significant employing industry sectors.

- **Decline in professional services.** The decline of professional services employment in the sub-region gives some cause for concern. In the 2001-2006 period, in Ku-ring-gai property and business services fell by 491 jobs and in Hornsby, finance and insurance fell by 526 jobs.
- **Very high degree of home based work (HBW).** Compared with other regions in Sydney GMR, Hornsby-Ku-ring-gai has the highest levels of home based work and has shown significant growth in the 1996-2001 period. In Hornsby, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the Property & Business Services and Construction, 'Manufacturing' and 'Wholesale Trade' categories. In Ku-ring-gai, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the Communication Services industry category with significant proportions also in Government Administration & Defence.

Home based work does not appear to be a temporary state of business operation. Through consultation home based workers in the sub-region have suggested that work from home is driven by the benefits of this way of working rather than any shortage of suitable business space elsewhere.

Current Land Use

A 'supply-side' assessment was completed as part of this employment study. The most important component was the completion of a land-use audit of zoned employment land in the sub-region. For Ku-ring-gai, the audit included business zoned land in the commercial centres. For Hornsby, the audit included all business and industrial zones.

This report discusses the findings of previous employment studies and details the headline findings from the SGS land use audit. Audit data is a key component for this Study. It provides a clear indication of both the volume and character of employment land use against which the demand forecasts can be examined.

The key findings from this section are summarised below:

- **The largest land use category in employment zones does not generate employment.** the 'other' category accounts for the greatest proportion of floorspace in the surveyed areas. This category includes car parking, floorspace in vacant buildings and residential floorspace. For Hornsby, 'Other' floorspace accounts for 551,357 sqm. For Ku-ring-gai, the 'other' category accounts for 131,336 sqm.
- **Office uses dominate Ku-ring-gai's employment zones.** For Ku-ring-gai, Main Street Retail (RM) and office (O) land uses occupy the greatest amount of floorspace (178,354 sqm and 176,937 sqm respectively).
- **Retail uses dominate Hornsby's employment zones.** For Hornsby, big box retail (RB) occupies the largest amount of floorspace (371,003 sqm), followed by Main Street Retail (RM) (275,524 sqm)
- **Existing employment zones accommodate a wide range of land uses.** In both LGAs, the various employment zones host a wide range of land uses. There is a significant proportion of bulky goods (RBG) and Main Street Retail (RM) in the Industrial (b) zones. In the Business (e) and Business (b) zones, there is a significant proportion of light manufacturing (ML) and freight and logistics (FL) activity. Both business and industrial zones also have significant residential floorspace totals.
- **There are high levels of supply in both LGAs.** Within the limits of the current planning controls there is a total of 3,059,857 sqm in Hornsby and 750,813 sqm in Ku-ring-gai. Of this total 1,421,977 sqm and 379,153 sqm is used for employment purposes in Hornsby and Ku-ring-gai respectively. 169,536 sqm of floorspace is vacant in Hornsby with 24,813 sqm vacant in Ku-ring-gai. Under the max FSR scenario, Ku-ring-gai has 265,396 sqm and Hornsby has 1,256,403 sqm or 1,114,575 when constrained land is taken into account. Under the 80% of max FSR scenario, Ku-ring-gai has 227,856 sqm and Hornsby has 644,421 sqm or 530,969 sqm when constrained land is taken into account.

Forecast Demand

This report discusses employment and floorspace forecasts used in this Study. Both employment and floorspace forecasts are described for each LGA at the 1 digit ANZSIC level for the 2006-2031 period. Using the data from the land use audit these are then converted into BLCs. This is important step in the process as the BLCs allow for better spatial analysis.

The forecasts described in this report represent the demand side of the Study. These are weighed against the supply side data gathered from the land-use audit in the assessment of the sub-region's capacity to absorb future economic growth. Importantly, these employment and floorspace forecasts are presented as 'baseline' forecasts. The role of policy intervention to change prevailing trends is discussed in later sections.

The key findings from this section are summarised below:

- **Strong forecast growth in property & business services.** This sector displays very strong growth in Ku-ring-gai for the period 2006-2031. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' is high at 49,428 sqm over the 2006-2031 period. The next highest in terms of floorspace demand comes from the 'Retail Trade' sector with forecast demand for an additional 15,031 sqm in the 2006-2031 period. for Hornsby for the period 2006-2031. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' and 'Retail Trade' is high at 56,185 sqm and 58,946 respectively over the 2006-2031 period.
- **High demand for office space in Ku-ring-gai.** Demand for office space (O) is by far the greatest of the BLC in Ku-ring-gai at 40,185 sqm over the 2006-2031 period. This is followed by Main Street Retail (RM) at 17,728 sqm.
- **High demand for retail in Hornsby.** Retail activities dominate the forecast with highest floorspace demand for big box retail (RB) Main Street Retail (RM) at 55,307 sqm and 38,343 sqm respectively
- **Decline in industrial sectors.** Driven by forecast decline in manufacturing employment, demand for heavy manufacturing (MH) and light manufacturing (ML) floorspace is forecast to decline by 11,275 sqm and 11,806 sqm respectively. Declining industrial employment and associated land requirements will obviously impact on the demand for land in the industrial areas.

Gap Analysis

This gaps between forecast demand for floorspace by Broad Land Use Category (BLC) and the available supply as determined through the land use audit. The demand forecasts have been generated by converting TDC employment numbers into floorspace figures by both ANZSIC and BLC. This is made possible by using data from the land audit.

- **[Demand Scenario 1] 'Baseline' from TDC forecasts.** This converts the TDC employment numbers into floorspace demand figures by BLC. At a centre/ precinct level, the audited floorspace is grown forward in proportion to the TDC employment forecast for the LGA.
- **[Demand Scenario 2] Baseline plus Subregional targets.** This adds the Subregional employment targets to the scenario 1 demand forecast.
- **[Demand Scenario 3] Share Adjustment Between Centres.** This scenario applies to the analysis at a centre/ precinct level only. After allowing for the forecast growth plus Subregional targets, the share of floorspace by BLC is adjusted between centres to better align with the centres hierarchy and economic opportunities.
- **[Demand Scenario 4] Consideration of Housing Strategy.** As a final step in the demand assessment we have determined the likely additional retail floorspace required for the additional dwellings proposed under the Hornsby and Ku-ring-gai housing strategies. The step is necessary as the TDC employment forecasts are based on 2004 population data and will not have considered the dwellings additions proposed in the housing strategies.

To accommodate the forecast demand for floorspace by BLC, we have examined the potential supply under 2 supply scenarios:

- **[Supply Scenario 1] Development with intensification.** Supply potential = vacant floorspace + capacity on vacant sites + capacity on developed sites. Intensification assumes that there is some scope for business to use land more intensively on developed and vacant sites but falls short of assuming development up to the FSR limit. On average, across the LGA, the actual FSRs are 69% of max FSR in Ku-ring-gai and 71% of max FSR in Hornsby. For this Study the intensification limit has been set at **80% of the maximum FSR** under existing controls.

The 80% intensification figure is based on an assessment of development capacity in the North Subregion completed for a previous study. This is the recommended potential supply figure to be used in this Study.

- **[Supply Scenario 2] Development up to FSR limit.** This assumes that development is able to occur up the FSR limit under the existing planning controls. While this is an unrealistic scenario, this is the notional maximum under the current controls. This potential supply figure is included as a benchmark.

This report has recommended on the basis of **Demand Scenario 4 and Supply Scenario 1**. The results of this analysis are summarised as follows:

- **Hornsby Supply-demand gaps.** After taking account of the additional retail floorspace implications of the housing strategy, the centres in Hornsby with a significant supply shortfall are the commercial centres of: Carlingford Court, Epping, Galston, Thornleigh and Waitara. However, again, we should note that the shortfall in Carlingford Court and Galston is driven by a recorded current supply demand gap rather than strong forecast demand growth.

The centres with more than ten times the supply potential to accommodate forecast demand are the industrial areas of: Kookaburra Road, Asquith, Dural Service Centre, Mt Ku-ring-gai, Thornleigh and the commercial centres of: Berowra, Berowra Heights, Berowra Waters, Brooklyn, Cherrybrook, Cowan, Hospital Precinct, , Ku-ring-gai, Malton Road, Mt Colah Shops, Pennant Hills Road (Thornleigh), Sefton Road (Thornleigh), West Pennant Hills and Westleigh.

- **Ku-ring-gai supply-demand gaps.** After taking account of the additional retail floorspace implications of the housing strategy, the Ku-ring-gai centres where the existing supply potential (under the Draft LEP) is not sufficient to meet the forecast demand are: East Lindfield, Fox Valley, Pymble Office Park, Roseville chase, St Ives chase, West Gordon and West Lindfield. However, in most cases the shortfall is small and the only centre with significant supply shortfall to meet the forecast demand is Pymble Office Park.

The centres with more than ten times the supply potential to meet the demand forecast are: Hampden Avenue Shops, Roseville, South Turramurra, St Ives, Turramurra and West Pymble.

Strategic Directions

A summary of the broad strategic directions emerging from this analysis is given in Table 1 and these are illustrated in Figure 1, Figure 2 and Figure 3.

Table 1. Strategic Directions

Strategic Direction	Issue	Action
Strengthen Hornsby's Position as the Major Centre	- Evidence of residential encroachment in commercial centre	- Zone commercial core to discourage residential development with adjoining Business Development zone to 'free up employment opportunities
	- There is a leakage of professional jobs from the sub-region	- Provide planning incentives for office activity
	- Hornsby centre has a low level of existing office activity	- Examine potential to redevelop sites in public ownership ('build in' additional commercial floorspace potential)
	- Hornsby is the administrative centre for the LGA	- Initiate place making activity
	- Hornsby has a strategic position with respect to transport infrastructure	- Work with owners and target pre-commitments for strategic commercial sites

Cont.

Strategic Direction	Issue	Action
Consolidate the Position of Gordon/ Pymble Office Park	<ul style="list-style-type: none"> - Gordon/ Pymble acts as a key employment centre for Ku-ring-gai - Gordon is the administrative centre for the LGA - Gordon has a strategic position with respect to transport infrastructure - Gordon and Pymble office park are currently considered as separate centres 	<ul style="list-style-type: none"> - Increase FSRs in Pymble Office Park - Encourage retention of office in north Gordon - Improve connectivity between Gordon and Pymble office park - Discourage retail development at Pymble office park - Consider combined approach to Pymble/ Gordon as a single centre
Strengthen Town Centre Roles with Office and Higher Order Retail	<ul style="list-style-type: none"> - Gordon and Epping should have some higher order retail and office activity - Office activity at Epping should not detract from Hornsby's major centre status - Growth at St Ives should not detract from growth at Gordon 	<ul style="list-style-type: none"> - Limit development capacity at centres with very high excess supply - Increase FSRs at Epping - Encourage centralised services for HBW and live-work developments in centres - Limit development capacity at St Ives - No change to development capacity at Carlingford Court
Reinforce the Local Service Role of Villages, Small Villages & Neighbourhood Centres	<ul style="list-style-type: none"> - Significant higher order retail and employment use exists at some smaller centres - these would be more appropriate at town & major centres 	<ul style="list-style-type: none"> - Limit development capacity at Village, Small Village and Neighbourhood Centres that have very high excess supply - Encourage centralised services for HBW in centres - No change to development capacity at Galston
Expand the Local Service Role of Dural Service Centre	<ul style="list-style-type: none"> - Current zoning does not permit significant retail or service activity - Centre has inadequate infrastructure for higher order retail and employment functions 	<ul style="list-style-type: none"> - Apply industrial and local centre zone to broaden permissible uses - Discourage uses that draw on a wide catchment and generate significant trips - Broaden the range of permissible uses to include local level retail and professional services
Protect Existing Strategic Industrial Centres	<ul style="list-style-type: none"> - There is forecast decline in industrial employment in the subregion - Hornsby Shire's industrial land is competitively placed to attract industrial activity 	<ul style="list-style-type: none"> - Maintain capacity at strategic industrial areas - Initiate economic development activity to target industrial users

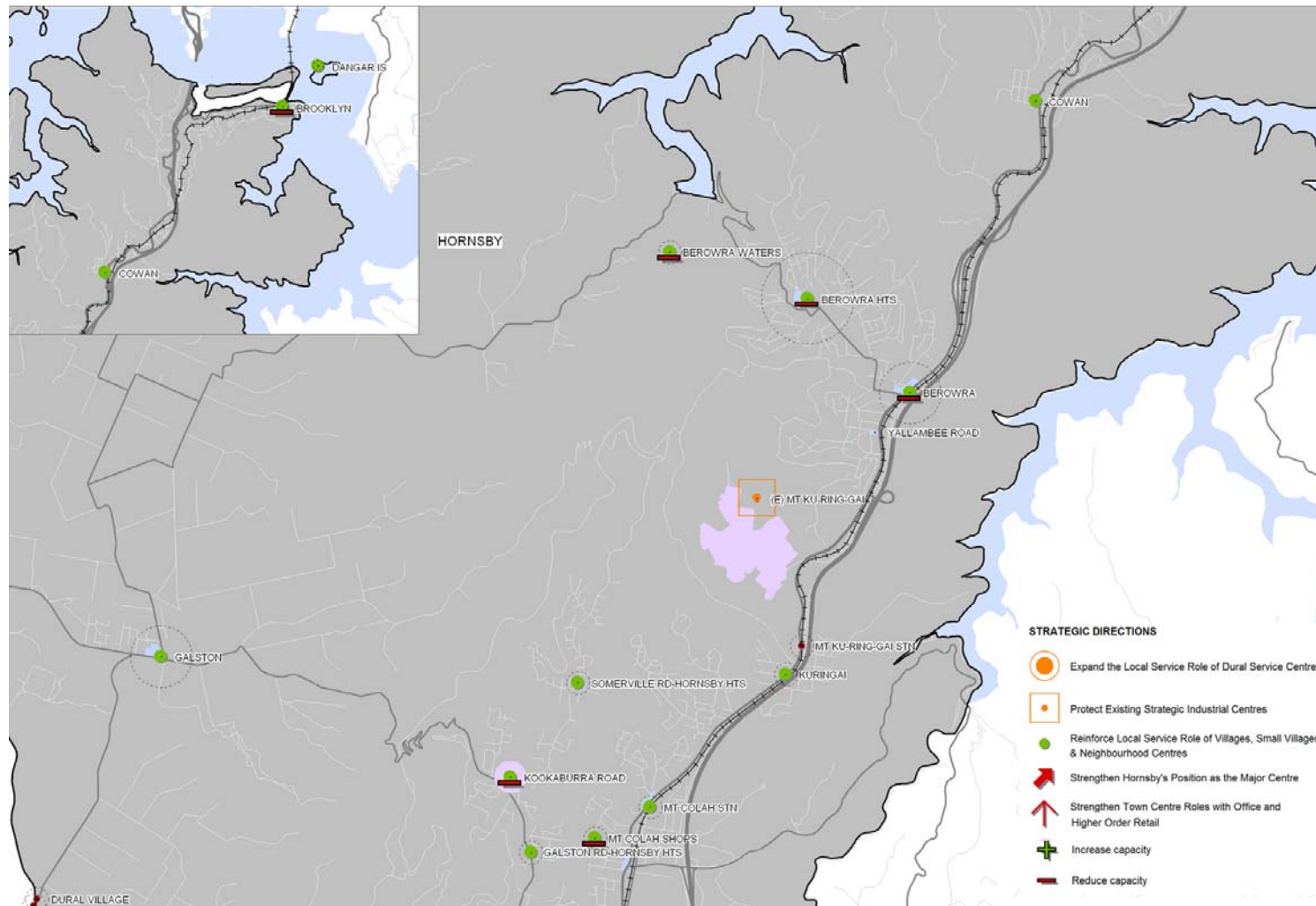
Figure 1. Strategic Directions for Hornsby North

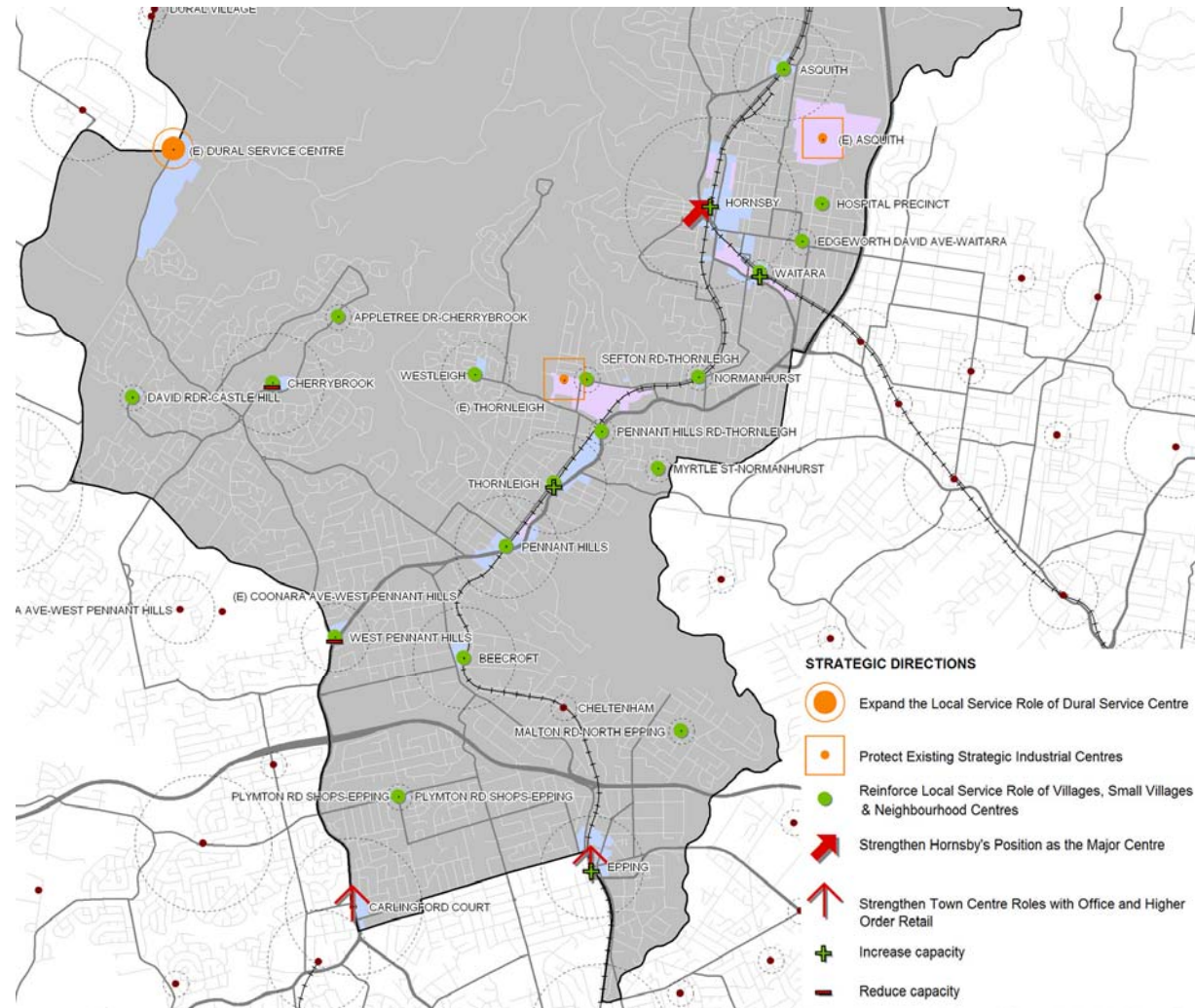
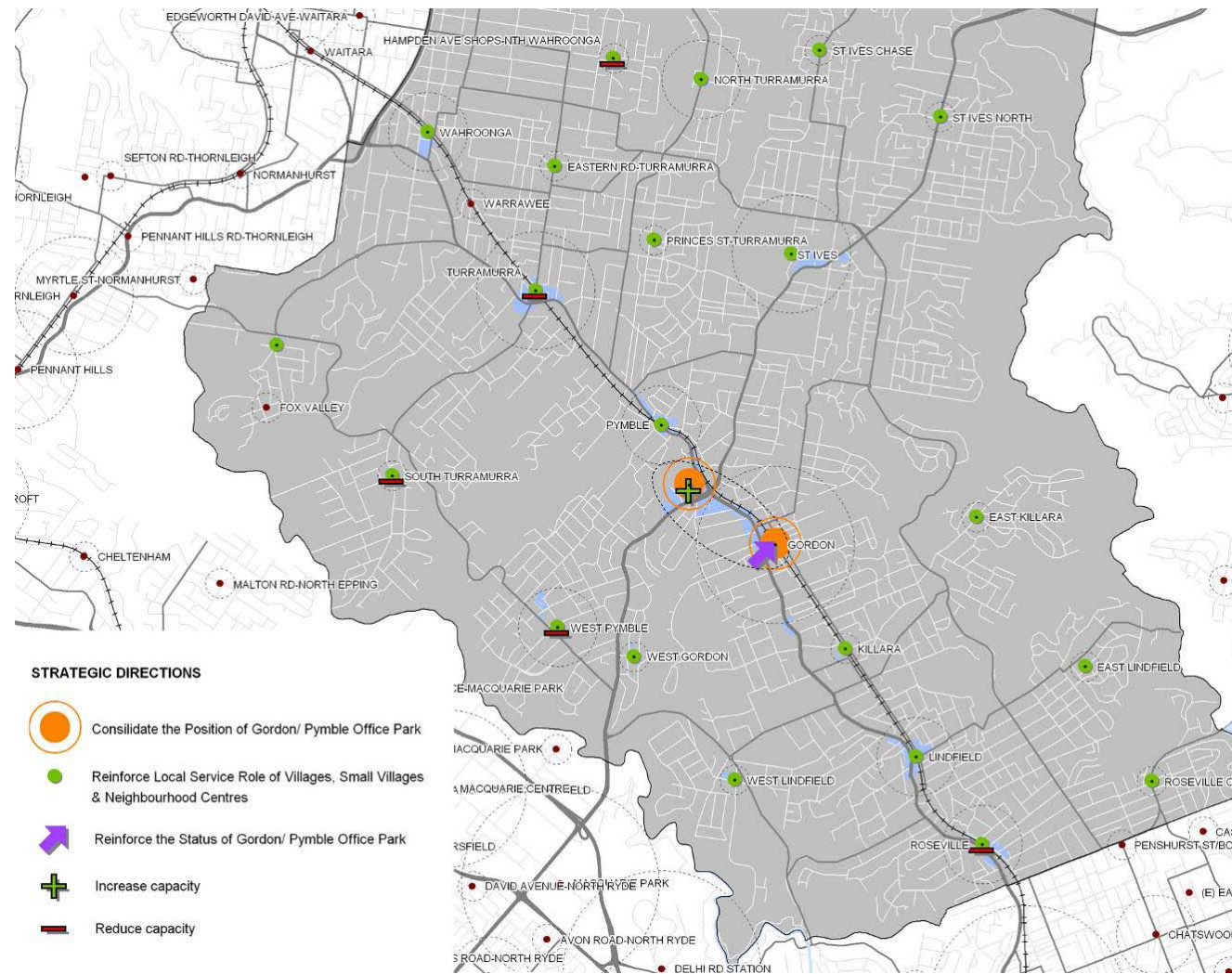
Figure 2. Strategic Directions for Hornsby South

Figure 3. Strategic Directions for Ku-ring-gai

‘Major’ and ‘Town’ Centres

- **Current position.** As detailed in the Subregional Strategy, a Major Centre is expected to be a major shopping and business centre serving immediate and the Subregional residential population usually with a full range shopping mall, council offices, taller office and residential buildings, central community facilities, and a minimum of 8,000 jobs.

Hornsby is the Major Centre in the sub-region. It accounts for a very high proportion of the total employment and floorspace in all non-industrial BLCs. Hornsby provides as an administrative and commercial centre for the sub-region, hosts as TAFE and hospital precinct and has a target of 3,000 additional jobs in the 2006-2031 period. Hornsby centre currently has a predominantly retail focus with the Westfield shopping centre contributing to a substantial total retail floorspace figure. The broad split of land uses is 15% industrial, 61% retail, 13% office, 10% special uses, 1% residential.

Town Centres are expected to have one or two supermarkets, community facilities, medical centre, schools, etc. They are expected to contain between 4,500 and 9,500 dwellings and are usually a residential origin rather than an employment destination.

Epping Town Centre with a total of 62,550 sqm of employment floorspace is much smaller than Hornsby but still accounts for a significant share of office floorspace (over 10% of the total in the Shire). This proportion is high considering the existence of Hornsby as a Major Centre and the Town Centre status of Epping. At a very broad level, the land use split in Epping is 34% industrial, 30% retail, 31% office, 4% special uses, and 1% retail.

In Ku-ring-gai, Gordon is the only Town Centre. Gordon is the administrative centre for the LGA and provides large volumes retail and service floorspace. However, the bulk of the office floorspace is provided at the neighbouring Pymble office park. In the case of Gordon Town Centre, its role as a residential origin rather than employment destination is not well defined. In very broad terms, the split of land use in Gordon is 16% industrial, 45% retail, 30% office, 9% special uses, and 1% residential.

- **Forecast.** For Hornsby centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is still excess supply of 33,592 sqm.

For Epping centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is a small supply shortfall of 2,078 sqm.

For Gordon centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is still excess supply of 67,887 sqm.

- **Opportunities and threats.** For Hornsby, there is an opportunity to increase the profile of the centre as a commercial office centre as well as retail centre. From an economic development perspective this may play an important role in helping to achieve a higher proportion of resident professional workers remaining within the Shire. Hornsby centre has the advantage of its central position, railway station, and status as the administrative and service centre of the LGA. However, the centre is divided by the railway line and is perceived as a retail rather than employment centre.

For Gordon, the existence of the Pymble office park, while helping to grow employment, may also threaten to shift the centre of gravity away from the 'Village heart' of the centre. Care should be taken to limit the degree of retail development permissible in Pymble Office Park.

For the development of Hornsby and Gordon/ Pymble Office Park as employment destination, we must also consider the 'threat' of competitor employment locations outside of the sub-region. Macquarie Park and Chatswood should be considered the most significant threats to retail/ business attraction to Gordon/ Pymble Office Park and both have the advantage of high quality arterial road access.

There is an opportunity for Gordon to create a distinct 'niche' here – to become a unique destination, not compete head to head with Major Centres. It could aim to develop as an 'upmarket' fashion and food precinct. A limited 'non retail' employment base at Gordon reduces the effective catchment of this Town Centre if it operates predominantly for resident shopping, and residents work elsewhere; need to create a more complex Town Centre dynamic with mix of retail and other employment, and attractive centre for nearby residents

- **Strategy.** To re-position Hornsby as a commercial (office) centre as well as a regional retail and service centre will require some intervention. There are several strands to this, including:
 - *Application of the zones recommended in this Study.* The 'accepted' wisdom for commercial centre is that they don't really work where residential development is also a permissible use. This is for a couple of reasons (i) Potential for residential development pushes up land values making commercial development less (and usually not) viable, (ii) Larger commercial tenants are looking for purely commercial address/environment, i.e. they want to operate their business among commercial developments. For these reasons, a zoned commercial core is important.
 - *Planning incentives for office activity.* Some planning control incentives, such as FSR bonuses, may also be beneficial in attracting a higher share of office activity.
 - *Achieving critical mass through key site development.* A critical mass of potential commercial development is probably also important. A small commercial 'core' will always struggle to achieve the same quality of business address when compared to larger centres. Of course, overcoming the inertia of the centre will be difficult. The development of key sites in public ownership can play a key role here. The council offices on George Street may have some potential in this respect.
 - *Economic development action to attract 'pre-commitments' to the commercial sites.* After a site by site assessment of development sites and amalgamation possibilities, industry targeting would be appropriate to encourage pre-commitments for commercial development sites.
 - *Place making activity.* Dominance of retail (particularly in Hornsby) is also likely to reduce the appeal for large scale commercial development. The perception of the centre as a retail destination, whilst convenient for workers, may not attract 'big business'. Some of the required action here is at the marketing level and links with the economic development point above. Also important here is some consideration of the environment for business in the centre. Increased modal split to public transport, improved links between the east and west side of the centre and other urban design improvements will assist in re-positioning the centre.

In addition to a commercial core on the eastern side of the centre, increasing opportunities for large-scale commercial development on the western side of the centre, in locations close proximity to the station, would increase capacity of the centre considerably and should be considered.

Hornsby Station itself and the adjacent areas currently occupied by commuter parking would also be a potential catalyst location for commercial development. Redevelopment of the station would provide the means of achieving a better knitting together of the eastern and western sides of the centre.

Exclusion of residential development and expansion of the commercial core area would provide a strong signal to the market that Hornsby has serious aspirations as a Major Centre.

It is important here that the activity is seen as part of a *real change* in the centre and not merely superficial activity. For this reason, the actions should combine as a suite of activity to re-position the centre as an employment destination.

For Epping, developing strategic directions is difficult (if not impossible) without having equally detailed knowledge of land use on the Parramatta LGA side centre. While the centre is strategically located with respect to transport infrastructure, its position as employment centre should not be allowed to compromise the position of Hornsby centre if the strategy for Hornsby centre is to succeed. Epping's location also makes the centre a good candidate for increased residential density to encourage local population growth and support growth in local retail and services. While we expect that retail activity on the Parramatta side of the centre gives the centre a better economic balance than is evident in the analysis of the Hornsby LGA side's data alone, increased residential density will further drive the need for local retail and services. Coordination with Parramatta Council is recommended to achieve consistent approaches to zoning, development densities, parking rates and public domain strategies. We understand that the Department of Planning, in conjunction with Hornsby Council, is progressing a study of Epping and its immediate environs.

For Gordon, Business Park zoning in the adjacent Pymble office park with strict limits on retail activity will assist in promotion of economic growth in Gordon centre. Gordon should be positioned to accommodate a greater share of the LGA's growth in the future – particularly against the growth of St Ives given Gordon's position with respect to transport infrastructure and its status as the administrative centre of the LGA. However, it is not reasonable to expect Gordon to recapture *all* of the retail expenditure that currently 'escapes' outside of the LGA. As stated above, there may be opportunity for Gordon to position itself as a centre with a 'premium' retail offer aimed at the upper end of the socio-economic spectrum. Possible interventions to help achieve this might include:

- *Increased activity around the station.* Taking the retail activity closer to the station entrance will enhance safety and security and will create passing traffic for retailers. Ground level retail frontages to both sides of Wade Lane are desirable (this will require some reconfiguration, the creation of arcades, amalgamation of shops, and new servicing arrangements. Opportunities should also be seized to take retailing closer to the station entrance.
- *Limitation of the length of the centre 'strip'.* The length of the retail at Gordon should be limited to about 600 metres (the current distance between Merriwa Street and Church Hill Lane) to provide for as compact and 'walkable' a centre as possible.

- *Encourage further development of community/ cultural hub.* Develop civic precinct as a community activities 'hub' in any redevelopment, e.g. look to redevelop library in time as a learning / education centre (with private colleges etc, to bring additional activity to centre).
- *Promotion of Gordon Centre as the Retail Anchor.* The enclosed Gordon centre should be supported as the retail anchor. The existing bridge connection across the road may be too narrow to create a sense of continuity of activity.
- *Increased connectivity between Gordon and Pymble Office Park.* There is an opportunity to help develop Gordon and Pymble Office Park through considering the two areas together in planning activity and encouraging a greater level of connectivity between the two.

In further developing strategy for Gordon and Pymble Office Park it may be appropriate to consider both areas together. An expanded role for the Gordon/ Pymble Office Park area may help to address the noted decline in professional services jobs that Ku-ring-gai has experienced in the inter-censal period. This aim should be to promote greater connectivity between the two areas while recognising the different economic and social function that each area performs.

Villages and Small Villages

- **Current position.** As described in the Subregional Strategy, a Village Centre is expected to have a strip of shops, and surrounding residential area, within a 5 to 10 minute walk and containing a supermarket, hairdresser, take-away food shops, and containing between 2,100 to 2,700 dwellings. A Small Village is expected to consist of a small strip of shops and adjacent residential area within a 5 to 10 minute walk and contain between 800 and 2,700 dwellings

In both Hornsby and Ku-ring-gai, centres at the Village and Small Village level host relatively high proportions of land uses usually found in larger centres. This is particularly pronounced in Ku-ring-gai where Lindfield, Turramurra and St Ives, each with Village status, host a significant share of the total LGA's office floorspace 8.4%, 4.1% and 3.7% respectively.

Despite the high office component however, Villages and Small Villages in the sub-region do have higher retail (especially Main Street Retail) proportions than town and Major Centres. This is in line with expectations of the role of centres at this position in the hierarchy.

- **Forecast.** Forecast growth at the Village and Small Village level is generally much lower than the potential supply at this level. Many of the centres at this level in the hierarchy have more than ten times the supply to accommodate the forecast demand in the 2006-2031 period.
- **Opportunities and threats.** With such high growth potential at this level in the hierarchy, there is a risk that floorspace uptake will jeopardise the strategy to concentrate growth in the major and Town Centres.
- **Strategy.** In Hornsby, consideration should be given to reducing capacity at the employment land in the commercial centres of: Berowra, Berowra Heights, West Pennant Hills and Cherrybrook as these centres have more than ten times the supply potential to accommodate demand. Westleigh is not included here as it is an area of high historic population growth. Capacity should also be increased at Thornleigh given the supply shortfall.

In Ku-ring-gai consideration should be given to reducing capacity at Roseville, and Turramurra as these centres have more than ten times the supply potential to accommodate demand. While capacity reduction at St Ives may also be considered given the high excess capacity at this centre we are aware of the considerable planning for growth around this centre given the proposed residential additions and strategic bus corridors. We recommend that capacity is not increased and that careful attention should be given to development that might jeopardise strategy for Gordon centre.

Reducing capacity at some of these centres with very high levels of excess supply will help to focus economic activity on the key centres as identified in the centres hierarchy.

Neighbourhood Centres

- **Current position.** As described in the Subregional Strategy, Neighbourhood Centres are expected to consist of one or a small cluster of shops and services with between 150 and 300 dwellings. We would expect Neighbourhood Centres to host predominantly local service functions with very small trade areas.

In Hornsby, the Neighbourhood Centres typically fit the template, with retail activities (usually Main Street Retail) dominating activity. In very broad terms the land use split in Neighbourhood Centres is: 22% industrial, 64% retail, 6% office, 8% special uses and 1% residential. Industrial activity at this level is almost exclusively local light industry. Similarly, office land uses are typically small service operations rather than major employers.

In Ku-ring-gai, the Neighbourhood Centres have a similar profile. In broad terms, the land use split is: 18% industrial, 67% retail, 5% office, 9% special uses and 1% residential. Again, industrial activity at this level is almost exclusively local light industry.

- **Forecast.** The forecast floorspace demand at some of the Neighbourhood Centres in both LGAs is low compared to the available supply. In Hornsby, there are 6 Neighbourhood Centres with capacity at more than ten times the demand forecast in the 2006-2031 period. These are Berowra Waters, Brooklyn, Mt Colah Shops, Pennant Hills Road (Thornleigh), and Sefton Road (Thornleigh).

In Ku-ring-gai, most of the Neighbourhood Centres are closer to the demand forecast – though several Neighbourhood Centres show small supply shortfalls. Hampden Avenue Shops, South Turramurra and West Pymble are the only Neighbourhood Centres with capacity at ten times forecast demand.

- **Opportunities and threats.** As with some of the Village and Small Village Centres, there are numerous centres at the neighbourhood level that perform some higher order functions.
- **Strategy.** In Hornsby, consideration should be given to reducing capacity at the commercial centre of: Berowra Waters, Hornsby Heights, My Colah shops, where there are very high levels of excess supply. Pennant Hills Road (Thornleigh) and Sefton Road (Thornleigh) have been excluded from this list as Thornleigh centre itself has a supply shortfall. Increasing capacity at Galston is not recommended given its out of centre location.

In Ku-ring-gai, consideration should be given to reducing capacity at Hampden Avenue shops where there is a very high level of excess supply.

Reducing capacity in some of these centres with very high levels of excess supply will help to focus economic activity on the key centres as identified in the centres hierarchy.

Industrial Areas

- **Current position.** Industrial areas identified as 'employment lands' in the Subregional Strategy are expected to be traditional industrial areas and business and technology parks for higher order employment. They are expected to incorporate light industries, heavy industry manufacturing, urban services, warehousing and logistics and high tech based activities.

In broad terms, the industrial areas in the sub-region fit this template. The broad land use split in the industrial areas is: 60% industrial, 23% retail, 11% office, and 6% special uses. However, the 'retail' category here is dominated by Bulky Goods Retail. Similarly, the office component is mostly the 'business park' (BP) land use.

- **Forecast.** Hornsby has four identified 'employment lands' in the Subregional Strategy, Asquith, Dural Service Centre, Mt Ku-ring-gai and Thornleigh. In addition, Kookaburra Road is a light industrial area identified as a Neighbourhood Centre in the Subregional Strategy. Four of these areas have supply potential more than ten times the forecast additional demand in the 2006-2031 period – Dural Service Centre, Mt Ku-ring-gai (after taking account of constrained land), Kookaburra Road and Thornleigh. This position is largely driven by the very low employment forecasts for industrial sectors.
- **Opportunities and threats.** Although, the employment forecasts for industrial sectors are poor, Hornsby's industrial areas should have the potential to attract some of those businesses requiring cheaper land, larger lots and arterial access. Transport, logistics, warehousing and distribution are key sectors here.

For Dural Service Centre, a broader range of permissible uses is appropriate given its role in providing service for the surrounding community. However, uses at this centre should not jeopardise the strategy to encourage economic growth in existing centres, especially where Dural Service Centre is less well served by transport infrastructure than many other centres in the LGA. For this reason, commercial functions at the centre should not draw trade from a wide catchment. Industrial zoning with a focus on light industry and additional local service functions is appropriate.

- **Strategy.** The potential for the attraction of transport, distribution sectors should be explored through a targeted economic development strategy. This should take into account the competitive position of Hornsby's land offer in terms of site and location attributes against the nature of competing industrial areas elsewhere.

Economic development action should build from this study to establish value-chain details and the links between industrial land and location needs and the existing 'offer' of the sub-region's sites in light of competition elsewhere.

Other (non employment) Zones

- **Current position.** There are a number of 'other' significant areas for employment activity in the sub-region that do not fall under the centres hierarchy and are not industrial areas. The most obvious of these are the health and education precincts.

In Hornsby, the broad land use split in the hospital precinct is 61% special uses, 28% retail, 7% office and 7% residential. In Ku-ring-gai, the SAN is a major employer, with an estimated 2,200 to 2,730 jobs – the single largest employer in the LGA.

There are numerous education employers scattered throughout the sub-region. In Hornsby, the TAFE and in Ku-ring-gai the Lindfield UTS campus are significant employers.

In addition, we have seen that there is significant employment in residential zones in the form of home-based work.

- **Forecast.** The TDC baseline employment forecast anticipates strong growth in education employment in both Hornsby and Ku-ring-gai LGAs. Hornsby in particular is expected to experience very strong growth in education employment in the 2006-2031 period. Growth in health and community services employment is more moderate.

The position of the existing health and education land to accommodate the floorspace demand forecast is not possible to quantify completely as not all of the health and education land was audited. Indeed, in practice this would be difficult as many of these institutions are small and dispersed.

- **Opportunities and threats.** The proposed development at the SAN has the potential to adversely affect strategy for the promotion of economic growth in centres.

The potential closure of UTS Lindfield will obviously result in a loss of education jobs in the LGA.

Home based work presents an opportunity for economic growth to build on the sub-region's assets but also may present a threat to centres if growth in home-based work occurs at the expense of growth in employment in centres.

- **Strategy.** Recommended zoning for the hospital precincts (both Hornsby and the SAN) is Infrastructure zoning: SP2 (Health Service Facility). Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose. It would be the role of the DOP to determine whether the retail, commercial and residential uses proposed are "ordinarily incidental or ancillary to development".

In Ku-ring-gai, in considering the proposal for the development at the SAN site, a key issues to be considered is the potential impact of this development of other higher order centres (particularly those with better public transport access). Would this development and/or the associated retail, commercial and residential components be better accommodated in existing higher order centres and how likely is it that this would be the case? We feel that a specialised centre status for the SAN site is not justified and would risk encouraging out of centre development that may adversely impact on the centres strategy.

- In terms of facilitating home based work, provided that 'home occupation' and/ or 'home business' are permissible in the appropriate residential areas, there is little else that can be done to facilitate HBW in residential zones (In the NSW LEP template 'home occupation' involves only residents of the dwelling where as 'home business' can involve up to two non-residents)

The 50 sqm maximum area control in the Hornsby LEP is probably unnecessary as the limiting factor of 2-4 people and amenity criteria should be sufficient.

From consultation with home based business it is clear that, the role of business services in centres is likely to have a greater impact than any adjustment to planning controls. Services such as post offices, photocopying/printing/binding services or even fully fledged (but small scale) business centres are likely to make HBW a viable option for more people.

The application of the Standard zones by centre is shown in Table 2 and Table 3.

Table 2. Application of Zones by Centre in Hornsby

Hornsby	Designation	Planning Controls		Notes
(E) Asquith	Employment Land (i)	IN1	IN2	The Shire's largest industrial precinct with 206,161 sqm floorspace. The precinct has almost one third of the total freight and logistics floorspace for the Shire (32.8%) with significant shares of heavy manufacturing and light manufacturing floorspace (31% and 30% respectively). Within the precinct itself, freight and logistics land uses take up a large proportion (35% of the precinct's floorspace). The precinct has a potential supply of 179,059 sqm. In light of forecast demand in the 2006-2031 period, the precinct has 'excess supply' of 163,227 sqm. Recommended zoning for the precinct is IN1 – general industrial and IN2 - light industrial reflecting the current division between Industrial A and B.
(E) Dural Service Centre	Employment Land (ii)	IN2	B2	<p>Dural Service Centre has a mixed industrial and local service profile. The precinct accounts for a significant share of the Shires Urban Services (US) floorspace (12.4%) with significant shares of Freight and Logistics (6%) and Bulky Goods Retail (6.1%). Within the centre, big box retail, Bulky Goods Retail and freight logistics occupy the majority of the land. The precinct has 145,414 sqm potential floorspace supply. In light of forecast demand in the 2006-2031 period, the precinct has excess supply of 142,056 sqm of floorspace. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period</p> <p>There is no zone within the Standard Instrument that, either through its objectives or compulsory permissible land uses, reflects the current range of land uses permissible under the Business E zoning that currently applies to the Dural Service Centre. The recommended strategy for future zoning of this area would be to apply the IND2 zoning and as far is possible including as many permissible land uses in the zone that would be desirable in this area, bearing in mind that these uses would then also be permissible on all other IND2 zoned land. In order to introduce some additional variety of local service uses, a part of the Dural Service Centre could be zoned B2 or B5. In either case the area of land with this commercial zoning should be limited so as not to encourage significant additional employment and services in an out of centre locations. In addition to the permissible uses (with consent) in the LEP standard instrument, we have added a range of additional retail and local service uses. Additional zone objectives should be introduced reflect the broader range of anticipated uses.</p>
(E) Mt Ku-ring-gai	Employment Land (i)	IN1		Mt Ku-ring-gai is a significant industrial precinct with 115,705 sqm of floorspace. The precinct has high shares of the total heavy and light manufacturing in the Shire (26% and 25% respectively). Within the precinct, the predominant land is freight and logistics which accounts for 42% of the total floorspace. The precinct has very high potential floorspace supply of 354,438 sqm. However, some of the land in this precinct is constrained. After taking this into account, the potential floorspace supply figure is 138,865 sqm. Using this smaller potential supply figure, the precinct still has an excess supply of 129,309 sqm to accommodate forecast demand. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period. Recommended zoning for the precinct is IN1 – general industrial.

(E) Thornleigh	Employment Land (i)	IN1 IN2	Thornleigh is the Shire's second largest industrial precinct with a total floorspace of 140,360 sqm. The precinct has significant shares of the heavy and light manufacturing with 36% and 33% of the total Shire's floorspace in these categories. Within the precinct itself, the predominant land uses are freight and logistics (20%), light manufacturing 17% and 'heavy manufacturing' 15%. The precinct has a floorspace supply potential of 51,637 sqm. In light of forecast demand in the 2006-2031 period, the precinct has excess supply of 59,811 sqm. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period. This result is driven by a forecast decline in demand for the predominant industrial land uses. Recommended zoning for the precinct is IN1 – general industrial and IN2 - light industrial reflecting the current division between Industrial A and B.
(E) Kookaburra Road	Employment Land	IN2	Kookaburra Rd is a small light industrial area with 6,336 sqm of employment floorspace. Within the centre the predominant use is freight and logistics (50%). The centre has a floorspace supply potential of 4,711 sqm. After the share adjustment, the centre has excess supply of 4,516 sqm. Recommended zoning for the area is IN2 – light industrial.
Appletree Dr-Cherrybrook	Neighbourhood Centre	B1	Appletree Drive, Cherrybrook is a small Neighbourhood Centre with 1,589 sqm of floorspace. Within the centre the predominant land uses are big box retail (27%), Main Street Retail (20%) and special uses (22%). The centre has supply potential of -11sqm in the 80% of max FSR scenario. This apparent shortfall is typically the result retail operations having significant proportions of <i>internal</i> space that do not count towards the total floorspace in the FSR calculations. The centre has a supply shortfall of 154 sqm to accommodate the forecast demand in the 2006-2031 period. We would not suggest altering controls to accommodate the small floorspace gap. Recommended zoning is B1 - Neighbourhood Centre.
Asquith	Village	B2	Asquith is a Village Centre with 7,402 sqm of floorspace. Within the centre the predominant land uses are big box retail (31%), Main Street Retail (21%). The centre has a supply potential of 13,610 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 9,246 sqm. Recommended zoning is B2 - Local Centre.
Beecroft	Village	B2	Beecroft is a Village Centre with 11,528 sqm of floorspace. Within the centre, the predominant land uses are big box retail (31%), Main Street Retail (20%). The centre has a supply potential of 10,301 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 6,441 sqm. Recommended zoning is B2 - Local Centre.
Berowra	Small Village	B2	Berowra is a Small Village with 6,151 sqm of floorspace. Within the centre, the predominant land uses are: big box retail (30%) and Main Street Retail (25%). The centre has a supply potential of 13,155 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 12,752 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to reducing some of the supply capacity. Recommended zoning is B2 – Local Centre.

Berowra Hts	Small Village	B2	<p>Berowra Heights is a Small Village with 11,497 sqm of floorspace. Within the centre, the predominant land uses are big box retailing (31%) and Main Street Retail (27%). The centre has a floorspace supply potential of 13,242 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 13,335 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning at this centre is B2 – Local Centre. As the potential supply at this centre is more than ten times the forecast demand, some reduction of the employment area is recommended.</p>
Berowra Waters	Neighbourhood Centre	B1	<p>Berowra Waters is a Neighbourhood Centre with 1,359 sqm of floorspace. Within the centre, the predominant uses are big box retail (34%) and Main Street Retail (29%). The centre has a floorspace supply potential of 6,583 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 6,450 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning in B1 – Neighbourhood Centre. .</p>
Brooklyn	Neighbourhood Centre	B1	<p>Brooklyn is a Neighbourhood Centre with 4,368 sqm of floorspace. Within the centre, the predominant uses are: big box retail (37%) and Main Street Retail (30%). The centre has supply potential of 4,052 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess floorspace supply of 3,738 sqm – attention should be given to reducing capacity at this centre. Recommended zoning at the centre is B1 – Neighbourhood Centre.</p> <p>The status of this centre as Neighbourhood Centres reflects the relatively modest local residential catchments and limited non-residential development. The commercial areas of these centre could be zoned B2 Local Centre (as opposed to B1) as such a broader range of land uses may be appropriate in these more remote Neighbourhood Centre locations.</p>
Carlingford Court	Stand Alone Shopping Centre	B2 B5	<p>Carlingford Court is a stand alone shopping centre with 45,499 sqm of floorspace. The centre accounts for a significant share of the total Shire bulky goods and big box retail (7% and 4% respectively). The centre also hosts a significant share of the Shire's local light industry at 5%. Within the centre itself, the predominant uses are: big box retail (32%) and Main Street Retail (21%). The centre has a supply potential of -3,024 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 5,918 sqm.</p> <p>B2- Local Centre and B5 – Business Development zoning is appropriate generally corresponding to the existing Business A and Business B areas respectively; this will permit a range of retail, light industrial. No change to the FSR controls is recommended, this will limit the amount of office activity as the centre is already close or at capacity.</p> <p>The designation of Carlingford Court as a stand alone shopping centre acknowledges that whilst this facility provides the functions of a local or subregional centre, it does not have the spatial structure, public domain quality or civic character of a traditional Local Centre.</p>

Cherrybrook	Village	B2	Cherrybrook is a Village Centre with 12,393 sqm of floorspace. Within the centre, the dominant uses are: big box retail (37%) and Main Street Retail (23%). The centre has potential floorspace supply of 17,690 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 17,526. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning for the centre is B2 – Local Centre.
Cowan	Neighbourhood Centre	B1	Cowan is a Neighbourhood Centre with 263 sqm of floorspace – predominantly in the retail trade categories. Potential supply at the centre is 183sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 186 sqm to accommodate the forecast demand in the period 2006-2031. Recommended zoning for the centre is B2 – Local Centre.
David Rd-Castle Hill	Neighbourhood Centre	B1	David Road, Castle Hill is a Neighbourhood Centre with 3,013 sqm of employment floorspace. Within the centre the predominant uses are: big box retail (311%) and Main Street Retail (23%). The centre has supply potential of -116 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 335 sqm. Given the very small supply-demand gap we would not suggest altering the planning controls. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Edgeworth David Ave-Waitara	Neighbourhood Centre	B1	Edgeworth David Avenue, Waitara is a Neighbourhood Centre with 2,489 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (37%) and Main Street Retail (21%) and the centre also has a significant proportion of local light industry (19%). The centre has floorspace supply potential of -12 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 144 sqm. Given the very small supply-demand gap we would not suggest altering the planning controls. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Epping	Town Centre	B2 B4	Epping is a Town Centre with 62,550 sqm of employment floorspace (in the surveyed area within Hornsby LGA). The centre accounts for high shares of the total Shire floorspace in office (10%), business park (9%) and freight and logistics (7%) categories. Within the centre, uses with the most significant shares of floorspace are: freight and logistics (26%), office (16%) and big box retail (16%). Epping has potential floorspace supply of 5,167sqm. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 2,078 sqm. This is driven largely by very strong forecast demand for office space. Increasing FSR limits would accommodate the supply-demand gap. Recommended zoning for the centre is predominantly B2 – Local Centre. The B4 mixed use zone would apply in areas of existing and future high density residential and where future residential growth and additional retail and commercial floor space is desirable given transport infrastructure and amenity and in light of Subregional dwelling and employment targets. B3 zoning may be appropriate depending on the outcomes of the joint Council and DoP study.

Galston	Local Centre	B1	Galston is a Neighbourhood Centre with 4,189 sqm of floorspace. Within the centre, the predominant uses are: big box retail (35%) and Main Street Retail (20%). The centre has a potential floorspace supply of -3,792 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 3,741 sqm. Given Galston's existing status in the hierarchy, economic profile, size, location and infrastructure access alterations to the controls to address the supply-demand gap are not recommended. Recommended zoning for the centre is B2 – Local Centre.
Galston Rd-Hornsby Hts	Neighbourhood Centre	B1	Galston Rd, Hornsby Heights is a Neighbourhood Centre with 1,161 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (38%) and Main Street Retail (22%). The centre has a floorspace supply potential of -59sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 116 sqm. We do not recommend changing the planning controls to address this gap. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Hornsby	Major Centre	B3 B4 B5	<p>Hornsby is the sub-region's Major Centre and has a total of 419,696 sqm of employment floorspace. The centre is by far the centre in the Shire and in terms of floorspace accounts for: 63% of the short term accommodation, 59% of dispersed activities, 34% of local light industry, 54% of big box retail, 40% of Bulky Goods Retail and 48% of Main Street Retail. Within the centre, the predominant uses are: big box retail 34% and Main Street Retail; (21%). Hornsby centre has floorspace supply potential for 218,658 sqm. In light of forecast demand in the 2006-2031 period (including the accommodation of Subregional Strategy targets), the centre has excess supply of 33,592 sqm.</p> <p>Recommended zoning for the central commercial area (the east side of the railway line) encompassing Westfield up to Linda Street is B3 – Commercial Core. A dedicated commercial core is important given the need to increase the degree of office land use in the centre. B3 - Commercial core zoning or B4 – Mixed use zoning should also be considered on the west side, given that further commercial activity on the east side is compromised by residential development. B3 zoning here would be a more conservative option to try to 'secure' commercial development on the west side.</p> <p>Recommended zoning for the area north of Linda Street bound by Hunter and George Streets is B5 – Business Development. This will allow a range of commercial and industrial uses that require larger lot sizes to operate close to the centre. This area would also serve as land bank for the future expansion of the commercial core area to the north. Some B4 – mixed use zoning may be appropriate outside the commercial core where high density residential is desirable in addition to commercial operations. The industrial strip running along Jersey Street is recommended to be zoned B5 – Business Development</p>

Hospital Precinct	Health Services Facility	SP2	The hospital precinct has 59,788 sqm of employment floorspace and accounts for substantial share of the Shire's special use floorspace (40%). Within the precinct the predominant use is special use (57%). The precinct has floorspace supply potential of 23,936 sqm. In light of forecast demand in the 2006-2031 period, the precinct has an excess supply of 23,083 sqm. Recommended zoning for the precinct is SP2 – Health Services Facility. Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.
Mt Ku-ring-gai Shops	Neighbourhood Centre	B1	The Mt Ku-ring gai shops area is a small Neighbourhood Centre with 1,114 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 486 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 469 after accommodating the forecast demand in the 2006-2031 period. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Malton Rd-North Epping	Neighbourhood Centre	B1	Malton Road, North Epping is a Neighbourhood Centre with 1,808 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 167 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 89sqm. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Mt Colah Shops	Neighbourhood Centre	B1	Mt Colah shops is a Neighbourhood Centre with 2,978 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 5,859 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 5,808 sqm after accommodating the forecast demand in the 2006-2031 period. The centre has capacity of more than ten times the demand forecast and some reduction in capacity is recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre. The status of this centre as Neighbourhood Centres reflects the relatively modest local residential catchments and limited non-residential development. The commercial areas of these centre could be zoned B2 Local Centre (as opposed to B1) as such a broader range of land uses may be appropriate in these more remote Neighbourhood Centre locations.
Mt Colah Stn	Neighbourhood Centre	B1	Mt Colah station is a Neighbourhood Centre with 1,502 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 438 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 301 sqm. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Myrtle St-Normanhurst	Neighbourhood Centre	B1	Myrtle Street, Normanhurst is a Neighbourhood Centre with 660 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply shortfall of 180 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 197 sqm after accommodating the forecast demand in the 2006-2031 period. Given the very small shortfall, no adjustment to the planning controls is recommended zoning for the centre is B1 – Neighbourhood Centre.

Normanhurst	Neighbourhood Centre	B1	<p>Normanhurst is a Neighbourhood Centre with 1,770sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply shortfall of 454 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. The centre has a supply shortfall of 510 sqm after accommodating the forecast demand in the 2006-2031 period. Given the very small shortfall, no adjustment to the planning controls is recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre.</p>
Pennant Hills	Village	B2 B5 B6	<p>Pennant Hills is a Village Centre with 84,349 sqm of employment floorspace. The centre accounts for a significant share of the total office floorspace in the Shire with 9%. The centre also has a significant share of total residential floorspace (in employment zones) with 9% and 11% of short term accommodation floorspace. Within the centre, the predominant uses are: big box retail (26%) and Main Street Retail (22%). The centre has potential floorspace supply of 1,158 sqm. The centre has a shortfall of 211 sqm to accommodate forecast demand in the 2006-2031 period. We would not recommend adjusting the controls at this centre.</p> <p>Recommended zonings are: B2 for the 'traditional' centre (area generally north of Pennant Hills Road and West of the rail line); B5 for the triangular area generally south of Pennant Hills Road and West of the rail line; and B6 for areas that are immediately adjacent Pennant Hills Road, generally north of the Crescent. B6 may also be appropriate for land that is current commercially zoned, adjacent Pennant Hills Road and south of Fischer Avenue.</p> <p>NOTE: These recommendations are only intended to provide broad guidance regarding the spatial application of different land use zones within the centre. Further on the ground analysis is recommended to determine the optimal utilisation of the new Standard Instrument zones.</p>
Pennant Hills Rd-Thornleigh	Enterprise Corridor	B6 B5	<p>Pennant Hills Rd, Thornleigh is a Neighbourhood Centre with 12,941 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (27%) and Main Street Retail (26%). The centre has floorspace supply shortfall of 22 sqm. This apparent shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. The centre has excess supply of 3,908 sqm to accommodate the demand forecast in the period 2006-2031.</p> <p>Pennant Hills Road, Thornleigh is recommended as an Enterprise Corridor by virtue of it's location on and exposure to Pennant Hills Road. The B6 Enterprise Corridor Zoning should be applied to those areas immediately adjacent to Pennant Hills Road (currently both Business B and C). Other adjacent employment land, located adjacent the rail line and not immediately adjacent Pennant Hills Road may be zoned B5 Business Development. The proposed Bulky Goods Retail development at 180-190 Pennant Hills Road should be within a proposed B6 Enterprise Corridor zone. Bulky Goods Retail should be included as a permissible development in the B6 zone. As such we do not feel that it would jeopardise the viability of the industrial precinct or the centre.</p>

Plympton Rd Shops-Epping	Neighbourhood Centre	B1	Plympton Road shops, Epping is a Neighbourhood Centre with 1522 sqm of employment floorspace and characterised by a selection of small retail and service businesses. The centre has floorspace supply shortfall of 25 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 120 sqm. Adjustment to the planning controls to accommodate the small supply demand gap is not recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Sefton Rd-Thornleigh	Neighbourhood Centre	B1	Sefton Road, Thornleigh is a Neighbourhood Centre with 1,292 sqm of employment floorspace. Within the centre, the predominant uses are local retail and services with a significant proportion of freight and logistics activity. The centre has floorspace supply potential of 8,353 sqm. After share adjustment, the centre has excess supply of 8,207 sqm. This centre has floorspace supply potential more than ten times the demand forecast. Recommended zoning the centre is B1 – Neighbourhood Centre.
Thornleigh	Village	B2 B5 B6	Thornleigh is a Village Centre with 63,204 sqm of employment floorspace. The centre accommodates a significant share of the Shire's total office and business park floorspace (9% and 9%). Within the centre, the key uses are big box retail (25%) and Main Street Retail (18%). The centre has a floorspace supply shortfall of 5,361 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period the centre has a supply shortfall of 8,992 sqm. The demand at Thornleigh is largely driven by growth in demand for office space at the centre. Increasing FSRs could address the demand supply gap. Recommended zoning is a combination of B2 - Local Centre for the area immediately adjacent to the station; B6 Enterprise Corridor for areas that are immediately adjacent Pennant Hills Road; and B5 Business Development for land located adjacent the rail line and not immediately adjacent Pennant Hills Road. NOTE: These recommendations are only intended to provide broad guidance regarding the spatial application of different land use zones within the centre. Further on the ground analysis is recommended to determine the optimal utilisation of the new Standard Instrument zones.
Waitara	Village	B2 B6	Waitara is a Village Centre with 33,929 sqm of employment floorspace. Within the centre the predominant land uses are: big box retail (32%) and Main Street Retail (24%). The centre has a floorspace supply shortfall of 4,678 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. Some action to address the shortfall is advised for Waitara but this should compromise the growth of Hornsby – especially in terms of the re-positioning of Hornsby as an employment destination. In light of forecast demand in the 2006-2031 period the centre has a supply shortfall of 10,242 sqm. Alexandria Parade, Waitara is a Village Centre reflecting the size of the residential population within walking distance of this centre. The existing industrial land is recommended as an Enterprise Corridor by virtue of it's location on and exposure to the Pacific Highway. The northern portion of this area that is further from the Pacific Highway may be retained as industrial zoned land if there is thought to be a need to provide for a wider range of uses in the area.

West Pennant Hills	Small Village	B2	West Pennant Hills, on Pennant Hills Road, has been classified as a Small Village. In 2006, total employment floorspace on business zoned land was 7,569 sqm, which is a relatively small share of all floorspace across the LGA. Retailing in the primary land use within this centre, with some Local Light. There is scope to accommodate future demand within existing controls. Zone B2 – Local Centre and Zone B4 – Mixed Use are the most appropriate zone for this location. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land – attention should be given to rezoning some the existing employment land. There is sufficient capacity under existing controls to accommodate future demand.
Westleigh	Small Village	B2	Located on Duffy Avenue, this small centre consists primarily of Retail Main Street, and includes a supermarket. In 2006, total employment floorspace on business zoned land was 8,315 sqm. The centre accounts for a relatively small share of all floorspace across the LGA. Zone B2 – Local Centre is most appropriate zones for this location. While this centre has floorspace supply potential more than ten times the demand forecast this is also an area of high historical population growth. No action to reduce capacity is recommended.
Wiseman's Ferry	Neighbourhood Centre	B1	Wiseman's Ferry is one of many small Neighbourhood Centres, it also plays a role as a day-trip destination. In 2006, total employment floorspace on business zoned land was 3,622 sqm. The centre only account for a very small share of all floorspace across the LGA. There is insufficient potential floorspace within the centre to meet future demand, with a shortfall of 267 sqm. This reflects limited capacity within the existing controls. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Yallambee Road	Neighbourhood Centre	B1	Yallambee Rd contains a very small share of Hornsby LGA's total floorspace. In 2006, total employment floorspace on business zoned land was 624 sqm. Retailing is the primary land use. Demand forecasts indicated a small increase in the required floorspace, which is unable to be accommodated within the current controls. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.

Table 3. Application of Zones by Centre in Ku-ring-gai

KRG	Designation	Planning Controls	Notes
East Killara	Neighbourhood Centre	B1	East Killara is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 1,137sqm in this centre, which only accounts for a very small share of all floorspace across the LGA. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 601 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
East Lindfield	Neighbourhood Centre	B1	East Lindfield is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 1,309 sqm. The centre accounts for a very small share of all floorspace across the LGA. Within the centre the primary BLC is Retail Main Street, with some Local Light industry. There is insufficient potential floorspace within the centre to meet future demand, with unmet demand for 470 sqm. This reflects the relatively limited potential supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Eastern Rd-Turramurra	Neighbourhood Centre	B1	Eastern Road Turramurra is a small Neighbourhood Centre with a predominantly retail focus. In 2006, the centre had a total of 1,290sqm. After taking account of the forecast demand in the 2006-2031 period, this centre has an excess supply of 583 sqm. Recommended zoning for this centre is B1 – Neighbourhood Centre.
Fox Valley	Neighbourhood Centre	B1	Fox Valley is a small Neighbourhood Centre, located in proximity to the SAN hospital. In 2006, total employment floorspace on business zoned land, in this centre, was 2,863. Special Activities (31%) and Retail Main Street are the primary land uses within this centre. There is insufficient potential floorspace within the centre to meet future demand, with unmet demand for 409 sqm. This reflects the relatively limited potential supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Gordon	Town Centre	B2 B7 B4	<p>Gordon is the primary centre within Ku-ring-gai LGA and will be the focus for future retail, commercial and residential growth. In 2006, total employment floorspace on business zoned land was 99,034 sqm. Retail Big Box, Retail Main Street, Office and Business Park are the primary uses within Gordon Town Centre, with Gordon accommodating 38.2% of Ku-ring-gai LGA's total office floorspace. The centre also includes over 40% of the LGA's floorspace which is used for short-term accommodation, 35.6% of the LGA's Business Park and 28.5% of the LGA's Retail Big Box.</p> <p>There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 67,881 sqm. This reflects the relatively large potential supply of floorspace under the Draft LEP. While for Ku-ring-gai's principal centres, there is ample floorspace to accommodate 2031 forecast demand, some intensification around transport nodes may be desirable for broader planning purposes. In Gordon, increased FSRs may be appropriate. Zone B2 – Local Centre would be appropriate for the Main Street Retail areas. Zone B7 – Business park would be appropriate for the area north of Fitzsimmons Lane. Zone B4 – Mixed Use is recommended for the area north of Merriwa Street and South of Fitzsimmons Lane.</p>

Hampden Ave -N Wahroonga	Neighbourhood Centre	B1	Hampden Avenue Shop, North Wahroonga is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 868 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Land uses within the centre are primarily Retail Main Street and Local Light. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,822 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Killara	Neighbourhood Centre	B1	Killara is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 378sqm. The centre accounts for a very small share of all floorspace across the LGA. Retail Main Street is the primary land use. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 403 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Lindfield	Village	B2	Lindfield, located on the train line, contains a range of retailing to meet the needs of local residents. In 2006, total employment floorspace on business zoned land, in the centre, was 37,631 sqm. Lindfield accounts for 16% of the LGA's Special land uses, and approximately 10% of the LGA's Retail Main Street and Dispersed activities. Within the centre, the primary land use is Retail Main Street. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 24,737 sqm. This reflects the large potential supply of floorspace. Zone B2 – Local Centre would be appropriate for this location.
North Turramurra	Neighbourhood Centre	B2	North Turramurra is one of many Neighbourhood Centres, and it contains a range of retailers and service providers to meet the needs of local residents. In 2006, total employment floorspace on business zoned land, in this centre, was 4,989 sqm. Retail Main Street is the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 652 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B2 – Local Centre would be appropriate for this location.
Princes St-Turramurra	Neighbourhood Centre	B1	Princess Street Turramurra is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 1,328 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retail Main Street is the primary land use within the centre. There is sufficient potential floorspace to meet future demand in this location, with excess capacity of 417 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.

Pymble	Small Village	B2	<p>Located on the train line, Pymble accommodates predominantly retailers and service providers, however, there are also some office buildings within the centre. In 2006, total employment floorspace on business zoned land was 18,775 sqm. Pymble accommodates over 5% of the LGA's floorspace within the following categories: Business Park, Dispersed activities, Office, Retail Main Street and Special use. Within the centre the primary land use is Retail Main Street. Office accounts for 12.8% of floorspace within the centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 10,004 sqm. This reflects the relatively low forecast of future demand within this centre. The contains some office buildings and potential for further office space should be considered in the application of zoning. Zone B2 – Local Centre would be appropriate</p>
Pymble Office Park	Business Park	B7	<p>Pymble office park is located in proximity to the junction of Lane Cove Road and Pacific Highway. It accommodates a range of businesses in modern commercial buildings. In 2006, total employment floorspace in this area, on business zoned land, was 88,999 sqm. The key land uses are Freight and Logistics, Office, Business Park and Local Light. The area accounts for one third of the LGA's Office and Business Park floorspace. Considering future demand and potential supply, there is a shortfall of 19,412 sqm in this area. This is driven by increasing office based employment. We recommend increasing FSRs to accommodate this shortfall. Zone B7 – Business park is recommended with retail restricted to neighbourhood shops.</p>
Roseville	Small Village	B2	<p>Roseville centre is divided by Pacific Highway and the train line. Roseville Cinema is a key attractor to this centre. In 2006, total employment floorspace on business zoned land was 17,528 sqm. Retail Main Street is the primary land use within the centre. Roseville accounts for approximately 5% of the LGA's retail floorspace. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 15,907 sqm. This reflects the forecast of negative future demand within this centre (-165sqm). This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to reducing capacity at this centre. Zone B2 – Local Centre would be appropriate for this location.</p>
Roseville Chase	Neighbourhood Centre	B1	<p>Roseville Chase is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 2,383 sqm. The centre accounts for a very small share of all floorspace across the LGA. Retail Main Street is primary land use. There is a very small shortfall of 19 sqm when capacity against the demand forecast. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>

Seventh Day Adventist Site	Health Services Facility	SP2	<p>Recommended zoning for the hospital precincts (both Hornsby and the SAN) is Infrastructure zoning: SP2 (Health Services Facility). Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose. It would be the role of the DOP to determine whether the retail, commercial and residential uses proposed are "ordinarily incidental or ancillary to development".</p> <p>In terms of the proposed expansion of the precinct, the question is whether this development and/or the associated retail, commercial and residential components are better accommodated in existing higher order centres. We feel that a specialised centre status for the SAN site is not justified and would risk encouraging out of centre development that may adversely impact on the centres strategy.</p>
South Turramurra	Neighbourhood Centre	B1	<p>South Turramurra is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 1,210 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing was the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,829 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
St Ives	Village	B2	<p>St Ives is the key location offering comparison goods retailing within Ku-ring-gai LGA. It consists of an enclosed shopping centre and some Main Street Retailing. St Ives Village Shopping centre performs strongly, with a relatively high retail turnover density (RTD). In 2006, total employment floorspace on business zoned land was 47,122 sqm. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 37,946 sqm. This reflects the relatively low forecast of future demand within this centre following share adjustment. While there may be pressure for increasing floorspace, particularly at the shopping centre based on demand for retail, this is not in line with the Metropolitan or Subregional Strategies which seek to locate retailing in areas which are easily accessible by public transport. Zone B2 – Local Centre would allow for appropriate uses in this location.</p>
St Ives Chase	Neighbourhood Centre	B1	<p>St Ives Chase is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre was 927 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing was the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with a supply shortfall of 78 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>

St Ives North	Neighbourhood Centre	B1	<p>St Ives North is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 2,092 sqm.</p> <p>The centre accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. St Ives North has sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,841 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
Turramurra	Village	B2	<p>Located on the train line, Turramurra offers a range of retailing including a supermarket. In 2006, total employment floorspace on business zoned land was 28,712 sqm. Retailing is the primary land use, with some Local Light, Business Park and Office. Turramurra accommodates approximately 8% of the LGA's retail floorspace and over 10% of the LGA's Dispersed activities. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 51,264 sqm. Given that capacity is ten times the demand forecast in the 2006-2031 period, attention should be given to reducing capacity at this centre. Zone B2 – Local Centre would allow for appropriate uses in this location.</p>
Wahroonga	Small Village	B2	<p>Located on the train line, Wahroonga offers a range of retailing and encompasses high quality open space. In 2006, total employment floorspace on business zoned land, in this centre, was 11,510 sqm. Retail Main Street is a key land use. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 4,667 sqm. This reflects the relatively large potential supply of floorspace. Zone B2 – Local Centre is the most appropriate zone for this location.</p>
West Gordon	Neighbourhood Centre	B1	<p>West Gordon is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre was 961 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is insufficient potential floorspace within the centre to meet future demand, with a capacity shortfall of 236 sqm. This reflects a relatively small demand forecast, but fairly limited supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
West Lindfield	Neighbourhood Centre	B1	<p>West Lindfield is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 4,484sqm. The centre accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is insufficient potential floorspace within the centre to meet future demand, with a capacity shortfall of 334 sqm. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
West Pymble	Neighbourhood Centre	B1	<p>West Pymble is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 3,622 sqm.. The centre only account for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 3,832 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre would allow for appropriate uses in this location.</p>

1 Introduction

1.1 Study Background

SGS has been commissioned to complete an Employment Lands Study on behalf of Hornsby and Ku-ring-gai Councils. This Study will guide planning for employment within these two LGAs.

Together, Hornsby and Ku-ring-gai LGAs comprise the North Subregion, for which there is an employment capacity target of 13,500 new jobs to 2031, stated in the draft Subregional Strategy. This Study will provide guidance on accommodating this employment target. Opportunities to strengthen centres, and to protect and promote employment lands, will be identified in parallel with the development of strategies to promote economic growth.

1.2 Scope of Work

The objectives of the Study are to:

- Ensure local employment land strategies facilitate opportunities for the Subregional employment targets for the North Subregion
- Ensure that the distribution of additional jobs supports existing centres
- Identify opportunities to provide employment lands in accordance with the strategic areas identified in the Metropolitan Strategy (including Section A: Economy and Employment)
- Develop a strategy for zoning, land uses and controls for employment lands that is consistent with current strategic planning guidance
- Develop a strategy for the provision of employment lands to encourage economic growth to complement population growth
- Identify employment lands in strategic areas that are accessible to residents and workers and are linked into the transport network

1.3 Study Method

The Study was completed in 6 broad phases:

- **Project inception and baseline analysis.** The aim of this phase was to understand the planning and development parameters impacting on development in the economic activity areas, and will ensure any resultant recommendations from this Study recognise the existing strategy and policy framework.

As part of this phase, broad economic and development trends likely to affect prospect in the sub-region were examined.

- **Supply-side analysis.** The supply-side analysis involved a detailed lot by lot assessment of current land use in the employment zones throughout the sub-region. This phase gathered information on current levels of site vacancy, land use by industry sector, and the actual FSRs and site coverage by small area and industry sector. All gathered data was analysed using GIS.
- **Demand-side analysis – data.** Demand side data analysis had 2 main components: (i) economic profiling and (ii) demand forecasting. The economic profiling drew heavily from ABS Census and TDC employment data. Industrial specialisation (LQ analysis), industry growth and employment self-containment were examined. For the demand forecasts, TDC base employment forecasts were converted into floorspace requirements by both industry sector (ANZSIC) and land use type (BLC) using land use data from the supply-side audit.
- **Demand-side analysis – consultation.** To complement the data analysis, consultation was completed with local industrial and commercial agents, TAFE and University and health precinct representatives, Chambers of Commerce, the DoP, selected key local businesses. A meeting was also held with the Dural Service Centre Committee as part of this process. Regular meetings with the Employment Study Working Party were completed throughout the Study.

This consultation process also included a postal survey delivered to all businesses in employment zones within the sub-region.

- **Planning and development futures.** This phase brought together the evidence emerging from previous phases to determine (i) the ability of the sub-region's existing employment land to accommodate the forecast employment growth and the Draft North Subregional Strategy targets and (ii) the implications and opportunities for the sub-regions centres and precincts.
- **Reporting.** Reporting on the project has been completed through the delivery of this report and presentations to Council committees. A full database of audit results has also been delivered as part of the Study output.

2 Context

2.1 Introduction

This section sets the broad economic and policy framework for the Study. It includes a discussion of the key economic trends and drivers for Sydney SD and the North Subregion, the policy context (in terms of state and local government strategy and policy).

2.2 Economic Trends & Drivers

Globalisation

Globalisation has been marked by a rapid increase in global trade in goods and services and in particular capital flows. This has been facilitated by technological innovation in transport and communications, the promotion of deregulation in particular industry sectors, the removal of trade restrictions and exchange controls and innovation in the management and pricing of transaction risks (insurance, hedging, partnership formation etc).

Globalisation is likely continue to drive a separation between the 'thinking' part of the value chain (design, brokerage, marketing, strategy formulation) and the 'making' (manufacturing) and 'distribution' (transport, logistics, after sales service) aspects. Key services within the thinking part of the value adding process are showing increasing tendencies to centralise within one or two centres in advanced countries. This is evident in Australia, with Sydney being the pre-eminent national dispenser of advanced business services.¹

More countries are opening up their economies and seizing the opportunities that come from closer integration into the global economy. China and India, as well as other countries such as Russia, Brazil and Mexico, are growing rapidly.

Further, as communication and technology continue to improve, global production networks are becoming increasingly flexible, specialised and dispersed across continents. In an era where resources, technology and ideas can be moved rapidly to the most productive location, no economy can rely on its past strengths or traditional expertise.

These trends have significant implications for the developed world. Under the globalisation paradigm, the current and future economic context is one of increased global competition, albeit also one of increasing interdependence of national and urban economies. For Australia the specific implications include:

¹ Spiller, M. (2004) Urban Agglomeration of Advanced Business Services in Australia – Some Policy Implications, State of Australian Cities Conference, Sydney, December 2003

- Increased competition in lower order tertiary sectors of the economy
- Opportunities for increased trade (namely in resources, advanced manufacturing and sophisticated services)

On the other hand, the burgeoning middle classes in developing countries like China and India are providing new markets for very high quality manufactured goods from the developed world. For example, high end fashion and footwear manufacturers in Italy are now targeting high income customers in key locations such Shanghai and Beijing.

Cities

In the absence of trade barriers, the underlying characteristics and resources of nations have come to determine the activities in which they specialise. In general, more labour-intensive, lower-technology production is taking place in countries with an abundance of low-cost labour, whilst advanced economies with higher labour costs, and more developed skills and physical capital, concentrate on the production of high-value, knowledge-based goods and services. Importantly, these knowledge driven sectors rely on productivity and innovation for their competitive advantage.

High-value, knowledge based jobs have an acute preference for locating in cities. This is because cities provide the most productive business environment and enhance firms' propensity to innovate as a result of agglomeration economies. Cities are now being increasingly recognised for the benefits simply arising from workers and firms being located close together.

However, cities themselves develop their own specialities in global high value supply chains, and not all cities have benefitted equally from the recent era of globalisation. Sydney, for example, contains Australia's critical global gateway infrastructure (Sydney airport and port), and has carved out a competitive role in the global trade network providing financial services to the Australian commodity trade (metals, mining etc), financial brokerage in the NZ/Pacific region and financial brokerage into the Australian consumption economy.

The attraction and retention of high-value, knowledge based sectors are crucial to long-term prosperity. Successful national economies are increasingly measured by their capacity to generate wealth through innovation and productivity, and to attract the labour and capital to support an innovation based economy. Because these functions are concentrated in cities, the efficiency, amenity and quality of life available in cities is an increasingly important factor in economic success.

Competitiveness

An indicative list for assessing 'local' competitiveness includes the following:

- Enabling infrastructure, 'hard' infrastructure such as transport systems, but also 'soft' infrastructure including R&D institutions, governance frameworks for economic development and peak body representation;

- Education and health, which underpins a productive workforce and a lifelong learning and well-being agenda;
- Adequate labour pool, within a reasonable geographic reach (which has implications for transport connections and adequacy);
- Business sophistication, which relates to the quality of business leadership and management, which also includes maximising performance from sound locational decisions where clustering and agglomeration economies can be maximised;
- Innovation and technological readiness, which refers to the ability of the economy to develop new technologies or 'cutting-edge' products in order to grow and maintain a competitive advantage, and/or adapt to existing technologies to enhance the productivity of its industries;
- Sustainability, which will become increasingly relevant in 'competitiveness' judgements; and,
- Quality of life, covering lifestyle, amenities, access to recreation and quality residential offerings.

While not necessarily definitive the variables do however display clear linkages, strengthening the assertion that competitiveness is the product of a range of interlocking factors.

Sydney is considered globally competitive against most of these indicators. It ranked equal 9th with the likes of Berne in Switzerland on Mercer's 2007 *Quality of Living* index, and 14th on MasterCard's *World Centres of Commerce* aggregate index. It would rank at around 5th against American cities such as Boston and Seattle on Richard Florida's Creativity Index. However, on MasterCard's ranking it does not fair so well on the individual criterion of knowledge and information flow which is some cause for concern given the importance of this 'competitiveness' element in the modern global economy.

Sydney's Economic Geography: Trends and Drivers

In recent years, rapid growth has been experienced in the advanced and property services sectors in office markets in Central Sydney and 'satellite' locations in the global economic corridor. Office employment has tended to concentrate in these areas. As some firms have integrated their operations across administration, research and development and warehousing there has been some suburbanisation.

In older industrial areas where the employment profile has shifted toward white collar occupations the component of floor area that is used for office activities has increased.

With the growth in logistics and warehousing the amount of land consumed per employee has increased and this has accelerated demand for large lots on the urban fringe.

Growing demand for employment lands in the outer sub-regions of Sydney has also been the result of numerous 'push' and 'pull' factors. These factors are listed as follows:

- Push Factors (from inner areas):
 - Increasing rents and outgoings
 - Lack of appropriately zoned industrial land
 - Small lot sizes
- Pull Factors (to outer areas):

- Release of SEPP 59 lands (designated employment lands located in and around Erskine Park and Eastern Creek)
- Availability of serviced land
- Improved transport opportunities and infrastructure
- Lower rents and cheaper land
- Growing population and customer base

These factors have reshaped Metropolitan Sydney's industrial structure, in particular the traditional inner city industrial areas which are now characterised by new types of commercial and industrial development, or have been converted for residential usage. Located on Sydney's fringe, and not traditionally a strong location for industrial employment, Hornsby and Ku-ring-gai have not experienced these pressures to the same extent as other areas.

Home-based Work

Home-based businesses are amongst the fastest growing industries annually, with an increasing number of people entering the marketplace. The rise can be attributed to the affordability of computers, the internet and other communication technologies. In Australia, approximately 50% of business owners are occupied in home-based businesses, with this trend continuing to increase.

When starting a home-based business, expansion is a key requirement for business choice. Industries that home-based businesses are more likely to be successful in include: e-commerce, health, nutrition, cosmetic, etc. These industries are new industries or industries that undergo frequent change. Because of the nature of home-based businesses innovation is critical.

Consumer spending should also be considered; knowing consumer habits and trends of the market is crucial. Knowing where business is 'going to deliver' is important, so that target marks can be properly identified.

Changes that are affecting home-based businesses are:

- The rapid development of the internet and associated technologies
- Globalisation of the marketplace
- Changing purchasing habits of consumers

These have an impact on the efficiency of goods and services being delivered to consumers. With competition for home-based businesses not just located locally but internationally, while trying to deal with ever-changing customers wants and demands. However, positives to emerge from these changes include cheaper and more extensive advertising, promotions and sales for a company.

The attraction of home based work is flexibility in work hours and the avoidance of a commute to work. Thus, incidence of home based work is usually highest in areas that are distant from employment centres. It is also important to note that home based work is more suited to some types of work than others and professional service, white collar work has traditionally made up a large percentage of this type of employment.

Defining home-based work can be difficult. The Australian Bureau of Statistics in 2005 indicated that around 2.5 million employed persons (24%) worked some hours from home. According to the Sensis Telework Insights Report (June 2005) 30% of individuals and 34% of small to medium size businesses reported some form of home-based work. The difficulty here is in understanding the proportion of home based workers who are working for home based businesses. This has important implications for this Study as it impacts on the need for workspace in employment areas.

Home-based work is also attractive to mature age and disabled workers. With older populations of Hornsby and Ku-ring-gai may benefit from the lifestyle change that home-based work can offer. And with all fringe areas in the Sydney Metropolitan area it can provide greater employment opportunities, particularly in places where there is not a large variety of work options.

SGS's report *Sydney's Economic Geography: Trends and Drivers* indicates that home-based work is increasing rapidly across most industry sectors, and across all sub-regions in Sydney. This trend is visible of more flexible modes of working, which characterise the 'new economy'. In addition, labour market participation rates have increased over the past decades, as more women enter the workforce. Accompany this trend has been the rapid increase in part-time employment. Part of this increase in part time work and hours worked by women is home-based work.

2.3 Policy Context

The State Plan

A key message in this plan is that NSW is 'Open for Business'. Accompanying this direction is the aspiration for Sydney to be *'the most attractive city in which to do business in South East Asia'*, with the regions sharing in the benefits of Sydney's global city status.

Priorities include:

- *'increased business investment'*,
- *'maintaining and investing in infrastructure to support the economy'*; and
- *'cutting red tape'*;

Within the goal of 'Improved Urban Environment', priorities include *'Jobs Closer to Home'* which picks up on a key aspiration from the Metropolitan Strategy. This will be implemented through the sub regional strategies which seek to ensure there is sufficient appropriately zoned land to accommodate forecast employment growth and change within each of the sub-regions.

State Infrastructure Strategy 2006/07 – 2015/16

The State Infrastructure Strategy (SIS), produced by the NSW Government, provides a 10 year plan that is designed to meet the growing needs for infrastructure within each of the six broad regions of NSW. The SIS aims to offer private and public sector agencies, as well as the community, an ability to contribute to decisions about the timing of major projects. Project funding is also a key factor of the Strategy.

The SIS recognises the strategic importance of specialised centres, Major Centres, employment lands, and renewal corridors, as key sites able to provide significant input for future employment, accounting for 50% of new jobs in the next 25 years. In particular, the Strategy wishes to establish Sydney as a 'strong global economic corridor', with connected centres and the ability for people to have access to housing, jobs and services.

Of particular relevance, is the Strategy's emphasis on public transport infrastructure investment (in the form of improved rail and bus networks) as opposed to focusing on road improvements. This stems from an assertion that as the population grows (particularly in Sydney) rail and bus network use will increase significantly thus placing greater demand on services. Population increases will also increase the volume of freight movement across NSW further strengthening the role of a strategic rail network.

Key capital works within Hornsby and Ku-ring-gai LGAs, as outlined in the SIS, include health care and home care improvements, rail infrastructure upgrades, increased distribution of electricity to the area, and development of a link between the M2 link and F3. This link will improve the sub-region's connectivity with the rest of Sydney's employment lands. Hornsby and Ku-ring-gai's links to the Central Coast region via the F3 also provide access to employment markets on the Central Coast.

Planned investment, as detailed in the SIS, will be further elaborated upon following completion of the land use audit.

Statement on Innovation

In terms of key industry sectors for government focus, the Statement on Innovation identifies clear comparative advantages for NSW in the sectors of:

- high value added manufacturing;
- entertainment, design, media and creative arts;
- financial and business services;
- logistics and transaction services; and
- energy and related services, particularly coal.

The statement proposes that these sectors be the focus for boosting innovation infrastructure and capacity. Currently Hornsby and Ku-ring-gai LGAs employ a significant number of people within the following industries, which align within the focus areas of the Statement on Innovation:

- Architectural, Engineering and Technical Services
- Computer System Design and Related Services
- Legal and Accounting Services
- Telecommunications Services
- Auxiliary Finance and Investment Services
- Creative and Performing Arts Activities

Additionally, the following industries do not employ a large number of people, but have a higher concentration within the Study area, relative to other areas of Sydney:

- Software Publishing
- Sound recording and music publishing
- Publishing (except Internet and Music Publishing), nfd

The industries listed above may provide Hornsby and Ku-ring-gai Council with opportunities to boost local innovation.

The Metropolitan Strategy

The Metropolitan Strategy aspires to provide sufficient land for employment growth, and includes employment capacity targets for Sydney's sub-regions, as well as for strategic centres and employment land precincts.

Relevant analysis of trends and directions in employment lands is included in the Strategy, which recognises that changes in the way businesses are operating are increasing the 'white collar' component of employment in employment land areas. Old style industrial areas, for heavier industry types, are diminishing. Factors affecting employment land provision across the Greater Metropolitan Region are identified as²:

- Increasing 'export and import' business activity requiring proximity or good access to the airport and port;
- The role of innovation which is driving industry clusters, and the need for proximity to quality services and education activities;
- The increasing proportion of office jobs in traditional industry, meaning that public transport in or near centre locations, for employment areas need to be considered;
- The need for some activities, such as concrete batching and waste services, to have a good distribution across the metropolitan area; and
- The need for lower cost locations for 'start-up' businesses.

The Metropolitan Strategy will be rolled out through Subregional plans that provide a manageable area of consideration and have attempted to group together LGAs with similar issues and challenges. Hornsby and Ku-ring-gai LGAs comprise the North Subregion, and the Metropolitan Strategy expects that an additional 21,000 new dwellings and 8,000 new jobs would need to be accommodated within the sub-region by 2031. These numbers have since been revised in the Draft North Subregional Strategy.

² see pages 53-54 of the *Metropolitan Strategy* supporting information document

Figure 4. Metropolitan Strategy, Strategic Centres and Employment Lands Map

Source: Metropolitan Strategy supporting information document, p.53, 2005.

The Inner North Subregion to the south (includes the suburbs of Ryde, Willoughby, Lane Cove, North Sydney, Mosman) contains the Lower North and Macquarie Corridor strategic employment lands, which form part of the global economic corridor from Macquarie Park to Sydney Airport/Port Botany. It is expected that around 30% of future employment will be located in the global economic corridor with a concentration on finance, information, design and advanced manufacturing industries.

Employment lands within the North Subregion are collectively referred to as the 'North' strategic employment land precinct. The Metropolitan Strategy foresees a change in the distribution of employment within the sub-region, with an 11.6% reduction in employment that is located within the 'North' strategic employment lands. This reflects the constrained supply of employment land in the North Subregion and the changing nature of industry. In such locations, the Strategy suggests review of zoning or scale of development, may be required to meet future employment needs.

The Central Coast sub-region (subject to a separate regional strategy) will cater for a growth of 55,000 new jobs to 2031. Hornsby and Ku-ring-gai LGAs have the potential to capitalise on this employment growth, as the area is well linked to the Central Coast via the F3, which provides a transport corridor for businesses and employees.

In addition, Hornsby and Ku-ring-gai LGAs are undergoing rail and road infrastructure works to provide better accessibility to the rest of the Sydney region (Epping to Chatswood Rail line, F3 upgrades, F3 to M2 links).

Hornsby is identified as a Major Centre under the centres typology of the Strategy. Major Centres provide the significant shopping and office employment for the surrounding area with full scale shopping malls, council offices, taller office and residential buildings, central community facilities and a minimum of 8,000 jobs. The employment capacity target for the Hornsby Major Centre reflects a 27.5% increase from 9,412 jobs in 2001 to 12,000 jobs in 2031. The revised figures are discussed under the heading "Draft North Subregional Strategy 2007".

Employment Lands for Sydney Action Plan

The Employment Lands Sydney Action Plan addresses issues raised by a high-level task force of industry and government, who sought to advise the NSW Government on the current situation in regards to employment lands in NSW.

The plan provides 18 key recommendations and five actions, of which the main objectives are to provide suitable employment lands sites in strategic locations, increase innovation and skills development, and improve opportunities and access to jobs for disadvantaged communities.

The Employment Lands Development Program is to be established to focus on the release of more employment lands, regeneration of brownfield sites, provide more efficient processes for zoning and developing of sites, and have enhanced co-ordination across government levels and with the community.

The Action Plan identifies approximately 168 hectares of employment lands within Hornsby LGA, while Ku-ring-gai has no industrial lands. Both LGAs are located within the North Subregion, with no additions or deletions of employment lands being made in the past 20 years. Although Hornsby and Ku-ring-gai LGAs are located on the outer edge of Metropolitan Sydney, the area does not have the land capacity for future employment lands expansion, partly due to environmental constraints, such as National Parks.

Draft North Subregional Strategy, 2007

The Draft North Subregional Plan has recently been placed on public exhibition. When finalised, it will be the guiding document that provides a local level framework, based on Sydney Metropolitan Strategy directions, to manage growth to 2031. The North Subregion consists of Hornsby and Ku-ring-gai LGAs, as per the current Strategy.

The Key Directions for the North Subregion strive to:

- Provide better access to a variety of housing choices;
- Strengthen the Major Centre;
- Enhance the Local Centres;
- Provide better public transport access to, from and within the North Subregion; and

- Manage rural and resource lands.

An employment capacity target of an additional 13,500 jobs, and a housing target of 21,000 additional dwellings, has been established for the North Subregion to 2031. An employment capacity target has also been set for Hornsby Major Centre, which is expected to accommodate approximately 3,000 additional jobs.

The Department of Planning and local councils within the North Subregion will continue to develop local planning instruments to ensure sufficient land zoned for business and enterprise in locations with high quality transport access, in order to accommodate expected employment growth. The North Subregion contains some knowledge and health infrastructure, namely Hornsby – Northern Sydney Institute of TAFE, University of Technology Sydney, Lindfield Campus, Hornsby Hospital and Sydney Adventist Hospital. The strategy considers ways to maximise the opportunities associated with these existing assets.

The economic future of the North Subregion will be influenced by the neighbouring Inner North Subregion, which encompasses the northern half of the Global Economic Corridor. Significant growth has occurred within the Inner North Subregion, particularly within Macquarie Park, and this is expected to continue. The completion of a number of transport infrastructure projects will also influence the future of the North Subregion. These include the proposed North West Rail link, new platforms at Hornsby Station, completion of the Chatswood to Epping Rail link, F3 widening between Mt Colah and Cowan and a potential link between the M2 and F3.

Key actions of relevance for the current strategy are:

- A.1.9.1 The Department of Planning and local councils to review planning controls for industrial areas, to enable higher intensity employment uses in areas with good public transport access.
- A.2.2.2 Councils to consider opportunities to strengthen existing business clusters
- B.3.4.1 Hornsby Council to plan for the protection of a core commercial area in the Hornsby Centre to be enhanced over time.

Hornsby Shire Council, Economic Development Strategy 2007-2011

The Economic Development Strategy 2007-2011 outlines initiatives and strategic planning that will enable Hornsby LGA to achieve its vision of 'investment opportunity of choice'. The Strategy has the overarching aim of attracting and retaining businesses and increasing employment opportunities within the Shire.

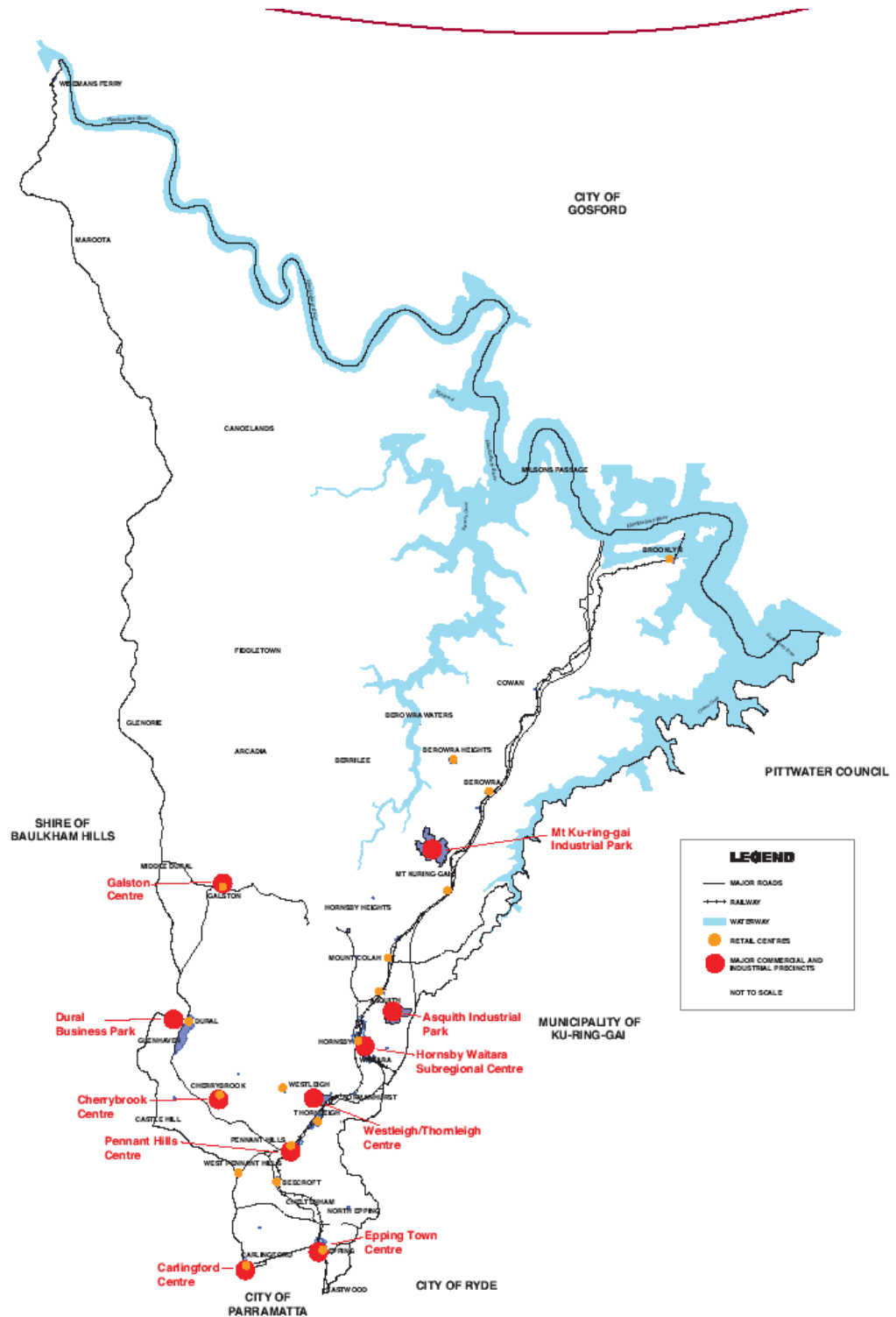
The Strategy provides the following profile of the LGA in 2006:

- There were 150,000 highly skilled residents with a median household income of \$66,000 p.a.;
- 10,000 businesses provided over 40,000 jobs (50% for local residents)
- 17% of businesses provide property and business services (key growth area), 13% retail trade, 11% health and community services;
- Gross regional product of the LGA was \$7.2 billion;

- The Shire accommodated 7 Major Centres, with Hornsby Town Centre (130,000 sqm of retail floor space) being the main focal point of retail activity, commercial and community facilities; and
- 194ha are zoned for manufacturing (Mt Ku-ring-gai, Asquith, Waitara, Thornleigh), Council has no plans to expand land for manufacturing.

Figure 5 illustrates major commercial and industrial precincts as well as retail centres and major transportation infrastructure as identified in the Strategy. Hornsby Shire Council has developed a vision, principles and strategic actions for Hornsby 2011. These are outlined below:

Vision	Principles	Strategic Actions
<ul style="list-style-type: none"> ▪ Thriving and sustainable economy ▪ Increased growth and wealth for residents ▪ Wide range of retail, commercial, industrial services & greater mix of businesses ▪ Distinct retail sector focused on Hornsby Town Centre, Pennant Hills, Epping, Thornleigh, Carlingford, Dural ▪ Transport infrastructure links to Parramatta, Chatswood and other areas 	<ul style="list-style-type: none"> ▪ Development of broad policies ▪ Working in partnership with community, business and other levels of government ▪ Outcome oriented focus ▪ Constant monitoring, review and evaluation of progress 	<ul style="list-style-type: none"> ▪ Improve information and support services to business and industry through development of a business directory and business audit ▪ Marketing and promotion of Hornsby Council <ul style="list-style-type: none"> ○ Publication of service brochure ▪ Target and support SME's (Small-Medium Enterprises) ▪ Facilitate new sustainable investments <ul style="list-style-type: none"> ○ Develop a register of development sites ▪ Promote growth in existing centres ▪ Update and/or prepare masterplans for the Subregional and district centres ▪ Investigate business clusters

Figure 5. Hornsby Employment Areas

Source: Hornsby Shire Council, Economic Development Strategy 2007-2011, p. 19

Hornsby Local Environmental Plan 1994

Hornsby's Local Environmental Plan (LEP) 1994 divides the Shire into 8 broad land use zones as shown in Table 4. Hornsby contains a low proportion of employment lands (0.6%) with a substantial portion of the LGA being zoned for National Park and Environmental Protection lands (58%).

Table 4. Hornsby LEP zones and land areas

Zone	Area (Km2)	% of Shire
unzoned (waterway)	47.21	9.3
Rural	74.2	14.6
Residential	47.8	9.4
Business	1.32	0.3
Industrial	1.7	0.3
Special Uses	15.5	3.1
Open Space	24.6	4.8
Environmental Protection	73.1	14.4
National Park	223.3	43.9
Total	508.7	100

Source: Hornsby Council, 2007

Hornsby LEP 1994 includes seven business zones and two industrial zones. Business zones generally provide for diverse business uses except for Business E (Service Centre). Both industrial zones allow for light industrial uses and other large footprint uses such as plant and equipment hire premises, vehicle repair stations and warehouses and distribution.

The LEP provides for other employment generating activities such as tourism facilities in the Residential AT zone the Special uses (corridor) zone and medical support services in the Residential AM zone. High density residential zone does not permit mixed use development.

Ku-ring-gai Planning Scheme Ordinance (KPSO)

Ku-ring-gai Planning Scheme Ordinance (KPSO) sets out aims and objectives, land use zones, floor space ratios, heritage items, definitions and miscellaneous other provisions. Ku-ring-gai Council does not possess any employment lands. As such there are no provisions for industrial land in the PSO.

Draft Ku-ring-gai LEP 2006 (Town Centres)

Council has finalised planning for six centres in Ku-ring-gai. The draft plans are being reviewed and finalised by the Planning Panel, and then will be re-submitted to the Department of Planning. They will not come into effect until formal approval is received from the Department of Planning. The draft plans were prepared in response to a Direction from the Minister for Planning under Section 55 of the *Environmental Planning and Assessment Act 1979* which requested Council to:

- Provide more housing in and around key commercial centres; and
- Increase retail and commercial development to cater for the needs of the local community.

Council formally exhibited the draft Local Environmental Plan (LEP) and Draft Development Control Plans (DCP) for all six centres in accordance with the requirements of the *NSW Environmental Planning & Assessment Act 1979*. These plans will guide the future development within the centres of Ku-ring-gai LGA.

The Draft Ku-ring-gai LEP 2006 (Town Centres) which was adopted by Council on 8th November 2006 includes the following provisions and zoning for the Town Centres, as listed in Table 5.

The Draft LEP provides centre specific development controls on Draft LEP maps for the St Ives Town Centres related to:

- Minimum subdivision lot size and street frontages
- Building height
- FSR

Similar principal development standards are provided for Turramurra (adopted 13 Nov 2006), Gordon and Pymble (adopted 30 November 2006). Similarly, a draft amendment (Draft Amendment 3) has also been prepared for Roseville and Lindfield (adopted 18 December 2006)

Table 5. Ku-ring-gai LEP 2006 (Town Centres) Zones and Provisions

Zone	Objectives/ Provisions
R3 Medium Density Residential	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ To provide for housing needs of the community within a medium density residential environment ▪ To provide a variety of housing types within a medium density residential environment ▪ To enable other land uses that provide facilities or services to meet the day to day need of residents ▪ To provide housing that is compatible with the existing environmental character of Ku-ring-gai and the desired future character of the locality ▪ To provide a comfortable living environment for residents <p>Key permissible development for business uses:</p> <ul style="list-style-type: none"> ▪ Neighbourhood shops permitted with consent.
R4 High Density Residential	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ To provide for housing needs of the community within a high density residential environment ▪ To provide a variety of housing types within a high density residential environment ▪ To enable other land uses that provide facilities or services to meet the day to day need of residents ▪ To provide housing that is compatible with the existing environmental character of Ku-ring-gai and the desired future character of the locality ▪ To provide buildings within a landscape setting ▪ To provide a comfortable living environment for residents ▪ To appropriately integrate commercial land uses into residential areas adjacent to Town Centres <p>Key permissible development for business uses:</p> <ul style="list-style-type: none"> ▪ Neighbourhood shops, medical centres and shop-top housing permitted with consent.

Zone	Objectives/ Provisions
B2 Local Centre	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ To provide a range of retail, business, entertainment and community uses which serve the needs of people who live in, work in and visit the area ▪ To encourage employment opportunities in accessible locations ▪ To maximise public transport patronage and encourage walking and cycling ▪ To integrate residential development with retail and commercial development that is compatible with the Village character of the centre ▪ To provide a vibrant and pleasant public domain <p>Key permissible development for business uses:</p> <ul style="list-style-type: none"> ▪ Business premises, entertainment facilities, medical centres, mixed use developments, neighbourhood shops, office premises retail premises, restaurants and public transport facilities are permitted with consent.
B4 Mixed Use	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ To provide a mixture of compatible land uses. ▪ To integrate suitable business, office, residential, retail and other development in accessible locations so as to maximise public transport patronage and encourage walking and cycling. ▪ To support the integrity and viability of adjoining Local Centres by providing for a range of 'out-of-centre' retail uses such as bulky goods premises and compatible business activities. ▪ To ensure that development contributes to efficient traffic and transport network. ▪ To provide a vibrant and pleasant environment for residents. <p>Key permissible development for business uses:</p> <ul style="list-style-type: none"> ▪ Business premises; Child care centres; Community facilities; Educational establishments; Entertainment facilities; Function centres; Home occupation (sex services); Hospitals; Hotel accommodation; Information and education facilities; Light industry; Medical centres; Office premises; Passenger transport facilities; Places of public worship; Pub; Public administration buildings; Public hall; Public utility undertakings; Recreation areas; Recreation facilities (indoor); Registered clubs; Retail premises; Service stations; Sex service premises; Signage; Spa pools; Swimming pools; Telecommunications facilities; Temporary structures; Utility installations; Vehicle body repair workshops; Vehicle repair stations; Veterinary hospitals; Warehouse or distribution centres.
B5 Business Development	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ To enable a mix of office, retail and warehouse uses in locations which are close to, and which support the viability of centres. ▪ To provide a range of community facilities, recreation and services industries to meet the needs and demands of employees within centres. <p>Key permissible development for business uses:</p> <ul style="list-style-type: none"> ▪ Business premises; Child care centres; Community facilities; Earthworks; Educational establishments; Entertainment facilities; Function centres; Home occupation (sex services); Hospitals; Hotel accommodation; Information and education facilities; Light industry; Medical centres; Office premises; Passenger transport facilities; Places of public worship; Pub; Public administration buildings; Public hall; Public utility undertakings; Recreation areas; Recreation facilities (indoor); Registered clubs; Retail premises; Roads; Service stations; Sex service premises; Signage; Spa pools; Swimming pools; Telecommunications facilities; Temporary structures; Utility installations; Vehicle body repair workshops; Vehicle repair stations; Veterinary hospitals; Warehouse or distribution centres.

Zone	Objectives/ Provisions
SP2 Infrastructure	Objectives: <ul style="list-style-type: none"> To provide for infrastructure and related uses. To prevent development that is not compatible with or that may detract from the provision of infrastructure. Key permissible development for business uses: <ul style="list-style-type: none"> Roads; Telecommunications facilities; Public utility undertakings; Utility installations; The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.
RE1 Public Recreation	Objectives: <ul style="list-style-type: none"> To enable land to be used for public open space or recreational purposes. To provide a range of recreational settings and activities and compatible land uses. To protect and enhance the natural environment for recreational Key permissible development for business uses: <ul style="list-style-type: none"> Advertising structures; Caravan parks; Community facilities; Demolition of a building or work; Drainage; Environmental facilities; Environmental protection works; Kiosks; Public utility undertakings; Recreation areas; Registered clubs; Roads; Signage; Telecommunications facilities; Utility installations

Ku-ring-gai Retail Centres Study, 2005

The Ku-ring-gai Retail Centres Study was prepared by Hill PDA Consulting and focuses on the demand for retail centres within Ku-ring-gai LGA. The detailed study analyses:

- retail trends (deregulation of shopping hours, larger supermarkets, centre retail shopping, discount department stores, diversification of shopping experience, internet shopping);
- the different existing retail centres in terms of their retail hierarchy within Ku-ring-gai (and Sydney wide);
- existing floor space and number of retail stores by type;
- profile of each retail centre (Gordon, St Ives, Turramurra, Pymble, Lindfield, Roseville, Wahroonga);
- household expenditure, including origin and destination for major proportion of shopping
- trade areas and escape expenditure;
- estimated turnover by retail centre and retail type ;
- future demand for retail space (current and forecast for 2011 based on population and household spending); and
- required additional floor space, as well as escape expenditure.

The report focuses on establishing a retail hierarchy within the existing retail centres and considers three options for expansion. The Study recommends expanding Gordon to the principal retail centre, with the remaining centres retaining their existing function. It also makes some recommendations on revitalising retail centres and establishing criteria for assessing new developments.

The Study provides important information on:

- Escape Expenditure:
 - Ku-ring-gai is losing more than 40% of its residents' retail expenditure (\$ 418 Million in 2004); most expenditure is captured by Hornsby, Chatswood and Macquarie Shopping Centres (regional centres).
- Retail Hierarchy
 - According to the Retail Hierarchy, Ku-ring-gai is lacking department stores or discount department stores and large peripheral or bulky goods cluster.
- Undersupply of retail space
 - Undersupply is measured in price terms, above average price is considered as undersupply. St Ives trades at \$10,000/sqm (almost 50% more than national average); Gordon and Lindfield are trading at 30% above average.
- Estimated Demand for retail space
 - Ku-ring-gai's population is expected to grow by 10,000 households due to the recent rezoning.
 - Household expenditure is projected to create demand for a further 50,000sqm of shop front floor space in the LGA (without taking the escape expenditure into consideration).

The strategy considers three options for expansion

- Option 1- minimal expansion with no alteration to the retail hierarchy
- Option 2 – Expand St Ives to the principal centre of 50,000-60,000sqm
- Option 3 – Expand Gordon to the principal centre of 50,000-60,000sqm
 - Option 3 a – establish a bulky goods cluster between Gordon and Mona Vale along the Pacific Highway
 - Option 3 b – bulky goods cluster plus establish a factory outlet centre in the principal Centre

Table 6. Target Floorspace Increase (sqm)

	Option1 Minimal Expansion	Option 2 St Ives as the principal Centre	Option 3 Gordon as the principal Centre	Option 3 & 3a With Bulky Goods	Maximum Expansion**
Gordon	15,000	10,000	35,000	35,000	45,000
St Ives	15,000	35,000	12,000	12,000	12,000
Turramurra	4,000	4,000	4,000	4,000	4,000
Lindfield***	6,000	6,000	6,000	6,000	6,000
Others	5,000	5,000	5,000	5,000	5,000
Peripheral				25,000	25,000
APPROX. TOTAL	45,000	60,000	60,000	85,000	95,000

* Shop front space including commercial services such as banks and real estate agents but excluding entertainment space such as cinemas

** Allowing for 10,000sqm factory outlet in Gordon centre (first preference). Alternative locations (but less preferable) include St Ives or the peripheral area.

*** Alternatively Lindfield could have minor or no expansion if Roseville (and to a lesser extent Pymble) were to have more significant expansion with a medium to large supermarket.

Source: Hill PDA, Ku-ring-gai Retail Centres Study, p. 8

The Study recommends option 3 mainly for the fact that Gordon is on the Railway line and centrally positioned in the LGA. It also mentions that Gordon is constrained by multiple land holdings, but offers no solution to the problem. The report recommends that Ku-ring-gai Council should try to

- Attract discount department stores to Gordon
- Establish factory outlets to Gordon
- Encourage cinemas to Gordon
- Expand St Ives retail floor space by 8,000 – 13,000 sqm and establish an additional supermarket, and
- Establish a medium to large supermarket in Pymble and Roseville.

2.4 Implications

The key findings of this section are summarised below:

- **The sub-region has many of the 'keys to competitiveness'.** The sub-region already has many of the attributes necessary for competitiveness. These include: enabling infrastructure, education and health, adequate labour pool, business sophistication and quality of life.
- **The movement of low-density employers may favour the sub-region.** With the growth in logistics and warehousing the amount of land consumed per employee has increased and this has accelerated demand for large lots on the urban fringe. At face value, high levels of land availability and good infrastructure access should position the area well of these industries
- **The sub-region is well placed for high levels of home based work.** The attraction of home based work is flexibility in work hours and the avoidance of a commute to work. Thus, incidence of home based work is usually highest in areas that are distant from employment centres. Home based work is also often high in areas with high quality natural environments. Home-based work is also attractive to mature age and disabled workers. With older populations of Hornsby and Ku-ring-gai may benefit from the lifestyle change that home-based work can offer. And with all fringe areas in the Sydney Metropolitan area it can provide greater

employment opportunities, particularly in places where there is not a large variety of work options

- **Policy direction to promote growth in centres.** Both the Metropolitan Strategy and the Draft North Subregional Strategy provide a clear indication that economic growth should be concentrated in centres – particularly those at the top end of the centres hierarchy. For the North Subregion, this means a renewed focus on Hornsby as an employment and activity centre. The strategy has a target of 13,500 additional jobs by 2031 with Hornsby centre expected to accommodate 3,000 of those jobs.

3 The Economy of the 'North Subregion'

3.1 Introduction

This section discusses the economy of the North Subregion. The aim is to outline the character of the sub-region in terms of its assets and infrastructure, its demographic and socio-economic profile, its industrial base and employment characteristics, and local business issues. This section draws heavily on ABS Census data from 2001 and 2006 together with TDC Journey to Work Data (2001). Information on local business issues is drawn from primary research into local business completed as part of this Study.

3.2 Assets and Infrastructure Overview

Figure 6 provides an overview of the existing assets and infrastructure in Ku-ring-gai LGA. The North Shore rail line runs through the centre of the LGA with stations at Roseville, Lindfield, Killara, Gordon, Pymble, Turramurra, Warrawee and Wahroonga. The Pacific Highway also follows the rail line through the LGA and the LGA's commercial centres are predominantly spread along this corridor. Proposed strategic bus corridors cross the LGA with the Mona Vale to Macquarie route running southwest to northeast and the Hornsby to Chatswood route running northwest to southwest.

Areas of highest population growth exist in the 1002-2006 period exist in North Wahroonga, St Ives, Warrawee and Pymble. The two most significant 'magnet institutions' are the Sydney Adventist Hospital and UTS Lindfield campus.

Figure 7 provides an overview of the existing assets and infrastructure in Hornsby LGA. The Northern Line terminates at Hornsby with stations at Epping, Cheltenham, Beecroft, Pennant Hills, Thornleigh, Normanhurst and Hornsby. The North Shore line terminates at Berowra with stations at Waitara, Asquith, Mt Colah, Mount Ku-ring-gai and Berowra. North of Berowra, the Newcastle and Central Coast line has stations at Cowan and Hawkesbury. The Pacific Highway follows the rail line running north-south through the LGA. Proposed strategic bus corridors exist in the southern part of the LGA and are focussed on providing services to and from Hornsby.

Areas of highest population growth in the 2001-2006 period exist at Westleigh, Hornsby and Waitara. Around Hornsby centre, Hornsby TAFE, Hospital and Energy Australia Precinct exist.

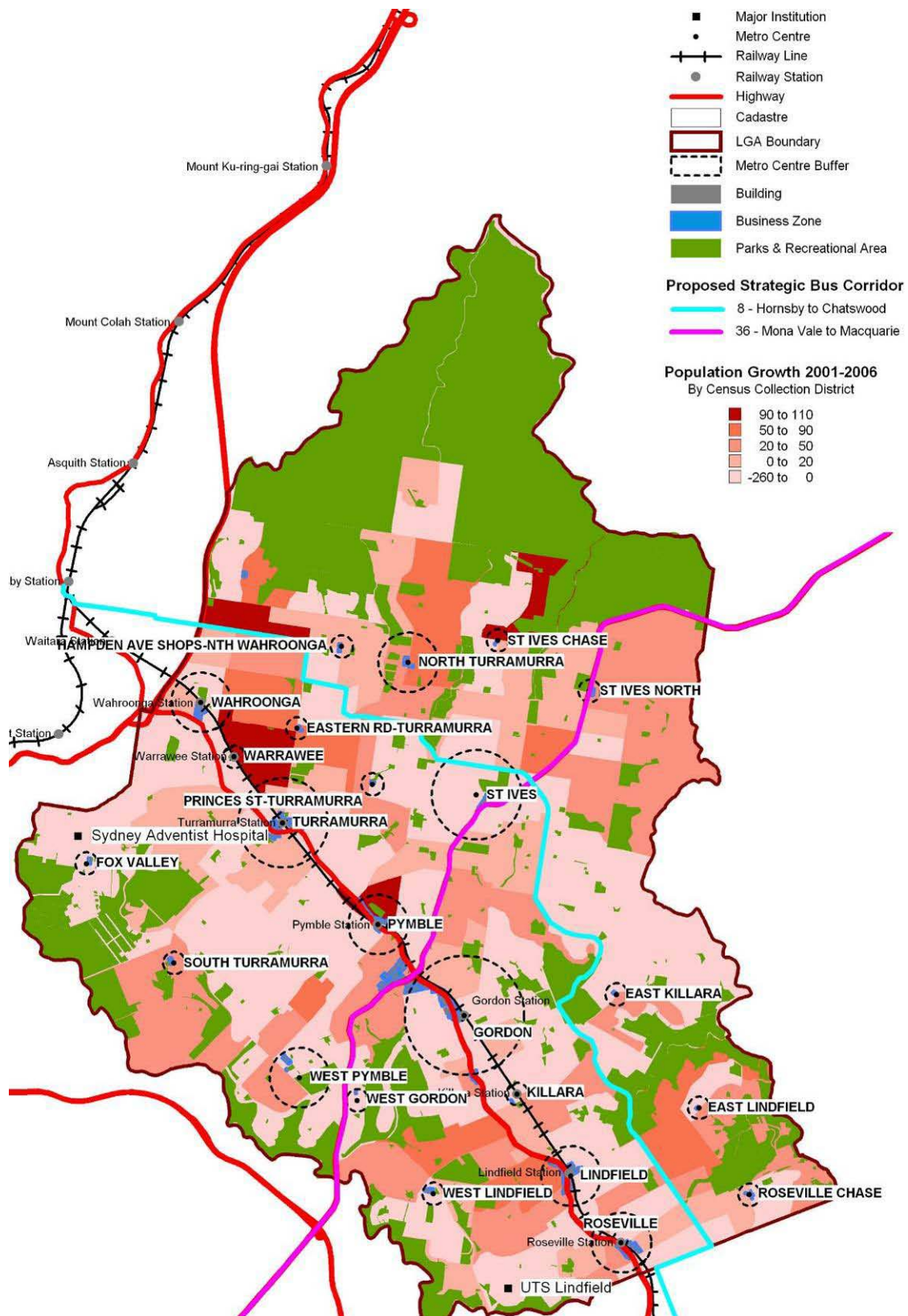
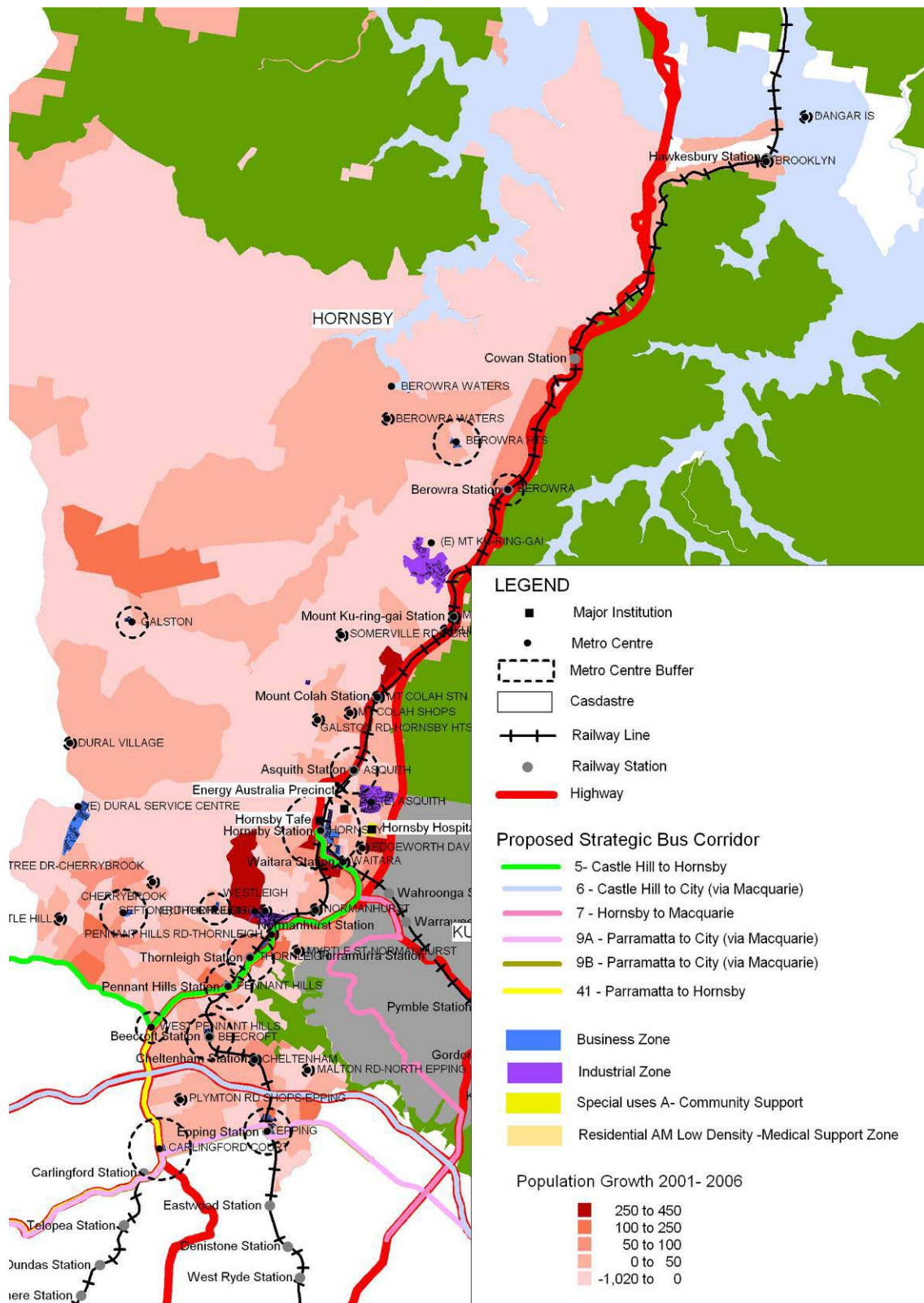
Figure 6. Overview of Ku-ring-gai Infrastructure & Assets

Figure 7. Overview of Hornsby Infrastructure & Assets

3.3 Demographic Profile

In 2006, the total population of Hornsby was approximately 152,000 and the population of Ku-ring-gai was approximately 102,000. Both Hornsby North SLA and Ku-ring-gai LGAs experienced slight population decline over the past five years, while population in Hornsby – South SLA increased, possibly reflect the extent of high density residential development which occurred within this area. The division of Hornsby LGA into north and south SLAs highlights the population growth in the south compared to the slight decline of population in the north.

Table 7. Population and Population Change

Area	1996.	Average Annual Change 1996 to 2001	2001.	Average Annual Change 2001 to 2006	2006.
Hornsby – North SLA	61,340	1.31%	65,475	-0.10%	65,140
Hornsby – South SLA	76,293	1.40%	81,769	1.13%	86,479
Ku-ring-gai LGA	100,086	0.49%	102,540	-0.20%	101,534
Sydney SD	3,777,047	1.39%	4,046,627	0.72%	4,195,094

Source: ABS Time Series Profiles, Place of Enumeration, 2006

Figure 8 clearly shows the concentration of employment in the southern part of Hornsby and the central part of Ku-ring-gai along the Pacific Highway corridor.

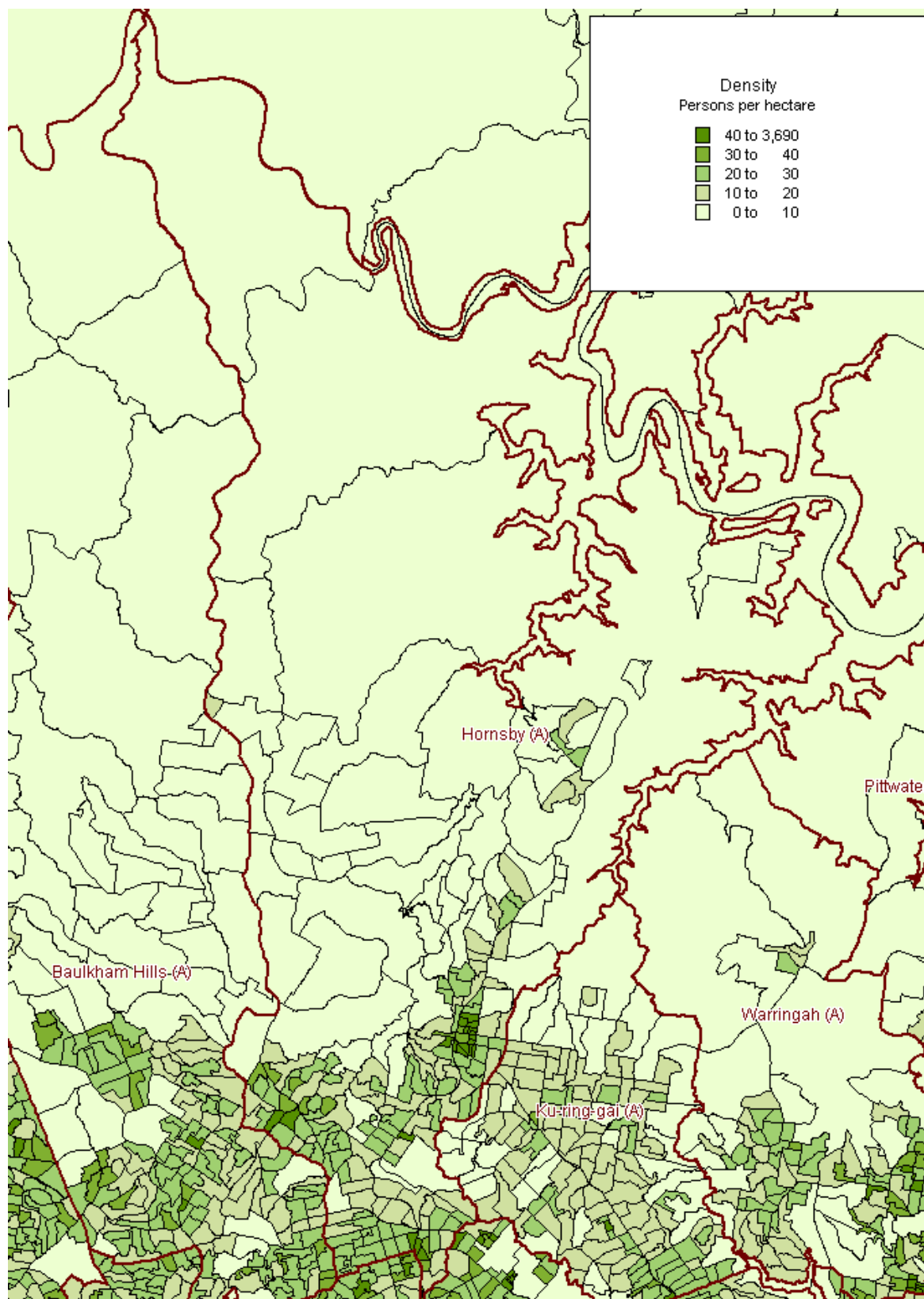
The population profile for Ku-ring-gai LGA and Hornsby LGA is characterised by large numbers of children and middle-aged adults. Compared with Hornsby, there are fewer adults in the early working-age brackets in Ku-ring-gai.

Figure 10 shows that the age profile of Ku-ring-gai is fairly consistent with the typical demographic profile of its neighbouring LGA, Hornsby. Both LGAs have a slightly higher population of young children and teenagers in the 5-19 age cohorts and 45+ cohort compared to Sydney. Also, the combined LGAs have a below average concentration of young adults in the 25 – 34 years cohort (9%, LGAs combined) compared to Sydney Statistical Division (SD) (15%). Median age is shown in Table 8 and Figure 9.

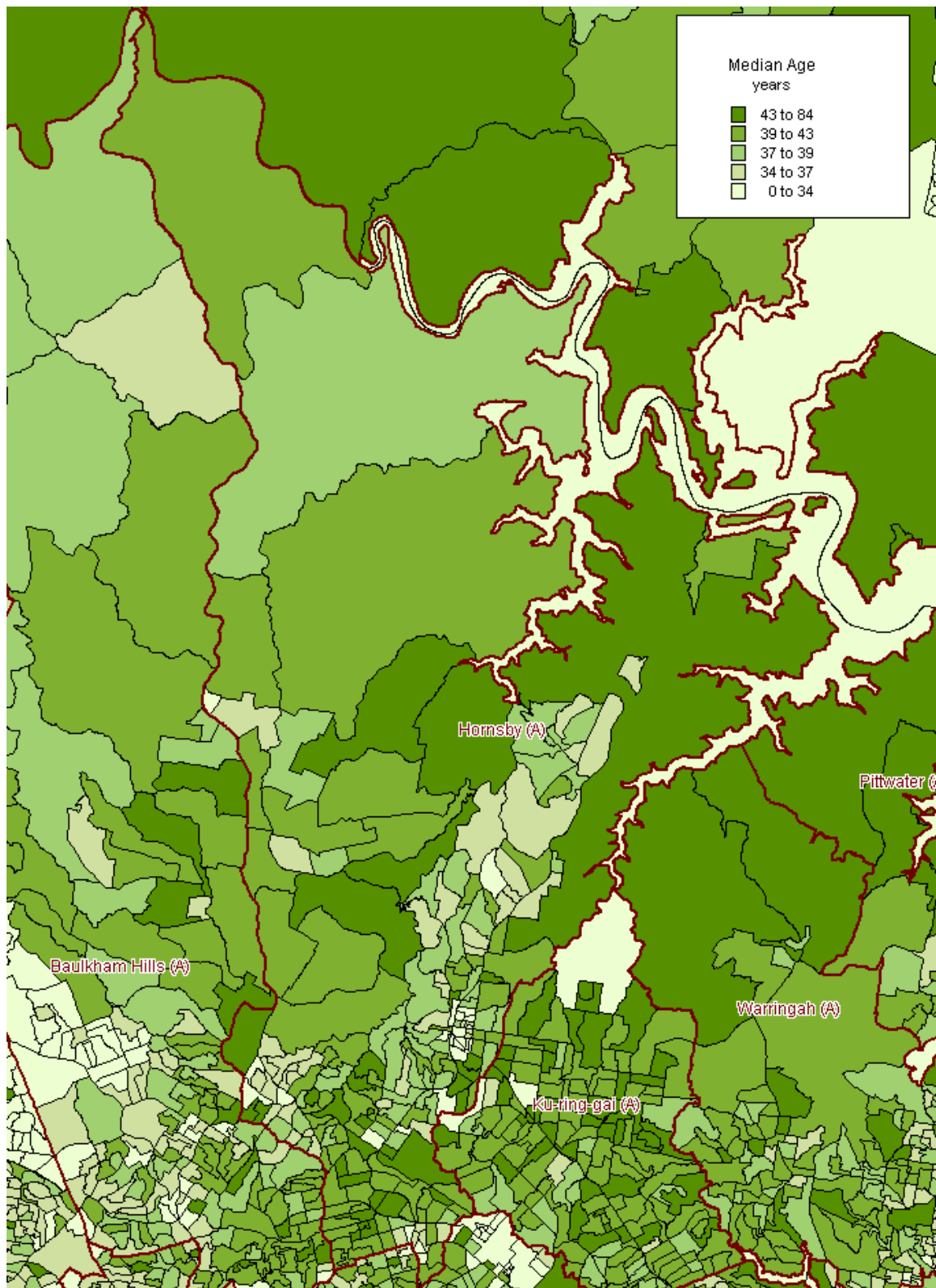
Table 8. Median Age

Area	1996	2001	2006
Hornsby – North SLA	34	36	38
Hornsby – South SLA	36	37	38
Ku-ring-gai LGA	39	40	41
Sydney SD	33	34	35

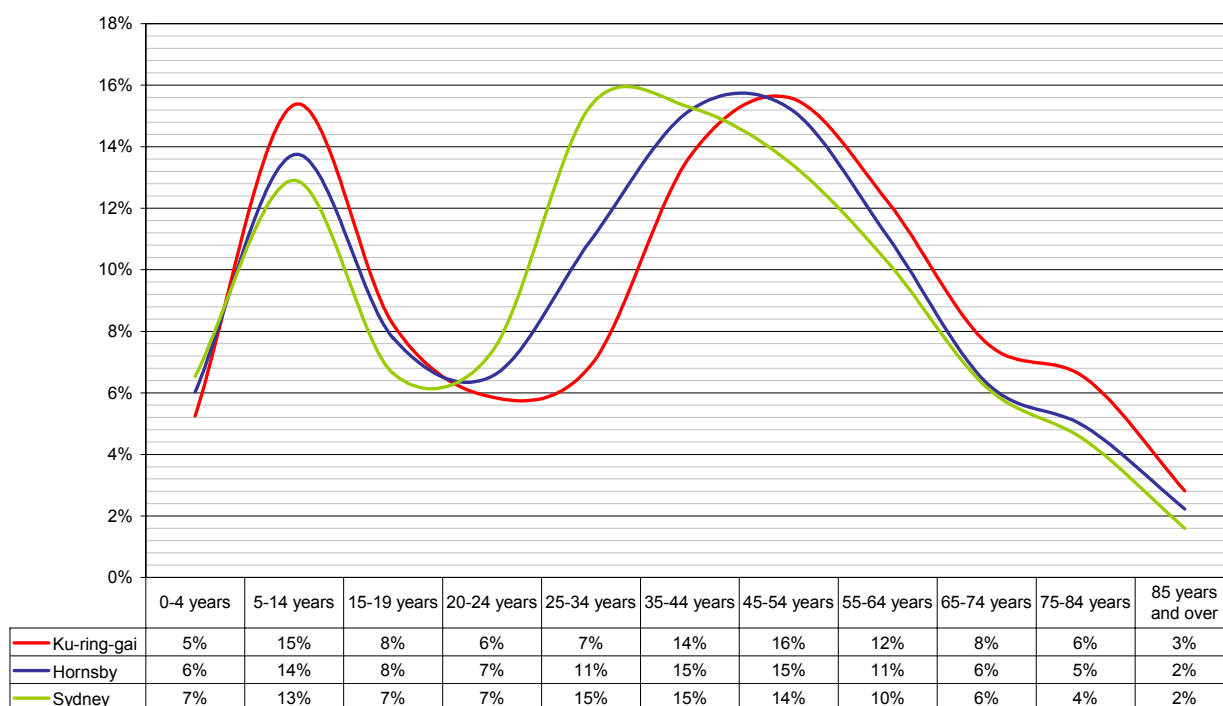
Source: ABS Time Series Profiles, Place of Enumeration, 2006

Figure 8. Population Density, 2006

Source: ABS, 2006

Figure 9. Median Age, 2006

Source: ABS 2006

Figure 10. Age Profile, 2006

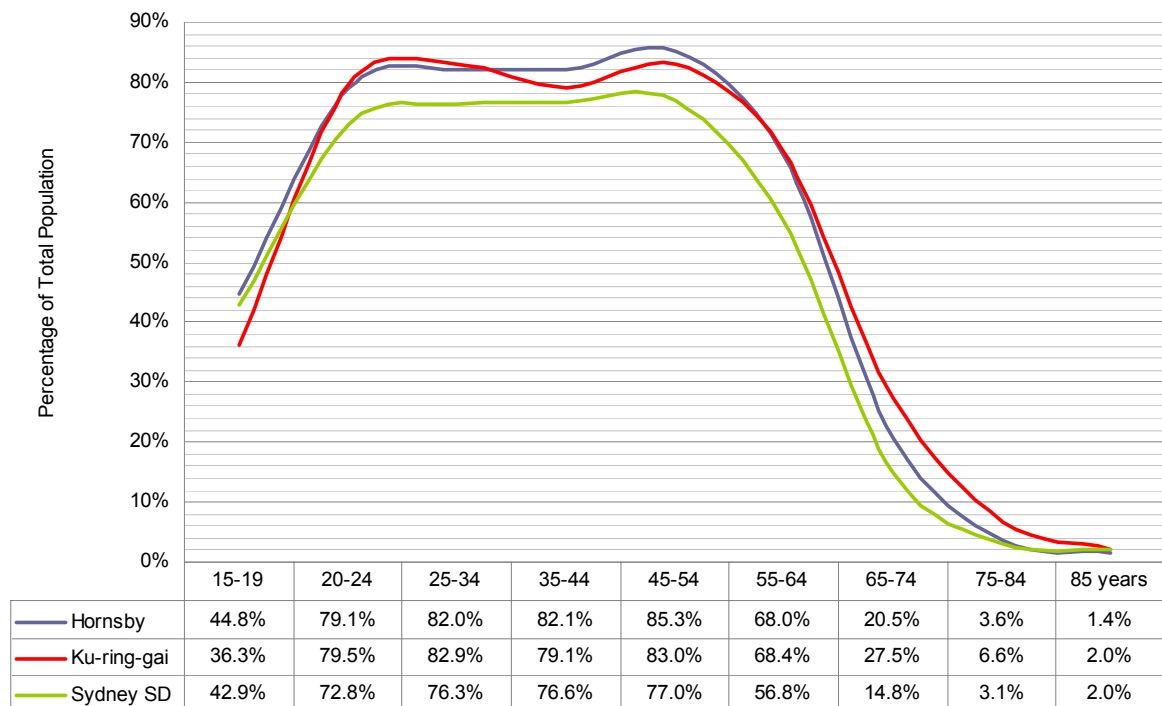
Source: ABS 2006

Socio-Economics

Key labour market characteristics with regard to employment participation are:

- Hornsby was home to approximately 101, 000 people of working age (67%) in 2006, Ku-ring-gai had approximately 71,000 (62%) residents of working age. In comparison, 62% of the total population of Sydney Statistical Division (SD) was of working age.
- In 2006 Hornsby had 78,972 residents participating in the labour force. This translates into a participation rate of 65.1%, a significant increase from the 2001 workforce participation rate of 58.7%. Workforce participation was 61% for Ku-ring-gai, which declined slightly from 2001 (63.3%).

Labour force participation rates by age are shown in Figure 6. Overall, participation rates for Hornsby and Ku-ring-gai LGAs are higher than Sydney Statistical Division (SD). However, the one exception is the 15-19 years age category for Ku-ring-gai LGA, of which 36.3% are labour force participants, compared to 42.9% for Sydney SD. This may reflect a higher propensity for students to remain in full-time study, whilst being supported by their family.

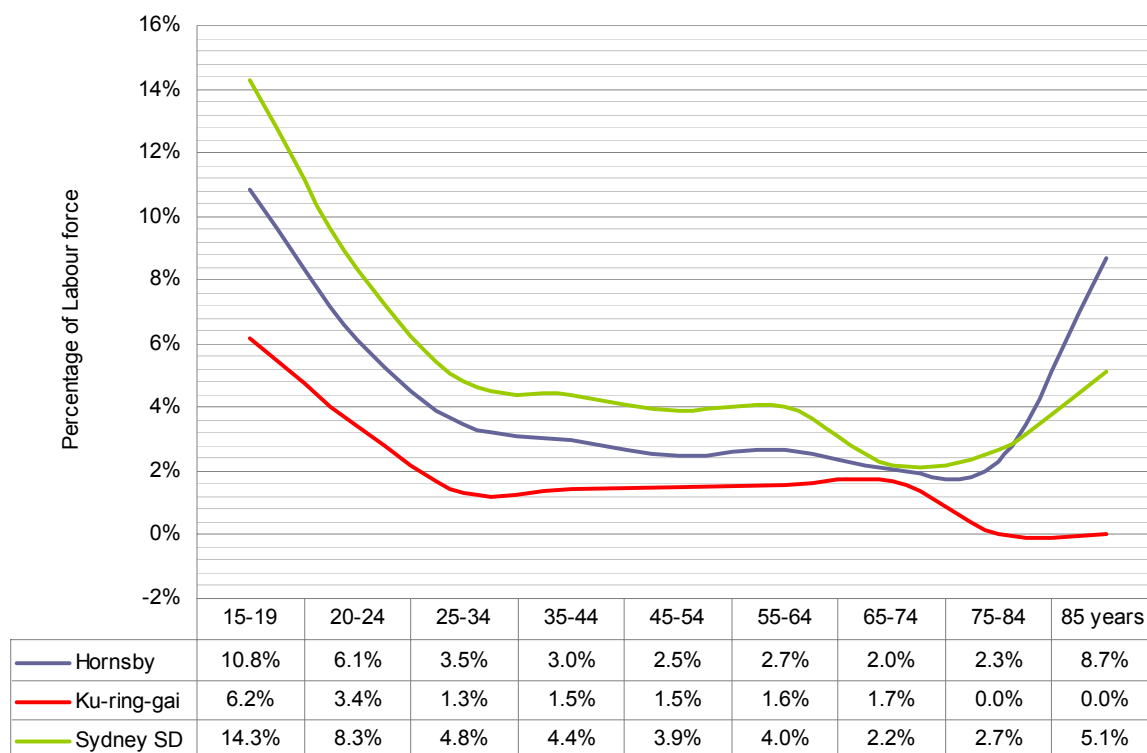
Figure 11. Labour Force Participation, 2006

Source: ABS 2006

The unemployment rate, by age category, is illustrated in Figure 12. Ku-ring-gai and Hornsby's unemployment rate is very low across all age groups when compared to Sydney. This was also the case in 2001.

In 2006, the unemployment rate for Ku-ring-gai LGA is generally half that of Sydney SD.

Figure 12. Unemployment by Age, 2006



Source: ABS 2006

In summary, Hornsby and Ku-ring-gai LGA residents have the following characteristics:

- Overall, the population of Ku-ring-gai LGA and Hornsby LGA is characterised by large numbers of children and middle-aged adults. There is a below average concentration of young adults in the 25 – 34 years cohort.
- Within Hornsby LGA there is a high proportion of working-age residents (67%) compared with Ku-ring-gai and Sydney SD (62%). In 2006, Hornsby had 78,972 residents participating in the labour force. This translates into a participation rate of 65.1%, a significant increase from the 2001 workforce participation rate of 58.7%.
- Workforce participation was 61% for Ku-ring-gai, which declined slightly from 2001 (63.3%). Ku-ring-gai and Hornsby's unemployment rate is - compared to Sydney - very low across all age groups.
- Hornsby residents' household income distribution is aligned to Sydney's with a slightly higher percentage of households in the high income groups earning more than\$ 1,700 per week.
- Ku-ring-gai residents have a very high household income profile with 35% of weekly gross household incomes greater than \$2,500.

- Professionals are by far the largest occupation group in Ku-ring-gai (39.0%) and Hornsby (32.1%), followed by managers in Ku-ring-gai (21.3%).
- There is a higher concentration of university educated residents within the Study area compared to Sydney SD.

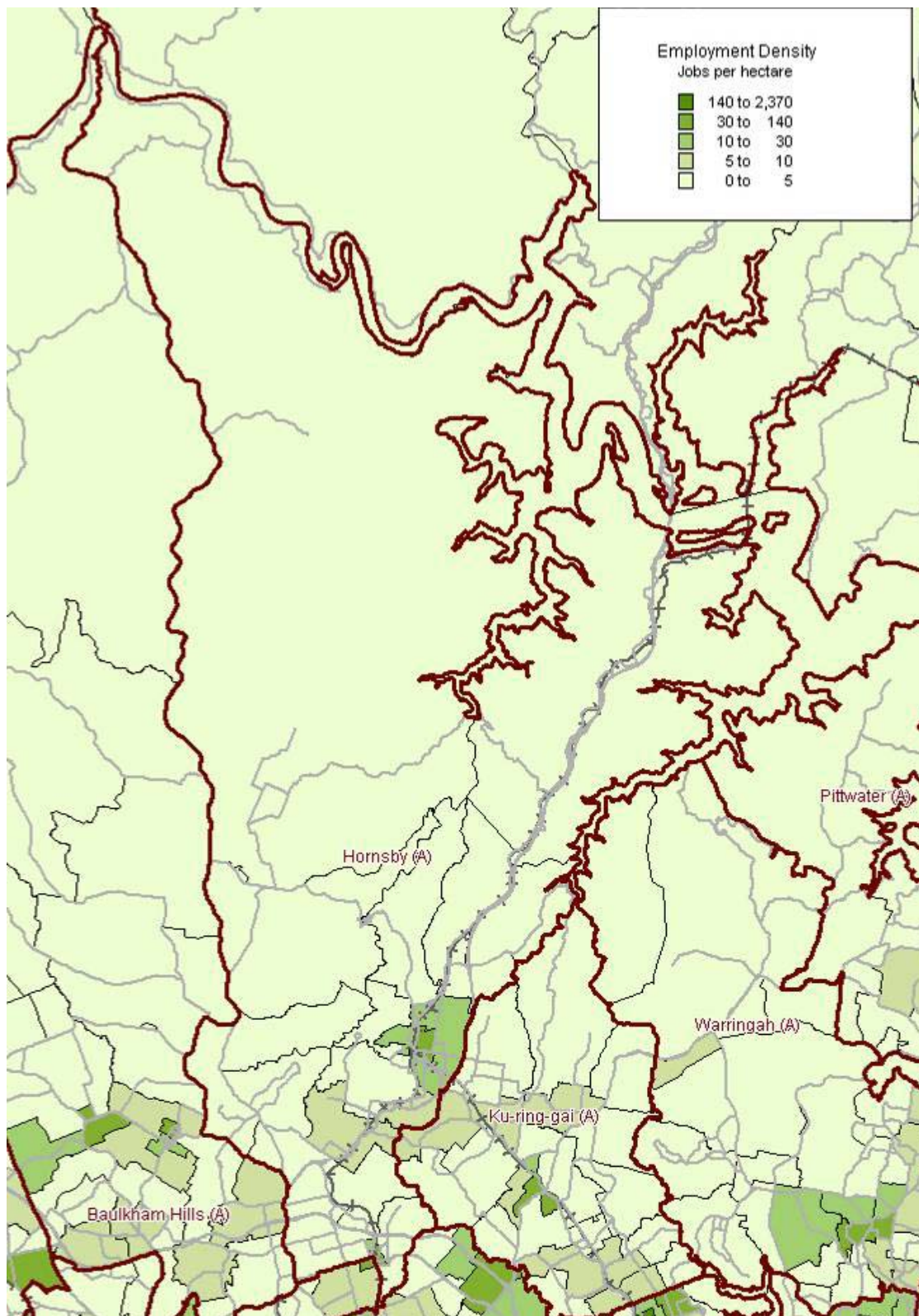
The Study area is home to a population which is relatively affluent and well educated when compared to Sydney. People who live within the area are more likely to have completed university qualifications and be employed as managers or professionals. A key implication for the current study is that people who live within Hornsby and Ku-ring-gai LGAs are likely to be decision-makers within their place of employment. Origin-destination analysis (discussed later in this paper) reveals the relationship between place of residence and place of work for different job types. There may be opportunities to encourage business owners and managers to relocate their businesses closer to home.

In addition, there may be opportunities to support more people to work from home, particularly in the more northern and western parts of the Hornsby local government area, where there are likely to be long commute times to centres of employment. Possible support for HBW is discussed in later sections.

3.4 Employment Profile

Industry Sectors

In 2006, Hornsby LGA hosted approximately 41,400 jobs, of which 13,600 were located in the northern SLA and 27,800 were located in the southern SLA. Ku-ring-gai employed 27,400 people in 2006, according to recently available Journey to Work (JTW) destination data. Previous Journey to Work data (2001), available at the travel zone level shows the employment density across the Study area (Figure 13).

Figure 13. Employment Density, Ku-ring-gai & Hornsby LGA, 2001

Source: JTW, 2001

Figure 14 and Figure 16 show the percentage of jobs by industry in 2006 and the percentage change in employment between 2001 and 2006. In Hornsby LGA, key industries in 2006 were:

- Retail Trade (7,824 or 18.9%)
- Health Care and Community Services (6,154 or 14.9%)
- Education and Training (4,871 or 11.8%).
- Property & Business Services (4882, 11.8%)

This is similar to the nature of employment in Ku-ring-gai LGA where key industries are

- Health Care and Community Services (5,024 or 18.3%)
- Property & Business Services (4751, 17.3%)
- Education and Training (3,923 or 14.3%)
- Retail Trade (3,596, 13.1%)

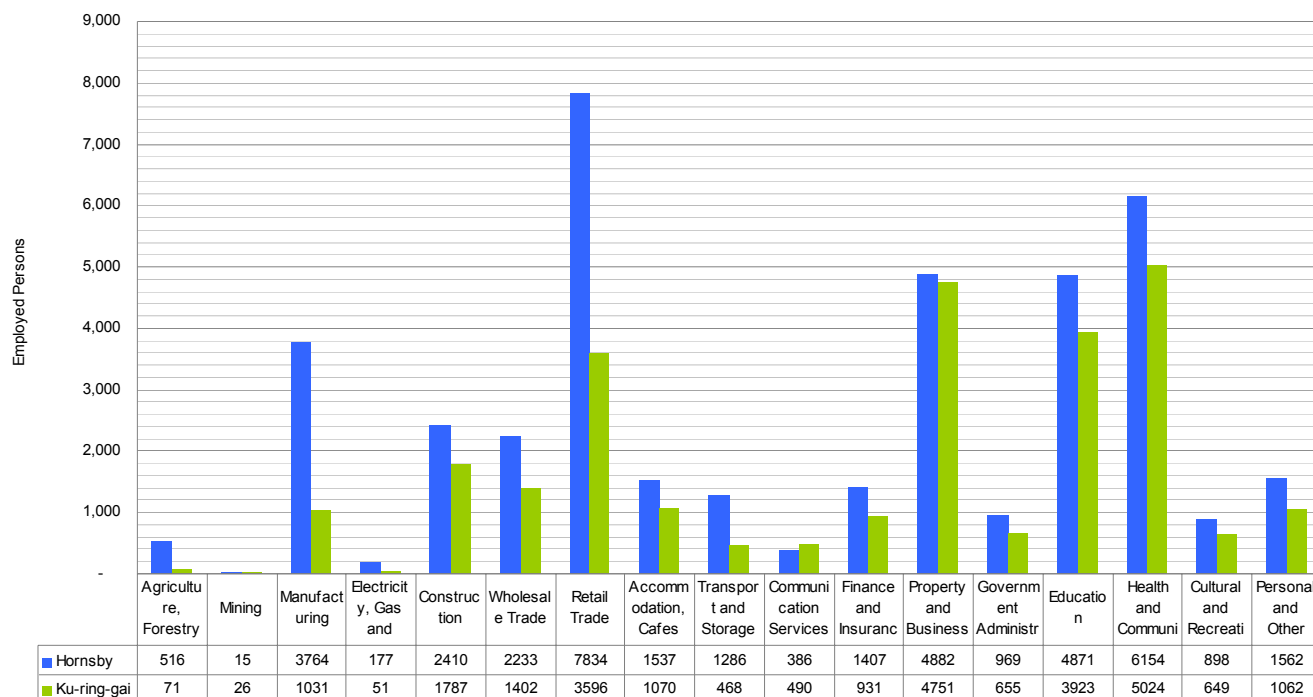
Examining change in employment in the period 2001-2006 for Hornsby shows the biggest change in job numbers were in:

- Health & Community Services, +962
- Education, +861
- Retail Trade, +536
- Construction, -597
- Finance & Insurance, -526

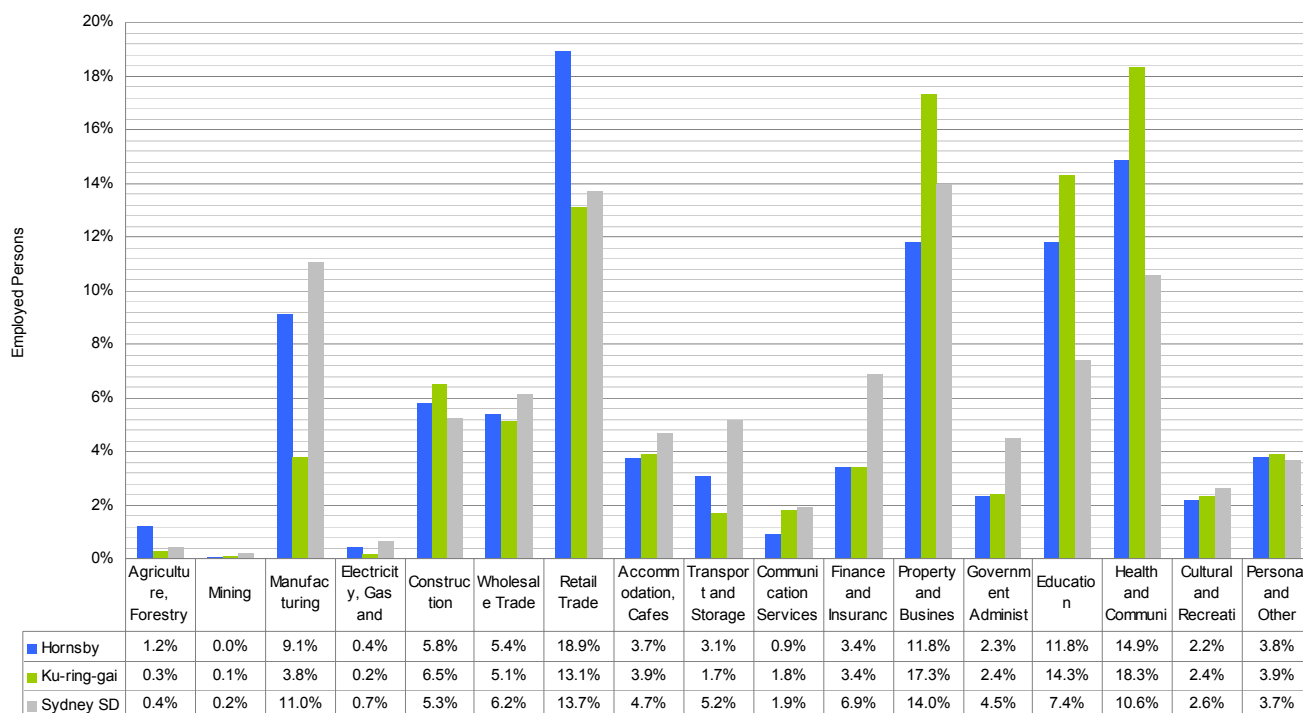
Examining change in employment in the period 2001-2006 for Ku-ring-gai shows the biggest change in job numbers were in:

- Health & Community Services, +560
- Education, +532
- Construction, +307
- Retail Trade, -493
- Property & Business Services, -491

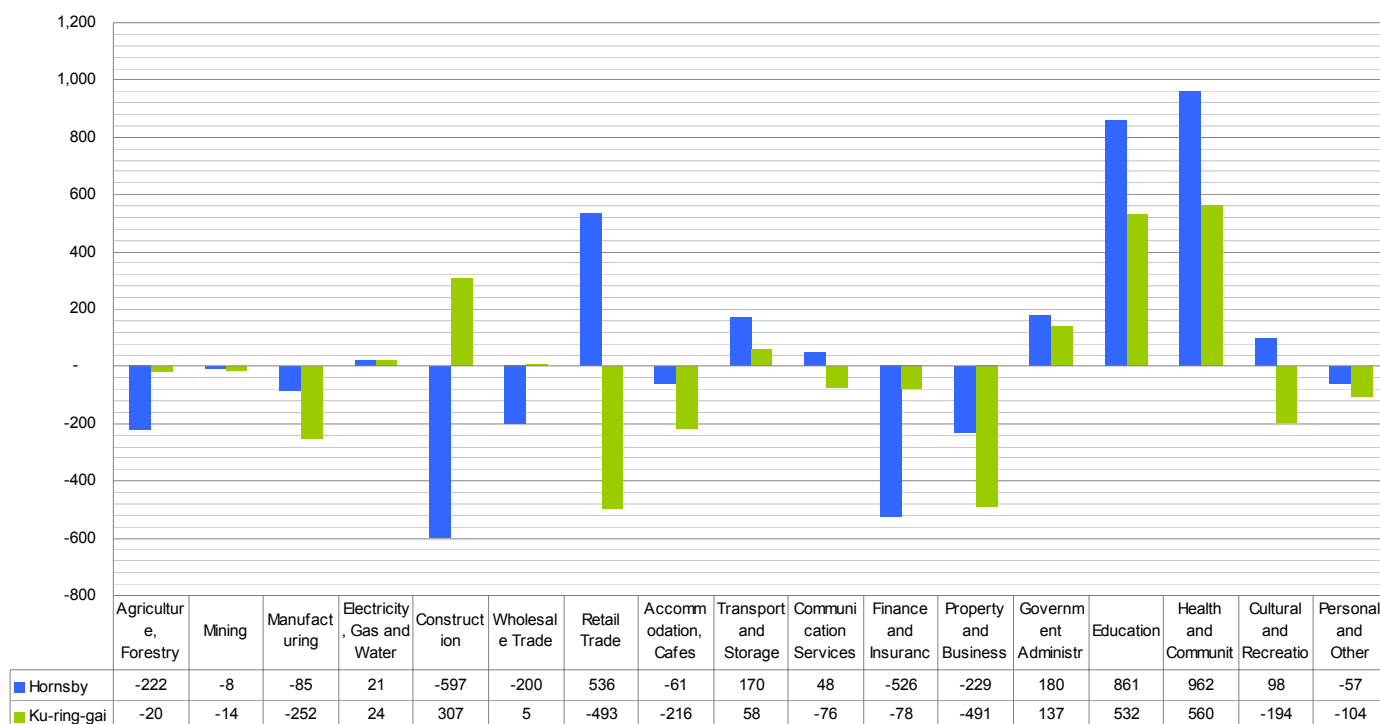
Figure 17 compares these employment dynamics to those for Sydney in the 2001-2006 period. The job growth in Education, Health & Community Services and Government & Administration are broadly in line with the Sydney pattern. The sharp drop in employment in Finance and Insurance in Hornsby is in contrast to a job growth in this sector in Sydney as a whole. The jobs growth in communication services in Hornsby runs counter the decline in employment in this sector in Sydney as a whole. The sharp percentage change in employment in electricity Gas & Water and Mining reflect changes in relatively small employment numbers and so should be viewed with some caution.

Figure 14. Employment by Industry (1 digit ANZSIC, 2006)

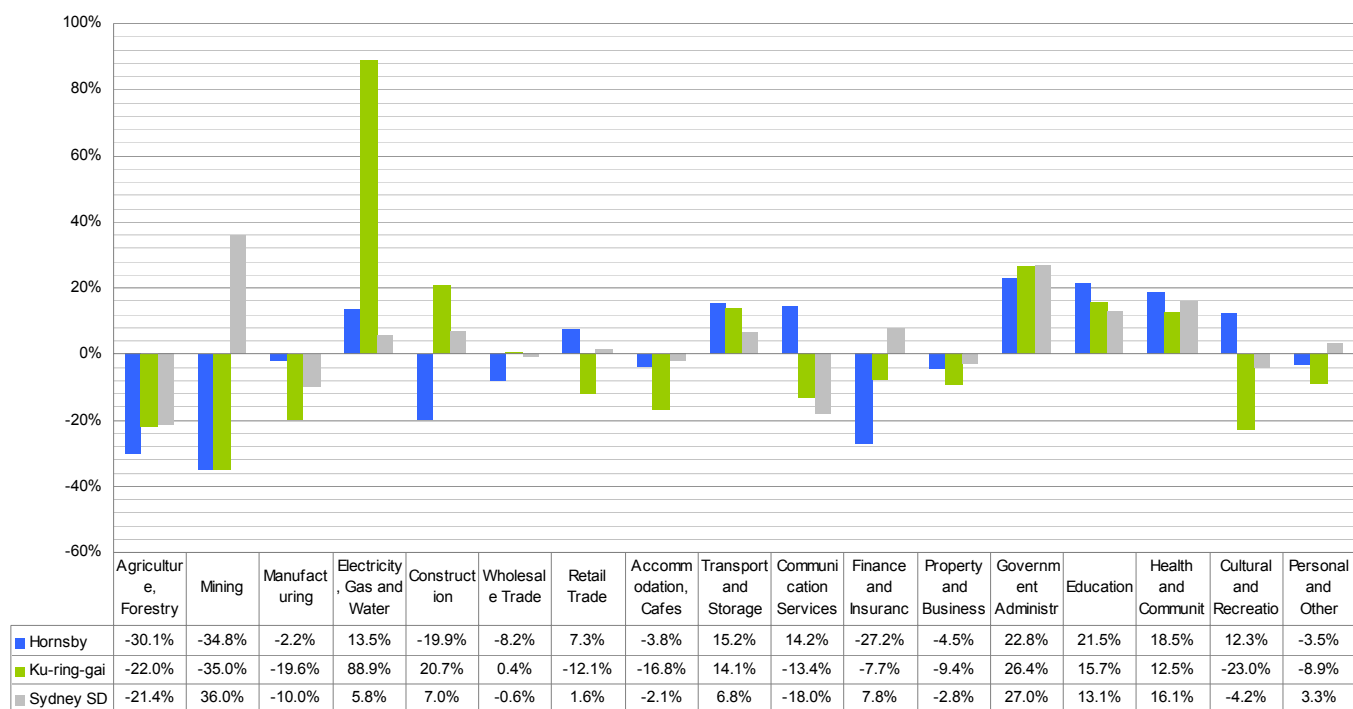
Source: ABS, 2006

Figure 15. Percentage Employment by Industry (1 digit ANZSIC, 2006)

Source: ABS, 2006

Figure 16. Employment by Industry, Change 2001 - 2006

Source: ABS, 2001,2006

Figure 17. Employment by Industry, Percentage Change 2001 - 2006

Source: ABS, 2001,2006

Industry Specialisation

Location quotient analysis is used to show relative employment specialisation of an area compared with a chosen benchmark area (in this case Sydney SD). A location quotient (LQ) which is greater than 1 illustrates the relative specialism in that sector. The results Location Quotient analysis are shown in Table 10.

Table 9. Location Quotient Analysis (1 Digit ANZSIC)

		Employees 2006		LQ	
		Hornsby	Ku-ring-gai	Hornsby	Ku-ring-gai
A	Agriculture, Forestry and Fishing	516	71	4.1	0.7
B	Mining	15	26	0.3	0.7
C	Manufacturing	3764	1031	0.9	0.4
D	Electricity, Gas and Water Supply	177	51	0.6	0.1
E	Construction	2410	1787	1.4	1.0
F	Wholesale Trade	2233	1402	1.0	0.8
G	Retail Trade	7834	3596	1.3	1.1
H	Accommodation, Cafes and Restaurants	1537	1070	0.8	1.0
I	Transport and Storage	1286	468	0.5	0.3
J	Communication Services	386	490	0.4	1.1
K	Finance and Insurance	1407	931	0.7	0.5
L	Property and Business Services	4882	4751	0.9	1.4
M	Government Administration and Defence	969	655	0.4	0.4
N	Education	4871	3923	1.3	1.7
O	Health and Community Services	6154	5024	1.2	1.5
P	Cultural and Recreational Services	898	649	0.8	1.2
Q	Personal and Other Services	1562	1062	1.1	1.2
R	Non-Classifiable Economic Units	429	377	0.3	0.5
&	not stated	59	53	4.2	4.8
	Total	41389	27417		

	0	0.25
	0.26	0.5
	0.51	0.75
	0.76	1
	1.01	1.25
	1.26	1.5
	1.51	1.75
	1.76	max

For Hornsby, when benchmarked against employment in Sydney, broad industry specialism emerges in the following sectors:

- Agriculture forestry and fishing (LQ4.1, - but with just 71 jobs)
- Construction (LQ1.4)
- Retail Trade (LQ1.3)
- Education (LQ1.3)

For Ku-ring-gai industry specialism emerges in:

- Property & Business services (LQ1.4)
- Education (LQ1.7)
- Health & Community Services (LQ1.5)

This 1digit ANZSIC analysis gives a picture of broad industry specialism. Examining LQ values at a 3 digit ANZSIC level gives an indication of fine grain specialism. The results of LQ analysis at a 3 digit ANZSIC level is shown in Table 10. Sorting the results by LQ gives a picture of peculiar local specialism in a Sydney SD context and can point to local industry clustering. Sorting by number of jobs gives a better indication of the importance of the specialist sectors to the local economy.

Table 10. Location Quotient Analysis (3 Digit ANZSIC, 2006)

**Top 10 Industries, Hornsby LGA,
Sorted by LQ***

	Industry	Jobs	LQ
114	Fruit and Vegetable Processing	396	10.0
030	Forestry and Logging	42	8.2
118	Sugar and Confectionery Manufacturing	249	7.4
011	Nursery and Floriculture Production	165	5.6
331	Agricultural Product Wholesaling	220	3.8
051	Forestry Support Services	22	3.7
013	Fruit and Tree Nut Growing	62	3.6
223	Metal Container Manufacturing	83	2.8
202	Ceramic Product Manufacturing	88	2.6
860	Residential Care Services	1575	2.5

**Top 10 Industries, Ku-ring-gai LGA,
Sorted by LQ***

	Industry	Jobs	LQ
772	Regulatory Services	99	5.5
M00	Professional, Scientific and Technical Services, nfd	23	4.0
954	Religious Services	276	2.7
821	Adult, Community and Other Education	555	2.4
802	School Education	2844	2.3
697	Veterinary Services	85	2.3
696	Management and Related Consulting Services	531	2.3
601	Libraries and Archives	42	2.3
540	Publishing (except Internet and Music), nfd	21	2.3
332	Mineral, Metal and Chemical Wholesaling	171	2.3

* Industries with less than 20 employees have been omitted.

**Top 10 Industries, Hornsby LGA,
Sorted by Number of Employees**

	Industry	Jobs	LQ
802	School Education	3,612	2.0
451	Cafes, Restaurants & Takeaway Food Services	2,092	1.3
860	Residential Care Services	1,575	2.5
840	Hospitals	1,301	0.9
411	Supermarket and Grocery Stores	1,264	1.4
692	Architectural, Engineering & Technical Services	800	1.2
853	Allied Health Services	762	1.6
693	Legal and Accounting Services	724	0.6
700	Computer System Design and Related Services	724	0.9
412	Specialised Food Retailing	695	1.5

**Top 10 Industries, Ku-ring-gai LGA,
Sorted by Number of Employees**

	Industry	Jobs	LQ
802	School Education	2,844	2.3
840	Hospitals	1,856	1.9
451	Cafes, Restaurants and Takeaway Food Services	1,200	1.2
692	Architectural, Engineering & Technical Services	941	2.1
700	Computer System Design & Related Services	877	1.7
860	Residential Care Services	769	1.8
853	Allied Health Services	639	2.0
411	Supermarket and Grocery Stores	624	1.1
693	Legal and Accounting Services	612	0.8
851	Medical Services	559	1.8

Employment Self-Containment and Self-Sufficiency

Employment self containment and self sufficiency can be assessed by examining TDC 'Journey to Work' (JTW) data for employment 'origin' and 'destination' pairs. The most recent TDC JTW data is from the 2001 Census³. Overall, in 2001 a high number of Hornsby residents worked within the LGA. Of the workforce 19,539 or 37% are residents. Other key destination for Hornsby working residents are Sydney Inner (14%) and adjoining LGAs such as Ku-ring-gai (8%), Ryde (10%) and Baulkham Hills (8%).

In Ku-ring-gai, over a quarter of the total number of employees were also resident in 2001. Of all the LGA's resident workers, 16% commute to Inner Sydney for work, and approximately 25% are residents who work in neighbouring LGAs.

Table 11 shows how many jobs the LGA can provide for its own residents (employment self sufficiency), with 48% for Hornsby and 44% for Ku-ring-gai the rate is very high. The high figures might be explained by the relatively high proportion of jobs in community servicing industries, such as Retail Trade and Health and Community Services.

Table 11. Employment Self-Containment, Hornsby & Ku-ring-gai LGAs 2001

SLA	Resident Workers	Jobs in the LGA	No of resident workers	% Self- containment	% Self- sufficiency
Hornsby	52,342	40,340	19,549	37.4%	48%
Ku-ring-gai	46,355	27,529	12,208	26.3%	44%

Source: TDC, 2001

We can examine JTW data further to reveal the jobs to workers ratio in terms of both industry types and occupation types. This is shown in Table 12. In broad terms, this shows that there are fewer jobs in the Manager and Administrator and Professionals & Associate Professional categories than there are workers – suggesting a 'leakage' of employment. This is particularly marked for these occupation categories in the construction sector.

In contrast, there are generally more Trades and Related jobs in the LGA than there are resident workers in this occupation category. This is particularly pronounced for Property and Business Services and Education.

³ TDC JTW data from the 2006 Census is expected early in 2008

Table 12. Hornsby Jobs:Workers Ratio (1 Digit ANZSIC by 1 digit ASCO)

		Managers & Administrators	Professionals & Associate Professionals	Tradespersons & Related Workers	Clerical & Service Workers	Labourers, Production & Transport Workers	Other
Agriculture, Forestry and Fishing	&	0.36	0.55	1.23	0.41	0.76	0.03
Mining	A	0.39	0.36	1.25	0.68	0.33	1.00
Manufacturing	B	0.24	0.31	-	0.60	-	-
Electricity, Gas and Water Supply	C	0.25	0.50	0.50	0.54	0.36	0.19
Construction	D	0.05	0.08	0.33	0.14	-	-
Wholesale Trade	E	0.71	0.69	1.18	1.16	1.06	0.79
Retail Trade	F	0.35	0.62	0.54	0.55	0.41	1.30
Accommodation, Cafes and Restaurants	G	0.50	0.71	1.24	0.75	1.00	0.73
Transport and Storage	H	0.26	0.76	1.61	0.70	1.16	1.00
Communication Services	I	0.25	0.27	0.23	0.48	0.41	0.36
Finance and Insurance	J	0.15	0.26	0.35	1.96	0.53	0.91
Property and Business Services	K	0.18	0.18	2.00	0.33		0.72
Government Administration and Defence	L	0.35	0.47	0.71	0.55	0.94	0.59
Education	M	0.13	0.45	2.67	0.54	4.00	0.39
Health and Community Services	N	0.55	0.82	1.67	1.02	2.94	0.60
Cultural and Recreational Services	O	0.58	0.68	1.53	1.22	1.99	0.76
Personal and Other Services	P	0.33	0.53	1.07	0.63	0.48	0.50
Non-Classifiable Economic Units	Q	0.23	0.72	1.61	1.03	1.09	0.50
not stated	R	0.54	0.60	0.33	0.73	2.00	0.36

	0	0.25
	0.26	0.5
	0.51	0.75
	0.76	1
	1.01	1.25
	1.26	1.5
	1.51	1.75
	1.76	2

Source: TDC 2001.

For Ku-ring-gai, there is a broadly greater level of employment leakage and as with Hornsby, the leakage is more pronounced in the Managers and Administrators and Professionals & Associate Professionals categories. Again, Trades & Related occupation and Labourers show the lowest levels of 'leakage'.

Table 13. Ku-ring-gai Jobs: Workers Ratio (1 Digit ANZSIC by 1 digit ASCO)

		Managers & Administrators	Professionals & Associate Professionals	Tradespersons & Related Workers	Clerical & Service Workers	Labourers, Production & Transport Workers	Other
Agriculture, Forestry and Fishing	&	0.43	0.30	0.47	0.56	0.40	0.04
Mining	A	1.03	0.98	1.02	1.15	1.02	-
Manufacturing	B	0.14	0.33	1.00	0.19	-	-
Electricity, Gas and Water Supply	C	0.45	0.42	0.74	0.56	1.18	0.34
Construction	D	0.06	0.24	1.10	0.45	0.68	1.00
Wholesale Trade	E	0.58	0.57	0.66	0.84	0.75	0.63
Retail Trade	F	0.50	0.39	0.54	0.56	0.86	0.33
Accommodation, Cafes and Restaurants	G	0.67	0.80	1.07	0.72	0.91	0.68
Transport and Storage	H	0.37	0.61	0.53	0.60	0.88	-
Communication Services	I	0.24	0.25	1.26	0.45	0.94	0.75
Finance and Insurance	J	0.09	0.11	0.20	0.42	0.21	0.11
Property and Business Services	K	0.15	0.23	0.13	0.58	0.52	0.85
Government Administration and Defence	L	0.33	0.36	0.64	0.49	0.60	0.56
Education	M	0.11	0.28	0.36	0.41	0.87	0.18
Health and Community Services	N	0.57	0.62	0.55	0.70	0.88	0.25
Cultural and Recreational Services	O	0.57	0.59	1.12	0.78	0.84	0.65
Personal and Other Services	P	0.28	0.43	0.35	0.57	0.61	0.33
Non-Classifiable Economic Units	Q	0.28	0.59	0.72	0.69	0.79	0.50
not stated	R	0.21	0.24	0.55	0.41	0.40	0.21

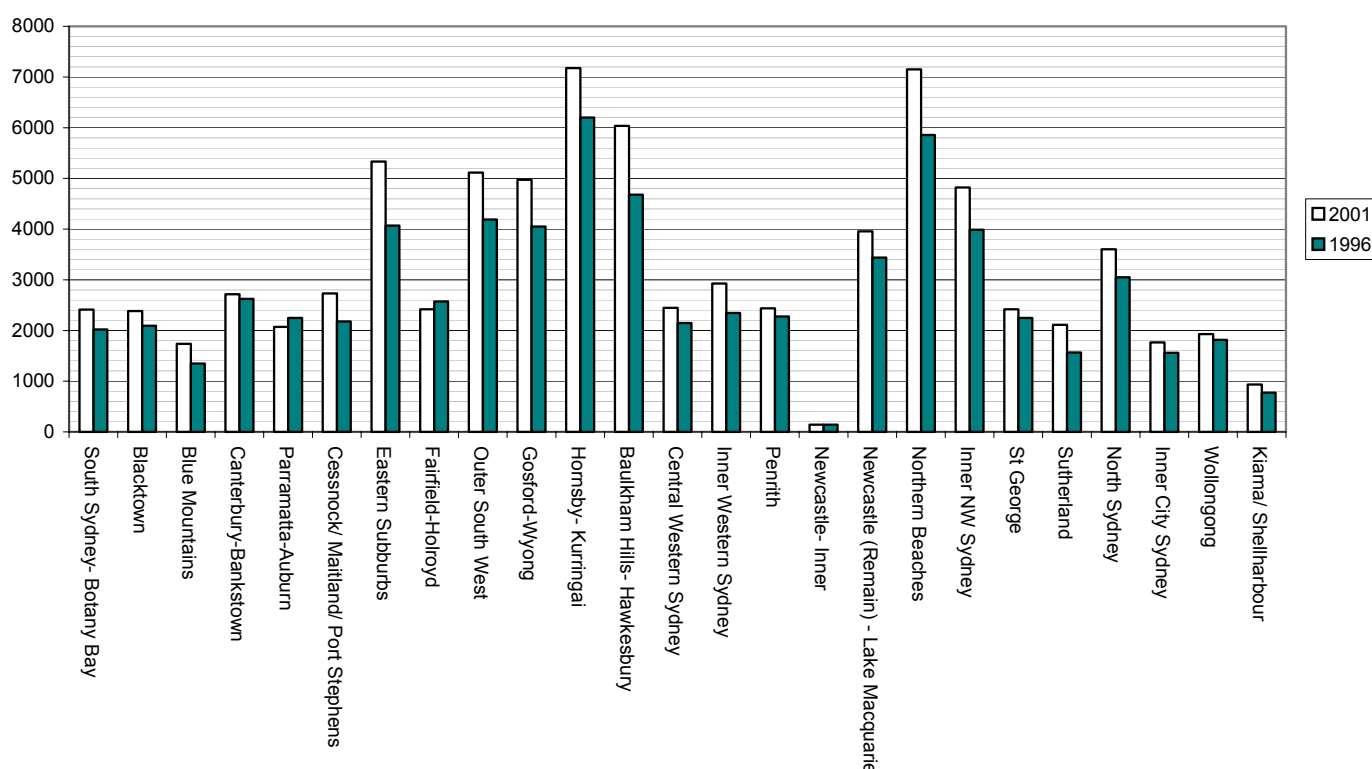
	0	0.25
	0.26	0.5
	0.51	0.75
	0.76	1
	1.01	1.25
	1.26	1.5
	1.51	1.75
	1.76	2

Source: TDC 2001.

Home Based Work

Levels of home based work can be seen in the TDC JTW dataset by examining mode of travel to work and 'worked at home' numbers. Again, the most recent TDC JTW data uses information from the 2001 Census. Home based work in Sydney SD regions is shown in Figure 18. Compared with other regions in Sydney GMR, Hornsby-Ku-ring-gai has the highest levels of home based work and has shown significant growth in the 1996-2001 period.

Figure 18. HBW by Region- 1996-2001



Source: TDC 2001

In 1996, retail was the industry with the most home based workers. This sector was followed by property and business services with also a large proportion of unclassified (or not stated) home based workers. Since 1996 home based retail work has grown by around 20% pa to 2001 but it has been overtaken by a number of other sectors in absolute terms. In particular, HBW in property and business services skyrocketed with growth of more than 70% pa and over 22,000 jobs by 2001. The next largest sectors in absolute terms were the manufacturing and construction sectors followed by retail and health & community services. The sectors with the lowest levels of HBW were the Mining and Electricity/ Gas/ Water industries, both sectors that require intensive operation and maintenance of on-site infrastructure, making HBW impractical. It is interesting to note the very low share of HBW in the government sector. Providing more opportunities for HBW may be necessary for it to successfully compete for good employees in the government sector.

The way that home based work is broken down by industry and occupation category for Hornsby is shown in Table 14.

Table 14. Hornsby Home Based Work by Industry (1 Digit ANZSIC) and Occupation (1 Digit ASCO)

	Industry	Managers and Administrators	Professionals and Associate Professionals	Tradespersons and Related Workers	Clerical and Service Workers	Labourers, Production and Transport Workers	Other	total
&	Not stated	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.3%
A	Agriculture, Forestry and Fishing	3.2%	0.4%	0.7%	0.5%	0.4%	0.0%	5.2%
B	Mining	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.2%
C	Manufacturing	1.8%	2.9%	2.0%	1.8%	0.9%	0.1%	9.4%
D	Electricity, Gas & Water Supply	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
E	Construction	1.3%	1.7%	0.8%	5.5%	0.3%	0.2%	9.7%
F	Wholesale Trade	4.0%	1.6%	0.3%	2.6%	0.3%	0.0%	8.7%
G	Retail Trade	0.6%	1.2%	0.7%	2.1%	0.5%	0.0%	5.1%
H	Accommodation, Cafes & Rest.	0.0%	0.9%	0.0%	0.3%	0.0%	0.1%	1.4%
I	Transport & Storage	0.2%	0.3%	0.0%	0.9%	0.2%	0.0%	1.6%
J	Communication Services	0.2%	0.2%	0.0%	0.3%	0.0%	0.1%	0.7%
K	Finance & Insurance	0.7%	2.6%	0.0%	1.5%	0.0%	0.4%	5.1%
L	Property & Business Services	3.4%	18.3%	0.6%	9.0%	0.1%	0.5%	31.9%
M	Govt. Admin. & Defence	0.0%	0.0%	0.0%	0.3%	0.0%	0.0%	0.3%
N	Education	0.2%	4.1%	0.1%	0.3%	0.0%	0.3%	5.0%
O	Health & Community Services	0.3%	2.7%	0.0%	2.8%	0.2%	0.0%	6.0%
P	Cultural & Recreational Services	0.5%	2.8%	0.2%	0.8%	0.0%	0.1%	4.4%
Q	Personal & Other Services	0.3%	2.3%	0.3%	1.1%	0.2%	0.0%	4.2%
R	Non-Classifiable Economic Units	0.0%	0.3%	0.1%	0.4%	0.0%	0.2%	0.9%
	Total	16.7%	42.3%	5.7%	30.6%	2.9%	1.8%	100%

	1 - 2.4
	2.5 - 4.9
	5 - 9.9
	>10

In Hornsby, the highest incidence of home based work occurs in the Professionals and Associate professionals category followed by Clerical and Service workers. Particularly high levels occur in the Property & Business Services and Construction, Manufacturing and Wholesale Trade categories.

Table 15. Ku-ring-gai Home Based Work by Industry (1 Digit ANZSIC) and Occupation (1 Digit ASCO)

	Industry	Managers and Administrators	Professionals and Associate Professionals	Tradespersons and Related Workers	Clerical and Service Workers	Labourers, Production and Transport Works	Other	total
&	Not stated	0.1%	0.3%	0.0%	0.2%	0.0%	0.1%	0.6%
A	Agriculture, Forestry and Fishing	0.3%	0.2%	0.0%	0.3%	0.0%	0.1%	0.8%
C	Mining	1.9%	3.1%	0.5%	0.9%	0.2%	0.1%	6.6%
E	Manufacturing	0.9%	1.0%	0.3%	1.9%	0.3%	0.0%	4.4%
F	Electricity, Gas & Water Supply	3.5%	1.2%	0.1%	2.0%	0.0%	0.2%	7.0%
G	Construction	0.8%	1.8%	0.5%	1.8%	0.0%	0.0%	4.9%
H	Wholesale Trade	0.3%	0.8%	0.0%	0.2%	0.1%	0.1%	1.4%
I	Retail Trade	0.3%	0.3%	0.0%	0.7%	0.1%	0.0%	1.4%
J	Accommodation, Cafes & Rest.	0.1%	0.2%	0.0%	0.0%	0.0%	0.1%	0.3%
K	Transport & Storage	2.0%	3.8%	0.0%	2.2%	0.0%	1.8%	9.7%
L	Communication Services	5.5%	24.1%	0.3%	9.2%	0.2%	1.5%	40.8%
M	Finance & Insurance	0.0%	0.2%	0.0%	0.1%	0.0%	0.0%	0.3%
N	Property & Business Services	0.4%	4.7%	0.0%	0.7%	0.0%	0.0%	5.8%
O	Govt. Admin. & Defence	0.6%	3.9%	0.0%	3.2%	0.0%	0.1%	7.8%
P	Education	0.9%	2.5%	0.3%	0.4%	0.0%	0.3%	4.4%
Q	Health & Community Services	0.2%	1.4%	0.2%	1.0%	0.1%	0.0%	2.8%
R	Cultural & Recreational Services	0.2%	0.4%	0.0%	0.4%	0.0%	0.1%	1.1%
	Personal & Other Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Non-Classifiable Economic Units	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total		17.9%	49.7%	2.1%	25.0%	0.9%	4.3%	100.0%

	1 - 2.4
	2.5 - 4.9
	5 - 9.9
	>10

In Ku-ring-gai, the highest incidence of home based work occurs in the Professionals and Associate Professionals category followed by Clerical and Service workers. Particularly high levels occur in the Communication Services industry category with significant proportions also in Government Administration & Defence.

As part of the Study, targeted consultation was completed with home base businesses operating within the Study area. Interviews were completed with ten firms. Initial contacts were selected after discussion with local chambers of commerce, with snowball sampling techniques providing contacts to explore emerging themes... This research highlighted the following key points:

- **Home based business would benefit from support services.** Many of the interviewed suggested that the provision of centralised business support would help their business. Suggestions included fax and copy service and the existence of a JP at the library.

- **Most HBBs do not intend to ‘graduate’ to space in commercial/ industrial areas.** Most firms suggested that they had not been forced in anyway to operate from home due to a lack of available business space elsewhere. While some suggested that it was much cheaper to operate from home rather than in a commercial centre, the drivers for the home-based operation were usually the lifestyle benefits that home based work allowed.
- **Most HBBs are footloose, and could potentially operate from any location.** Most of those interviewed suggested that, from a purely business perspective, they had very few ties to their location and that they could essentially run the business from any location. While for some, the ability for clients to visit the home was important, most of those interviewed suggested that they had no ties with surrounding businesses.
- **High quality telecommunications infrastructure is essential.** Businesses typically suggested that having access to high quality telecommunications infrastructure was far more important than access to road or rail infrastructure.

3.5 Business Environment

Market Conditions

Discussion with local real estate agents indicates that both the industrial and commercial markets are very slow. Both selling and leasing are occurring at a slow pace – most recently this is thought to have been affected by the election. However, local industrial agents have suggested that the market is unlikely to improve in the next two to three years. While industrial lands in proximity to Hornsby have remained stagnant, there has been some development occurring at Mt Ku-ring-gai and Thornleigh, and some sales and leasing activity in Asquith.

Within the Hornsby and Ku-ring-gai area there are limited large offices. Consultation with local commercial agents suggests that businesses are generally seeking smaller spaces from 50sqm to 150 sqm in size. Of those businesses seeking office space, approximately 50% are from within the local area. One agent suggested that Hornsby has a competitive advantage in that it is on the cross-roads, that is, from Hornsby you can catch the train to the city or to Parramatta; however it does not have any high quality office space.

While some office space was constructed as a component of large apartment buildings, this has mostly been sold or leased.

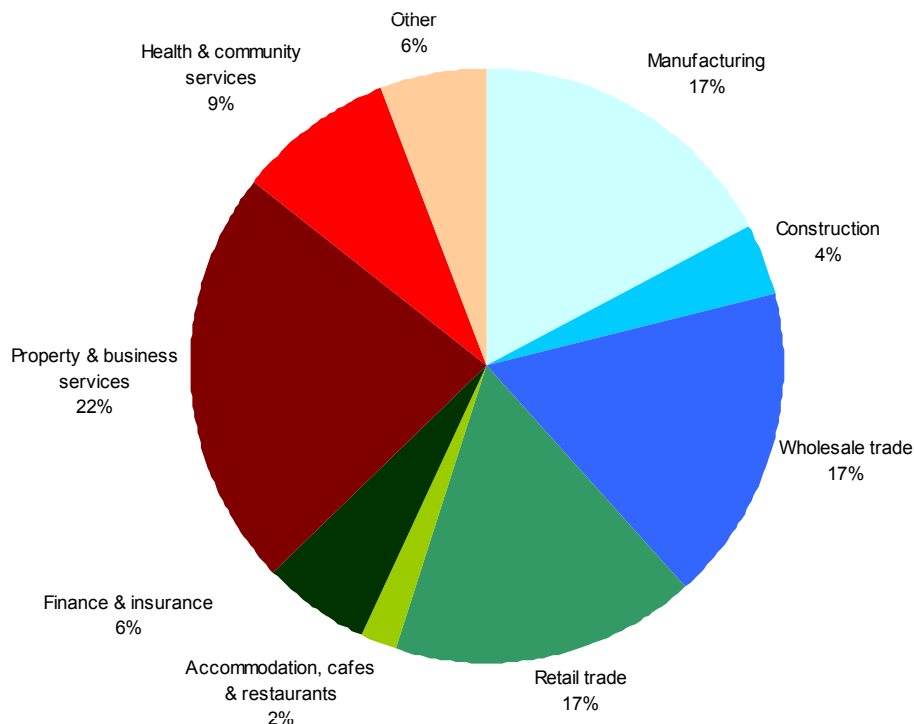
Business Survey

The business survey was conducted as part of the Study to highlight local business issues. The business survey was posted to all businesses listed on a Council held database. After a low initial response, a second round survey was hand delivered to business addresses. In addition, electronic copies of the survey were made available to home based businesses.

The survey response was 151, from 2,500 surveys – a response rate of 6%. The sample size is not large enough to be considered a statistically representative sample of business in Hornsby & Ku-ring-gai. Nevertheless, the results raise some interesting issues for further analysis as part of this Study. As a result of the relatively small number of total responses, the two LGAs have been combined for analysis of the business survey.

Figure 19 shows the distribution of businesses among industry categories. In the figure below 'Transport & Storage', 'Education', 'Cultural and Recreational Services', 'Personal & Other Services', 'Agricultural, Forestry & Fishing' and 'Other Business Activity' were amalgamated to one category, namely 'other'. Together they represent 6% of all businesses that responded to the survey.

Figure 19. Business Responses by Broad Industry Sector



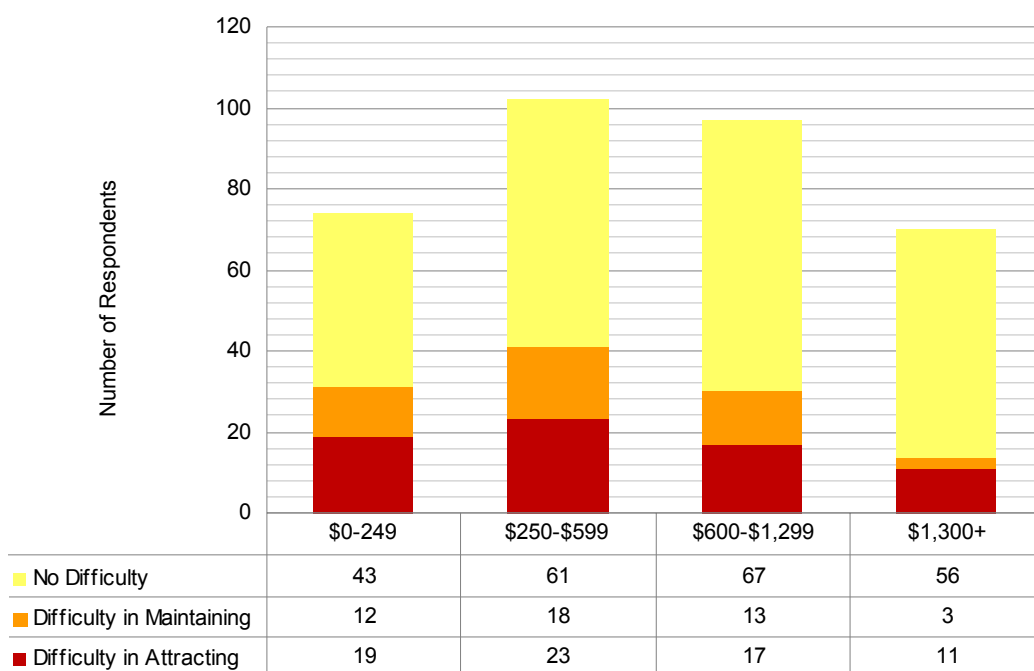
Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

The largest number of responses were received from 'Property and Business Services'; approximately 22%, or 34 businesses. This was followed by the 'Retail Trade', 'Wholesale Trade' and 'Manufacturing', each representing 17% of responses. There were also some responses from 'Health and Community Services' and 'Finance and Insurance', accounting for 9% and 6% of responses respectively. Only one response was received from each of the following industries: 'Transport and Storage', 'Cultural and Recreational Services' and 'Agricultural, Forestry and Fishing'.

The business survey asked businesses to estimate what percentage of employees live in Hornsby. 140 businesses responded to this question, of these 40 businesses estimate that 100% of their employees also live within Hornsby and Ku-ring-gai LGAs. On average, 58% of employees working in Hornsby and Ku-ring-gai also live there. Cross-tabulation of data shows that there is no relationship between the size of business and the origin of employees.

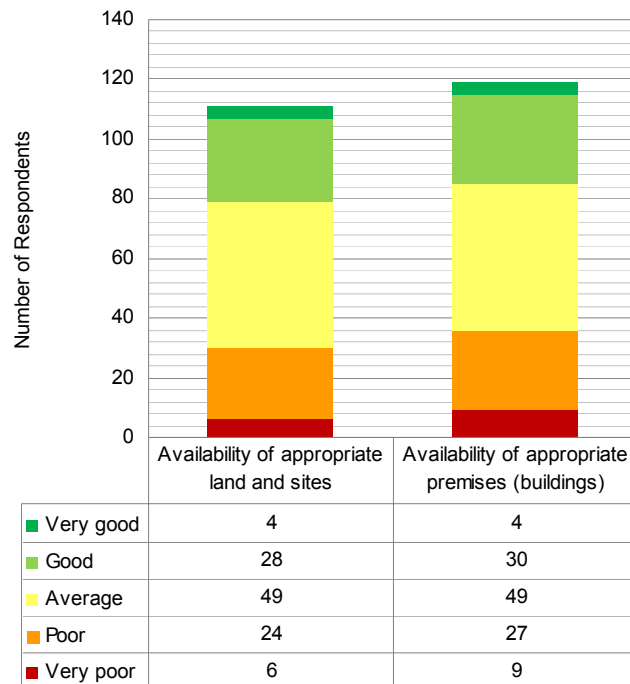
The survey questioned businesses on whether they experience difficulties in attracting or retaining employees. Responses to this question are shown in Figure 20. Approximately 20% of respondents indicated that they had problems in attracting employees with the \$0-\$249 and \$250-\$599 income categories – a significant percentage. The majority of businesses indicated that they did not experience difficulties in attracting or retaining staff across all income categories.

Figure 20. Attracting and Maintaining Employees, by weekly income

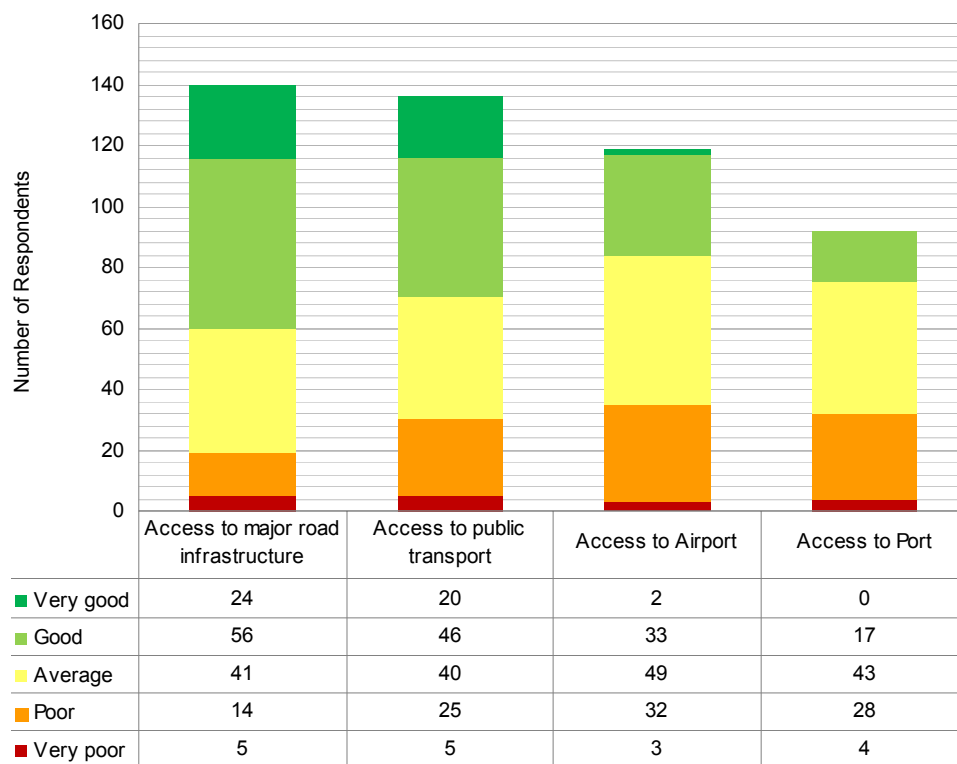


Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

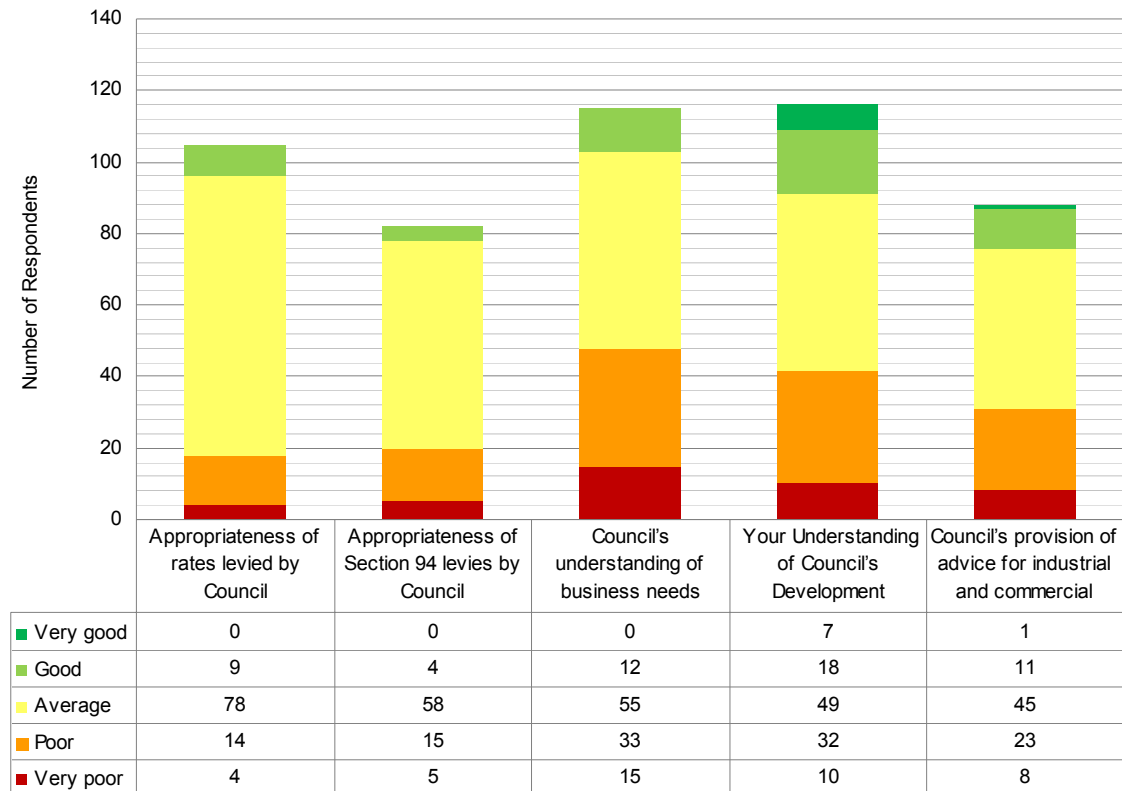
The survey asked businesses for their opinion on the quality of the local business climate. Aspects taken into account are availability of suitable land and business premises, proximity of supplier and market base, accessibility of transport infrastructure and the facilitating role of the Council. Businesses in Hornsby and Ku-ring-gai present a range of opinions on the business climate; on a scale of 1 (very poor) to 5 (very good) the average answer was around 3 for business location aspects, approximately 3.5 for road infrastructure and public transport (Figure 21, Figure 22 and Figure 23). Other aspects of the business climate were considered to be between poor and average. A very low proportion of respondents thought Council's planning and regulations were 'good' or 'very good'.

Figure 21. Rating of Business Location Aspects

Source: SGS (2007), Hornsby Ku-ring-gai Business Survey\

Figure 22. Rating of Accessibility Aspects

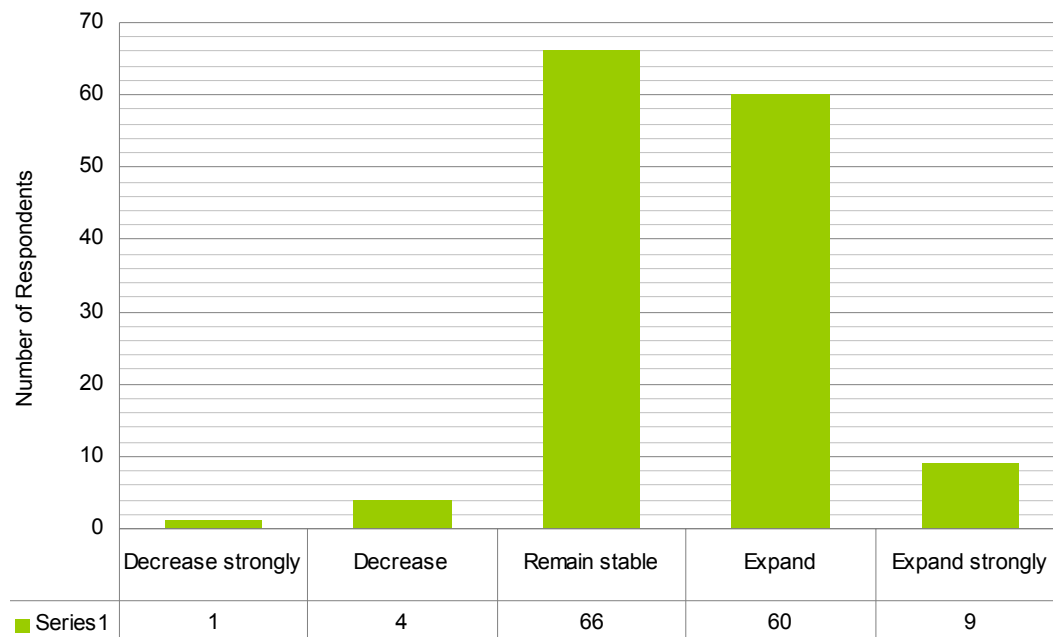
Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

Figure 23. Rating of Council Planning and Regulations for Building

Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

The survey asked the respondent businesses to comment on their future intentions. 132 of 151 respondents answered the question. Most respondents indicated that they expect their business will remain stable or expand. Broad expectations are positive with 43 per cent of respondents expecting to expand the number of employees, compared with only 4 per cent expecting to decrease (Figure 24).

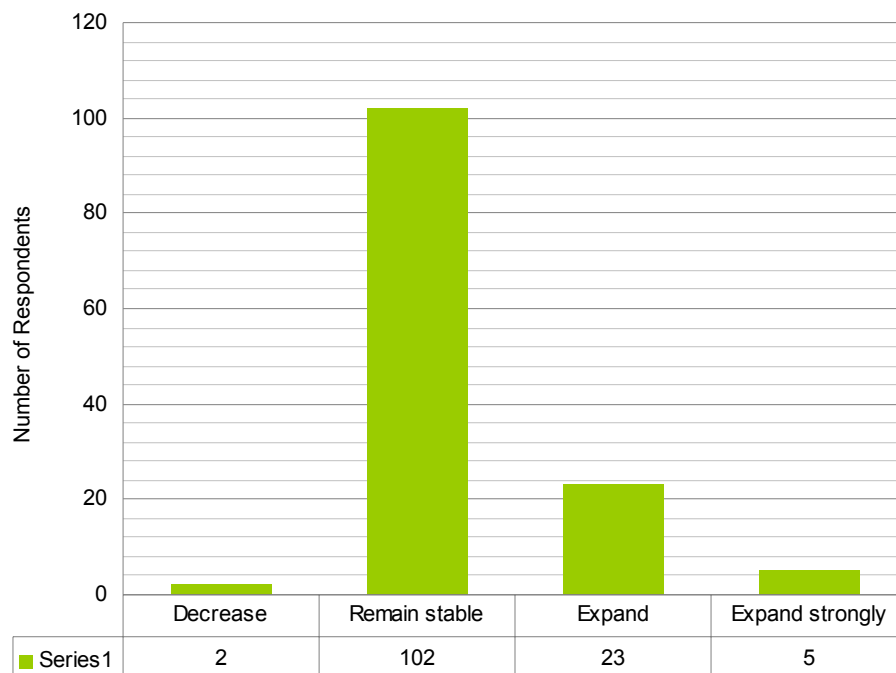
Figure 24. Business Expectations for the next 3 years: Number of Employees (by number of respondents)



Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

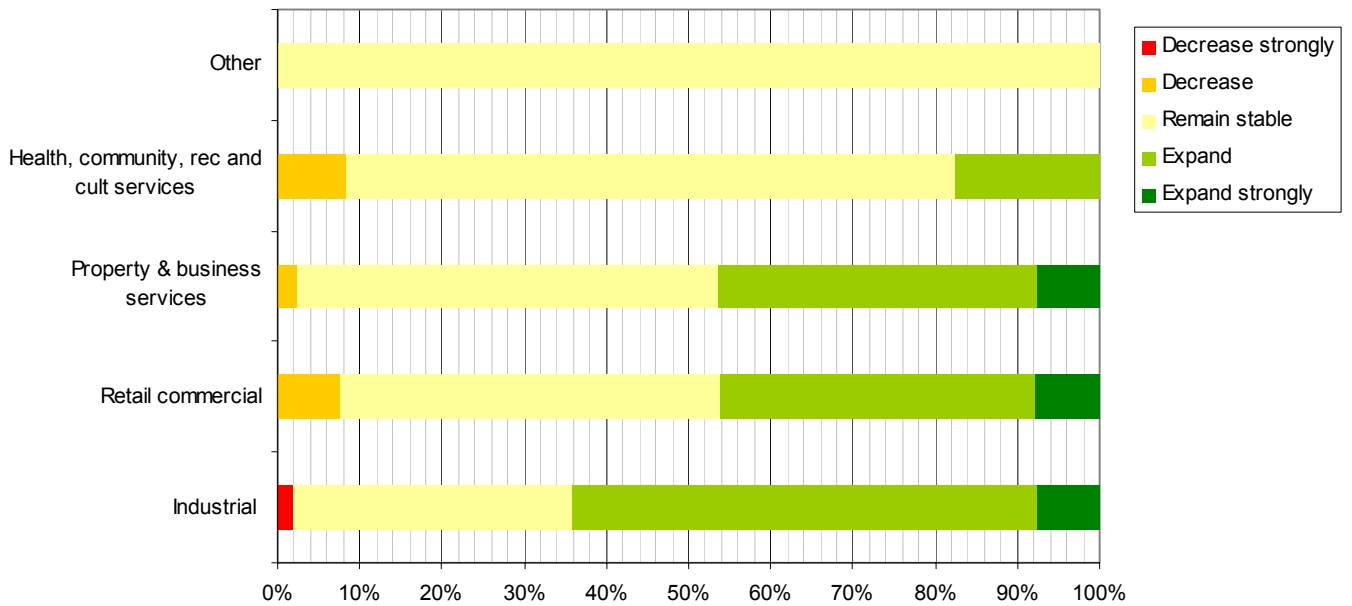
While many businesses intend to expand the number of employees, fewer intend to expand the floor or land area they are currently using; 102 respondents expect future requirements for land and floorspace will remain the same. Only 28 of the responding businesses intend to expand their footprint (Figure 25) while 69 respondents expected to expand or strongly expand the number of employees in their business. This is an indication that business growth can be accommodated, at least in part, by intensification rather than increased land consumption.

Figure 25. Business Expectations for next 3 years: Land / Floorspace Requirements, (by number of respondents)

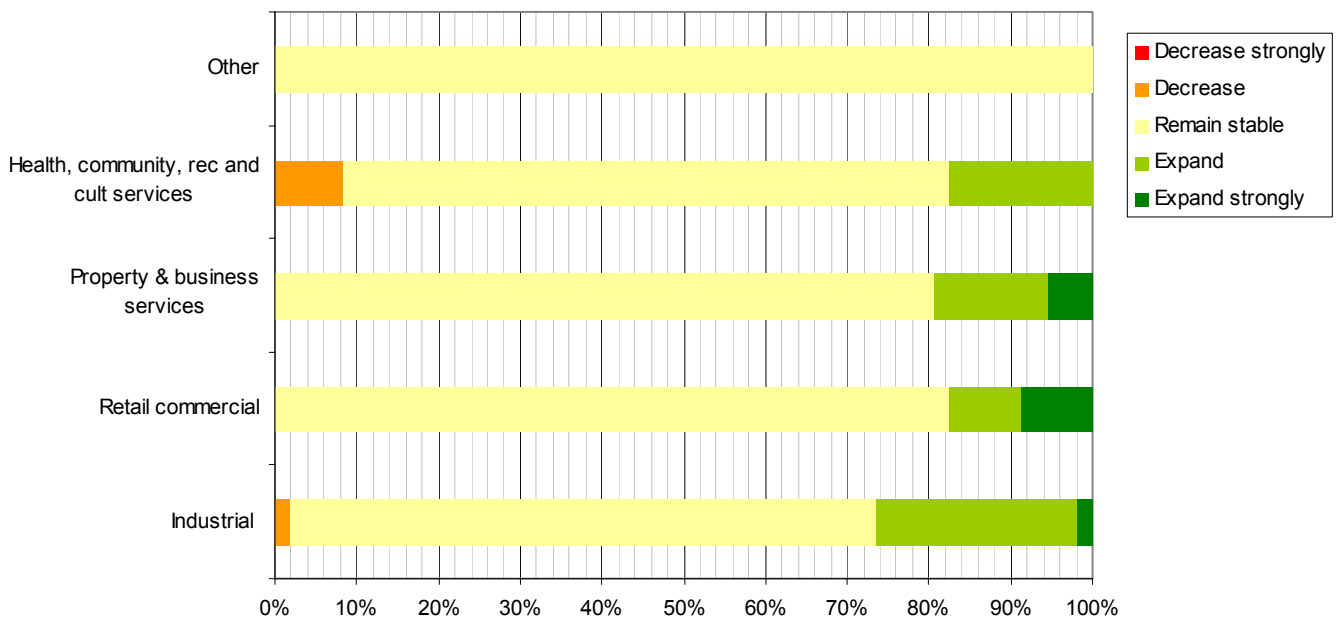


Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

Expansion intentions by industry sector are analysed in Figure 26 and Figure 27. In terms of employment expansion, industrial sectors (Manufacturing, Construction, Transport & Storage and Wholesale Trade) show the most positive result, with a large majority stating an intention to 'expand' or 'expand strongly'. This result is driven by the Manufacturing sector in particular. This industry grouping is followed by Property & Business services (Finance and Insurance and Property & Business Services) and Retail Commercial (Retail Trade and Accommodation, Cafes & Restaurants). Comparing this with the results for expansion in terms of land area, business intentions are much more modest with industry groupings that showed strong employment expansion (Industrial, Property & Business Services, Retail Commercial) showing much less strong land expansion intentions. Of all industry sectors, Wholesale Trade and Manufacturing showed the greatest intensification with a majority of respondents in these sectors reporting strong employment expansion and stable land expansion.

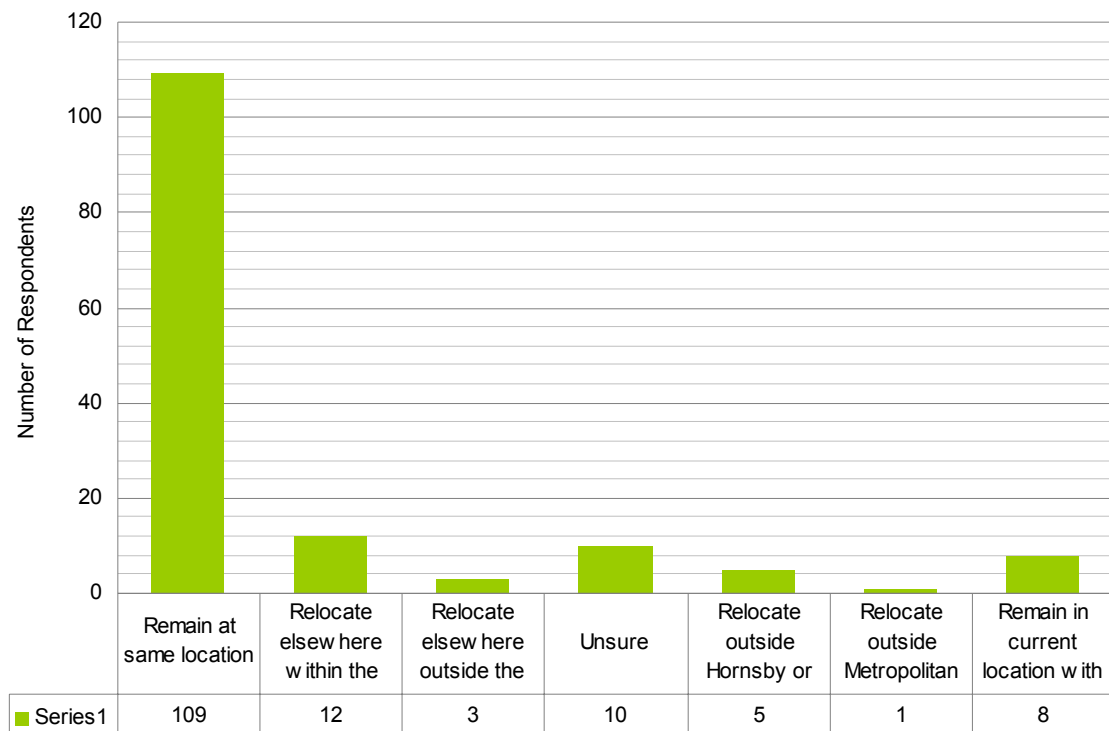
Figure 26. Expansion (employment) by Broad Industry Sector

Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

Figure 27. Expansion (land area) by Broad Industry Sector

Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

Figure 28. Business Expectations for next 3 years: Location (by number of respondents)



Source: SGS (2007), Hornsby Ku-ring-gai Business Survey

Figure 28 indicates that the majority of respondents intend to remain at their current location (109 of 148 respondents). The primary reasons for considering relocation of the business, mentioned by respondents, was that there was insufficient space to accommodate growth on the existing premises.

3.6 Implications

The key findings of this section can be summarised as follows:

- **Economic specialisation in health and education.** Employment in health and education is very high in the sub-region. In 2006, health and education were among the top 5 employing sectors in both LGAs. In addition, health and education industry sectors have displayed the strongest growth in the 2001-2006 period.

There are several key institutions responsible for some of these jobs. In Hornsby, the Hospital and TAFE are key employers. In Ku-ring-gai, the two most significant 'magnet institutions' are the Sydney Adventist Hospital and UTS Lindfield campus.

One of the challenges for the Study is that while these institutions are large employers, Councils will typically have limited control in their planning and future growth.

- **Importance of arterial infrastructure.** Both of the LGAs in the sub-region have arterial infrastructure as a spine for economic activity. The North Shore rail line, with the Pacific Highway running in parallel dominate Ku-ring-gai LGA with the commercial centres scattered along its length. Similarly, in Hornsby, the Northern Line and the North Shore line with the Pacific Highway running to the north dominate patterns of economic activity.

The accessibility of employment lands to this infrastructure is vital for many industries. Most obviously, time dependant industries such as transport and storage, distribution, and logistics functions require arterial road access. However, many other sectors require both accessibility to and visibility from the main roads. Examples here include Bulky Goods Retail, larger office functions and 'business park' land uses.

Proximity to transport nodes is important for land uses that generate large numbers of trips – especially those that draw activity from a wide catchment. These types of uses are higher order retail functions (larger shopping centres and Bulky Goods Retail), office functions and central community services.

- **'Leakage' of professional workers.** In broad terms, origin-destination analysis has shown that there are fewer jobs in the Manager and Administrator and Professionals & Associate Professional categories than there are workers – suggesting a 'leakage' of employment. This is particularly marked for these occupation categories in the construction sector. While this is true for both LGAs, for Ku-ring-gai, there is a greater level of employment leakage in general and as with Hornsby, the leakage is more pronounced in the Managers and Administrators and Professionals & Associate Professionals categories.

While the leakage of higher order employment may simply be related to the fact that the sub-region has a disproportionate level of executive housing. On the business side of the equation, it is just as possible that there is a lack of higher order job opportunities in the sub-region for its executive resident workers.

- **High growth in retail and personal services.** Outside of health and education, most of the employment in the sub-region is driven by retail and services. However, the 2001-2006 picture is far from consistent at the LGA level. In Hornsby, retail trade grew by 536 jobs in the 2001-2006 period while in Ku-ring-gai retail trade fell by 493 jobs.

In terms of total employment 'Retail Trade', 'Property & Business Services', 'Education & Training and' and Health Care & Community Services' remain the most significant employing industry sectors.

- **Suggested intensification potential for business operations.** The business survey has shown that while many firms have 'expansion plans' in terms of jobs growth much fewer have plans to expand in terms of the physical space used.
- **Decline in professional services.** The decline of professional services employment in the sub-region gives some cause for concern. In the 2001-2006 period, in Ku-ring-gai property and business services fell by 491 jobs and in Hornsby, finance and insurance fell by 526 jobs.
- **Very high degree of home based work.** Compared with other regions in Sydney GMR, Hornsby-Ku-ring-gai has the highest levels of home based work and has shown significant growth in the 1996-2001 period. In Hornsby, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the Property & Business Services and Construction,

'Manufacturing' and 'Wholesale Trade' categories. In Ku-ring-gai, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the Communication Services industry category with significant proportions also in Government Administration & Defence.

Home based work does not appear to be a temporary state of business operation. Through consultation home based workers in the sub-region have suggested that work from home is driven by the benefits of this way of working rather than any shortage of suitable business space elsewhere.

4 Analysis of Land Use

4.1 Introduction

This section describes the ‘supply-side’ assessment completed as part of this employment study. The most important component of the supply-side assessment was the completion of a land-use audit of zoned employment land in the sub-region. For Ku-ring-gai, the audit included business zones in commercial centres. For Hornsby, the audit included all business and industrial zones.

This section begins with a discussion of the findings of previous employment studies before detailed the headline findings from the land use audit. Land use in the subregion’s key centres and precincts are then discussed at the end of the section.

Audit data is a key component for this Study. It provides a clear indication of both the volume and character of employment land use against which the demand forecasts can be examined.

4.2 Key Findings from Previous Studies

Information on average floorspace ratios and workspace ratios by industry type allows an assessment of ‘capacity’ within existing sites. Given the constrained nature of much employment land, this information is particularly invaluable, as infill development will make up a substantial component of future employment land development. SGS has conducted a review of existing studies of employment lands and commercial centres in Hornsby and Ku-ring-gai to identify information on existing floorspace and workspace ratios. The findings are summarised below.

Hornsby Studies

Previous employment land studies for Hornsby provide information on the total floorspace occupied in the Shire’s key commercial centres, together with the total zoned land area. This data enables us to derive FSRs for some of the commercial centres. These are summarised below:

Table 16. FSR of selected Commercial Centres in Hornsby

Retail Centre Name	Centre Area (sqm)	Floorspace (Approx)	FSR
Berowra Heights Commercial Centre	39,730	3,500	0.09
Berowra Shopping Centre	21,148	1,600	0.08
Cherrybrook Shopping Centre	32,389	8,000	0.25
Dural Service Centre	36,588	3,040	0.08
Appletree Neighbourhood Centre	3,350	1,300	0.39

Source: Hirst Consulting (1998), SGS Economics and Planning

The Hornsby Shire Employment Land Review (1998) provides some insight into workspace ratios in District Centres in the Hornsby LGA, albeit indirectly. This information was extracted from the report and summarised in the Table below:

Table 17. Average Floorspace per person of District Centres in Hornsby LGA 1997

	Floorspace (1997)	Employment	Average Floorspace per person
Pennant Hills	68,478	2,990	22.9
Carlingford	34,566	1,350	25.6
Thornleigh	45,240	2,000	22.6
Epping	46,471	2,270	20.5
Dural	14,728	500	29.5
Hornsby	147,212	N/A	N/A

Workspace ratios in Hornsby District Centres range from 20.5sqm/job to 29.5 sqm/job. The average workspace ratio is 24.2 sqm/job.

The report also contains some discussion on generic floorspace per employee, citing three examples of average workspace ratios from Singapore, the United States and Australia. Average floorspace per person in Singapore ranged from 12-14 sqm, in the United States the average ranged from 20-22 sqm, whilst the Australian average was listed as 17sqm/employee. The workspace ratios identified in the table above are well above the Australian average. In general, little quantitative information on FSR's and workspace ratios is provided by previous studies of Hornsby.

The 1997 Hornsby Shire Employment Lands Review – Floorspace Analysis describes the Gross Lettable Area for retail operations in Hornsby centres. An extract from this data is shown in Table 18.

Table 18. Total Retail Gross Lettable Area in Hornsby Centres

	Total Retail GLA
Brooklyn	1,209
Berowra Waters	3,327
Berowra	1,774
Westleigh	3,529
Mt Colah	1,703
Asquith	6,322
Thornleigh	15,972
Beecroft	6,833

Cherrybrook	6,060
West Pennant Hills	3,908

Ku-ring-gai Studies

The Ku-ring-gai Retail Centres Study undertaken in 2005 provides no information on existing floorspace or workspace ratios.

The main purpose of the Study is to forecast retail demand. This demand is calculated using an estimated turnover level by retail centre by store type in 2011.

The Study recommends that the majority of additional retail floor space requirements within Ku-ring-gai LGA would be most appropriately located in Gordon due to its proximity to the railway line and its central location within the LGA. This would translate into an increase of 35,000sqm retail floor space for Gordon and an expansion in St. Ives by 8,000 – 13,000 sqm.

The Study also finds that employment land for industrial purposes is highly constrained by natural bushland and national parklands. Previous studies find that sufficient land is available for industrial employment land and that highly sensitive lands (i.e. national park) should not be encroached upon for industrial employment land development.

4.3 Land Use Audit

Purpose

The employment lands audit has been completed to provide an up to date record of land use in the Study area. Audit data is important to show not only how much land is being used and by which industry sectors, but also the *way* in which land is being used. Key audit outputs include:

- Land use by industry and zone
- Site coverage ratios
- Actual FSRs
- Existing capacity under existing planning controls
- Vacant land/ floorspace

The audit produces vital data inputs for future land demand forecasting. For example, by combining floorspace used by sector with employment forecasts, floorspace forecasts by sector can be derived.

Audit Method

Audits were completed using a method developed in association with the Department of Planning. Three levels of information are collected about each lot:

	Data Collected	Source of Data
Level 1.	Zoning, size of lot,	Cadastre with LEP overlay
Level 2	Building envelope, above-ground car parking	GIS base for on-ground verification (digitised building outlines using aerial photographs)
Level 3	Building size, condition Land-use activity (categories of land-use)	On-ground field survey

The field work builds on the **Level 1** and **Level 2** data inputted via GIS. Each consultant in the field inputs data directly through the use of hand-held Palm Pilots. The audit has been completed for commercial centres, industrial/ business precincts, education precincts and health precincts.

The audit results for occupied sites report the total floorspace implied by the lot size and digitised site coverage (from level 1 and 2 GIS analysis) and the reported number of floors, building podiums and usage from the audit (Level 3 analysis). As internal building inspections were not completed, internal voids, circulation space, storage space, etc could not be determined. The reported figures are therefore *gross* floorspace figures and do not take into account building efficiency. For the analysis of supply demand gaps under existing controls, in later sections of this report, building efficiency has been taken into account and the gross current floorspace figures have been reduced accordingly.

Broad Land Use Categories (BLCs)

Data has been gathered at a fine grain 3 digit ANZSIC. For ease of analysis, these have also been translated to 1 digit ANZSIC.

Table 19.1 Digit ANZSIC Categories

1 Digit Code	ANZSIC 1 Digit Category
A	Agriculture, Forestry and Fishing
B	Mining
C	Manufacturing
D	Electricity, Gas and Water Supply
E	Construction
F	Wholesale Trade
G	Retail Trade
H	Accommodation, Cafes and Restaurants
I	Transport and Storage
J	Communication Services
K	Finance and Insurance
L	Property and Business Services
M	Government Administration and Defence
N	Education
O	Health and Community Services
P	Cultural and Recreational Services
Q	Personal and Other Services

However, these industry categories are not the most useful way to understand land use patterns as the categories cut across land use types and zones. For example, for the manufacturing industry category, parts of a manufacturing business may be in heavy industrial areas, other parts may be in light industrial areas and jobs in head office/ administrative functions in the same manufacturing firms may be in commercial areas (in offices).

Different industries operate at different geographic scales and have different key drivers. Local service industries – automotive repairs, printing, domestic storage etc – need to be relatively close to customers, and are responsive to (and changes with) population growth. On the other hand, large transport and warehouse distribution centres are more sensitive to state or nationwide population growth and shifts in freight technologies and dependencies. They have different locational and access needs. These issues have significant implications for forecasting the demand for industrial or employment lands.

Broad land use categories, initially developed with the Department of Planning in previous employment land planning investigations, have also been used. These are listed in Table 20.

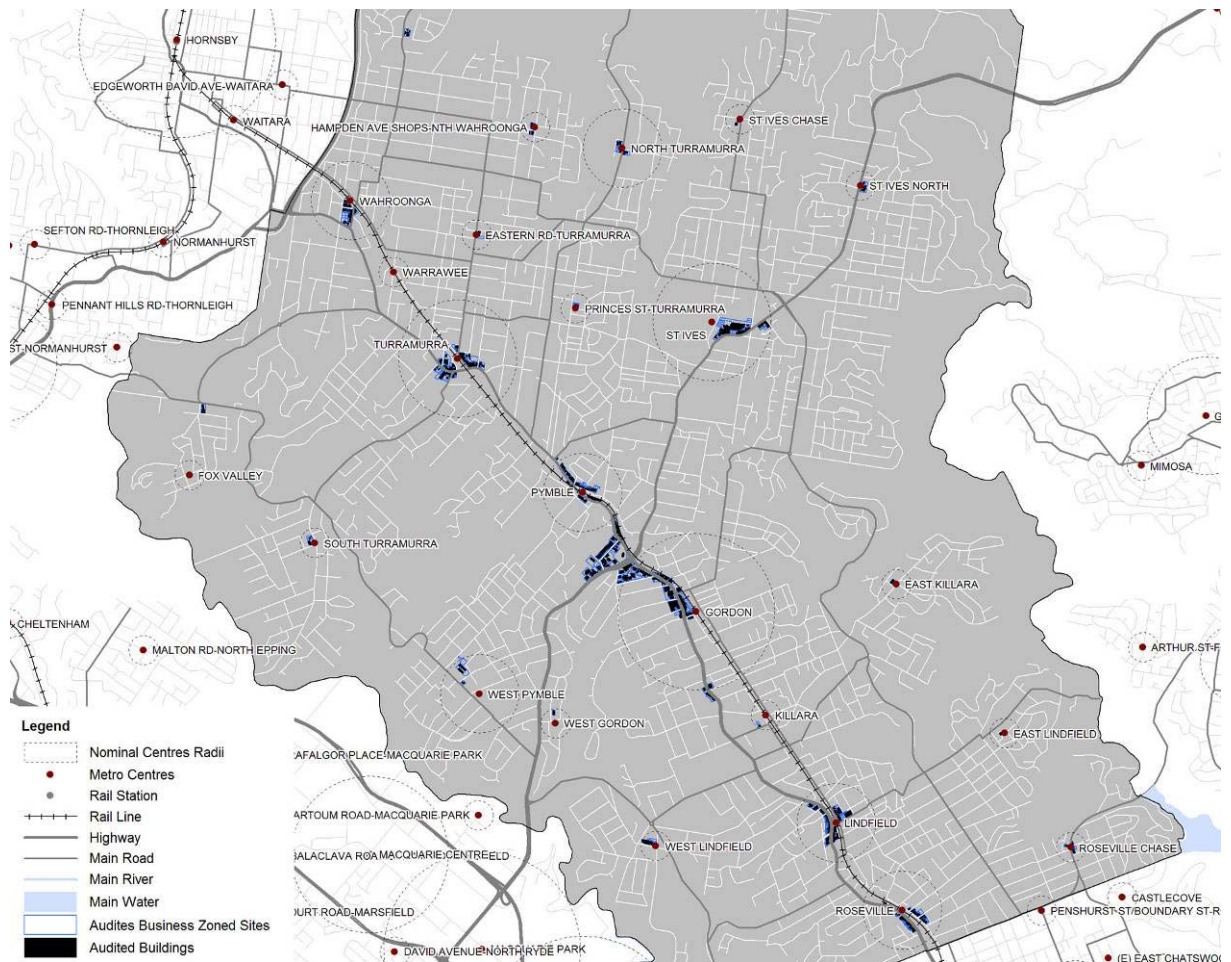
Table 20. Broad Land Use Categories (BLCs)

Land Use Category	Description
Freight and Logistics (FL)	<ul style="list-style-type: none"> Warehousing and distribution activities. Includes buildings with a number of docking facilities; 'hard stand' areas with trucks or goods awaiting distribution; and large storage facilities. Warehousing and distribution is a metro level issue with activities preferably locating close to air, sea and inter-modal inland ports, or with access to the motorway system.
Local light industrial and urban support (LL)	<ul style="list-style-type: none"> Car service and repair; joinery, construction and building supplies; and domestic storage. Wide range of businesses that service other business (components, maintenance and support) and Subregional populations. Needed at local (LGA) to Subregional level.
Manufacturing – Heavy (MH)	<ul style="list-style-type: none"> Large scale production activity. Likely to be characterised by high noise emission; emission stacks; use of heavy machinery; and frequency of large trucks. Heavy manufacturing is in decline in Sydney, but will continue to cluster in some locations such as Wetherill Park, Campbelltown/ Ingleburn etc. There are strong arguments for collocation in terms of raw material delivery and to concentrate externalities (though impacts on surrounding uses are generally moderate).
Manufacturing – Light (ML)	<ul style="list-style-type: none"> Clothing manufacturing, boat building and electrical equipment manufacturing Small scale production with lower noise and emission levels than heavy manufacturing.
Urban Services (US)	<ul style="list-style-type: none"> Concrete batching, waste recycling and transfer, construction and local and state government depots, sewerage, water supply, electricity construction yards. These typically have noise dust and traffic implications and need to be isolated or buffered from other land uses. Needed in each sub-region.
Office (O)	<ul style="list-style-type: none"> Administration, clerical, business services, research. Office buildings that are independent (i.e., are not ancillary to another use on site) and likely to accommodate a significant number of administration staff (>10 people).
Business / Office Parks (BP)	<ul style="list-style-type: none"> Integrated warehouse, storage, R&D, 'back-room' management and administration with up to 40% office component.
Retail - Main Street (RM)	<ul style="list-style-type: none"> Retailing services traditionally found in main street locations (e.g., supermarkets) and small cluster or strips of stores located next to a street or road.
Retail – Big Box (RB)	<ul style="list-style-type: none"> Large shopping complexes, including Westfield.
Retail Bulky Goods (RBG)	<ul style="list-style-type: none"> Typically large, one-story buildings surrounded by car-parking, usually located out of centre and in high exposure (main road) locations.
Special Activities (S)	<ul style="list-style-type: none"> Tertiary level education, health, and community services. Typically require strategic locations and needed in each sub-region.
Dispersed Activities (D)	<ul style="list-style-type: none"> Primary and secondary education, lower level health, social and community services, trades construction, other 'nomads'.
Residential (R)	<ul style="list-style-type: none"> Residential development.
Accommodation (Short Term) (AST)	<ul style="list-style-type: none"> Hotels and Motels (not including pubs), backpacker establishments.
Car park (CP)	<ul style="list-style-type: none"> Stand-alone car parking stations

Surveyed Areas

Figure 29 shows the areas audited as part of this Study within the Ku-ring-gai LGA.

Figure 29. Audited Sites in Ku-ring-gai



The areas audited in Hornsby LGA are displayed in Figure 30, Figure 31 and Figure 32.

Figure 30. Audited Sites in Hornsby (North)

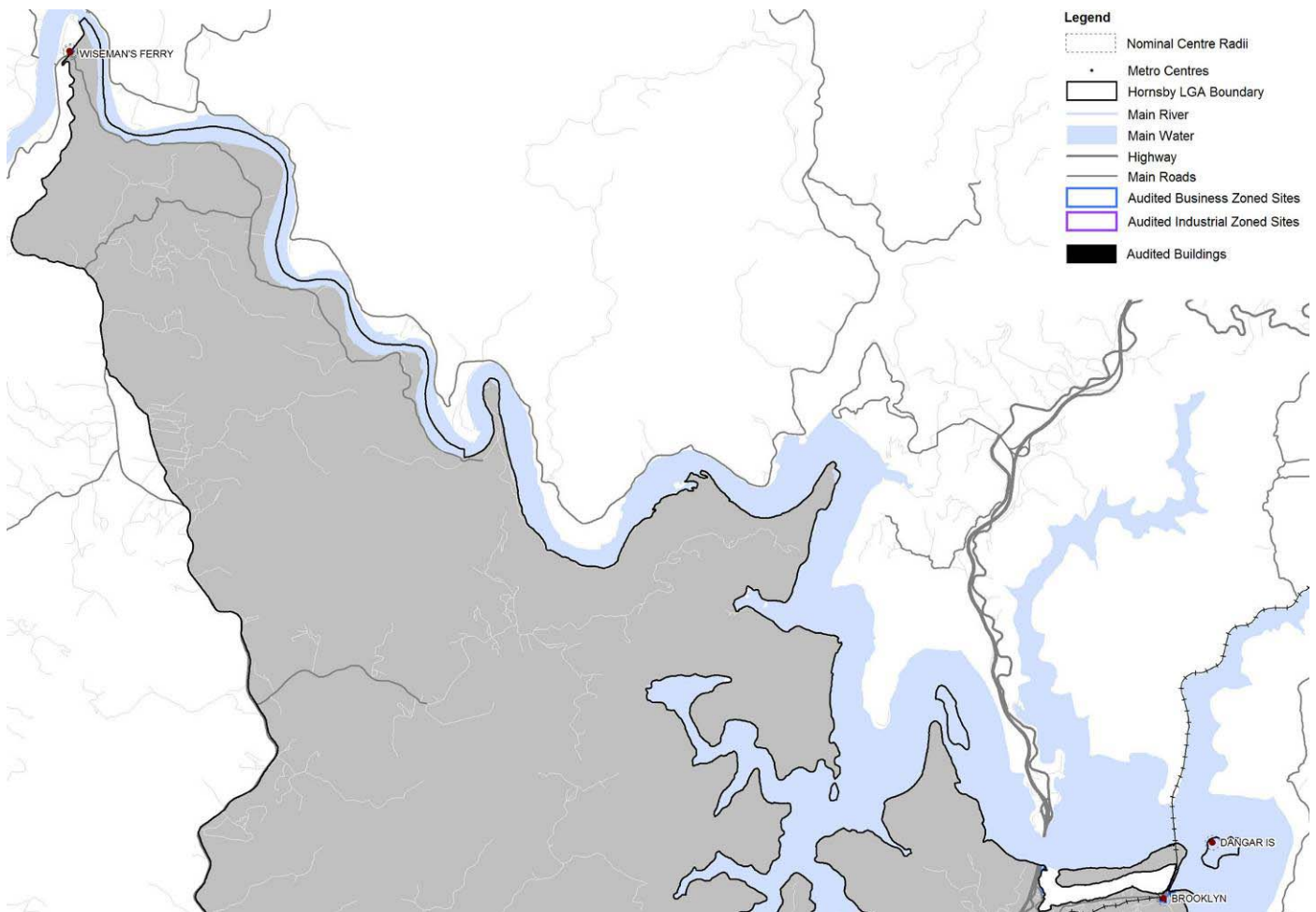
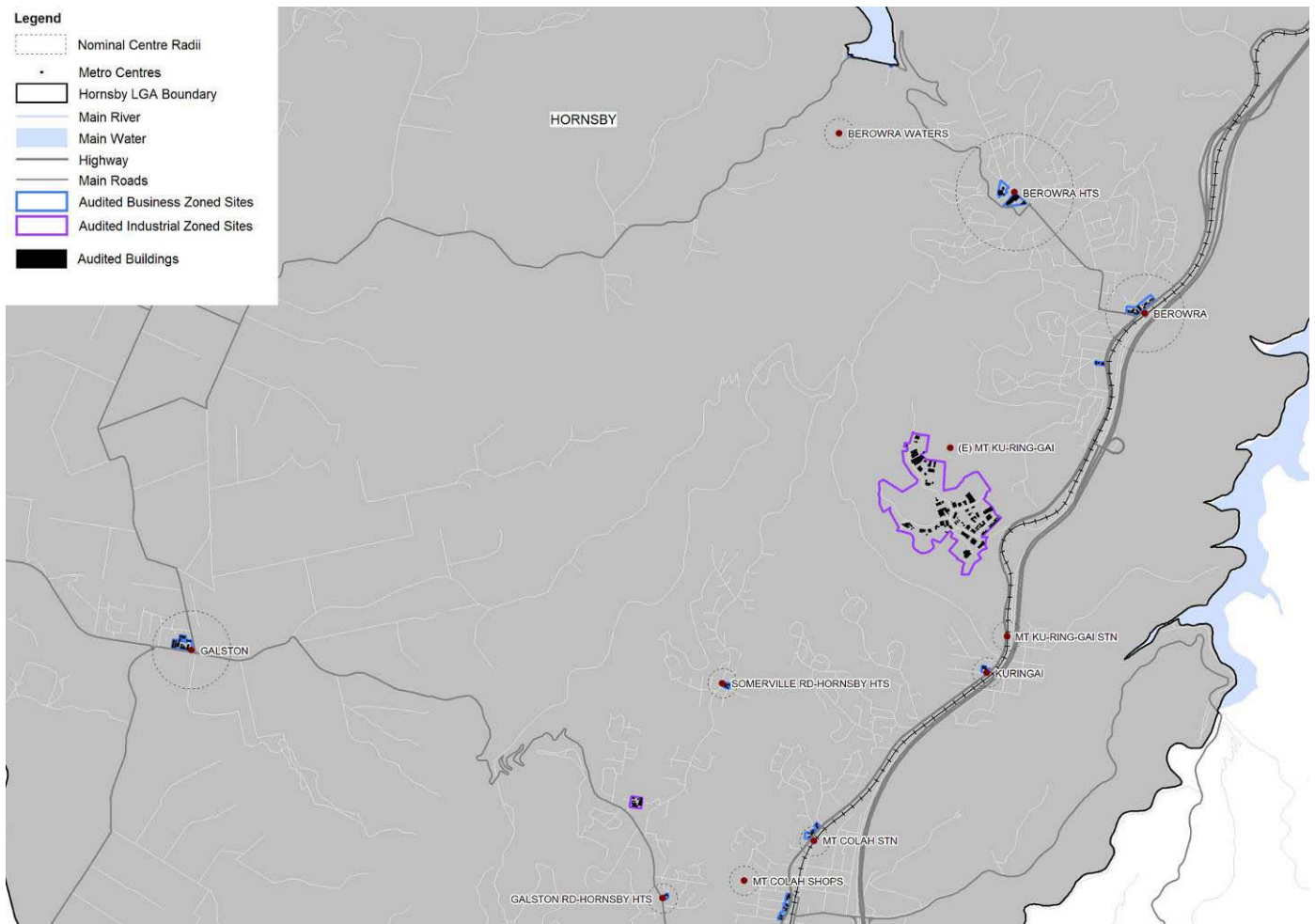
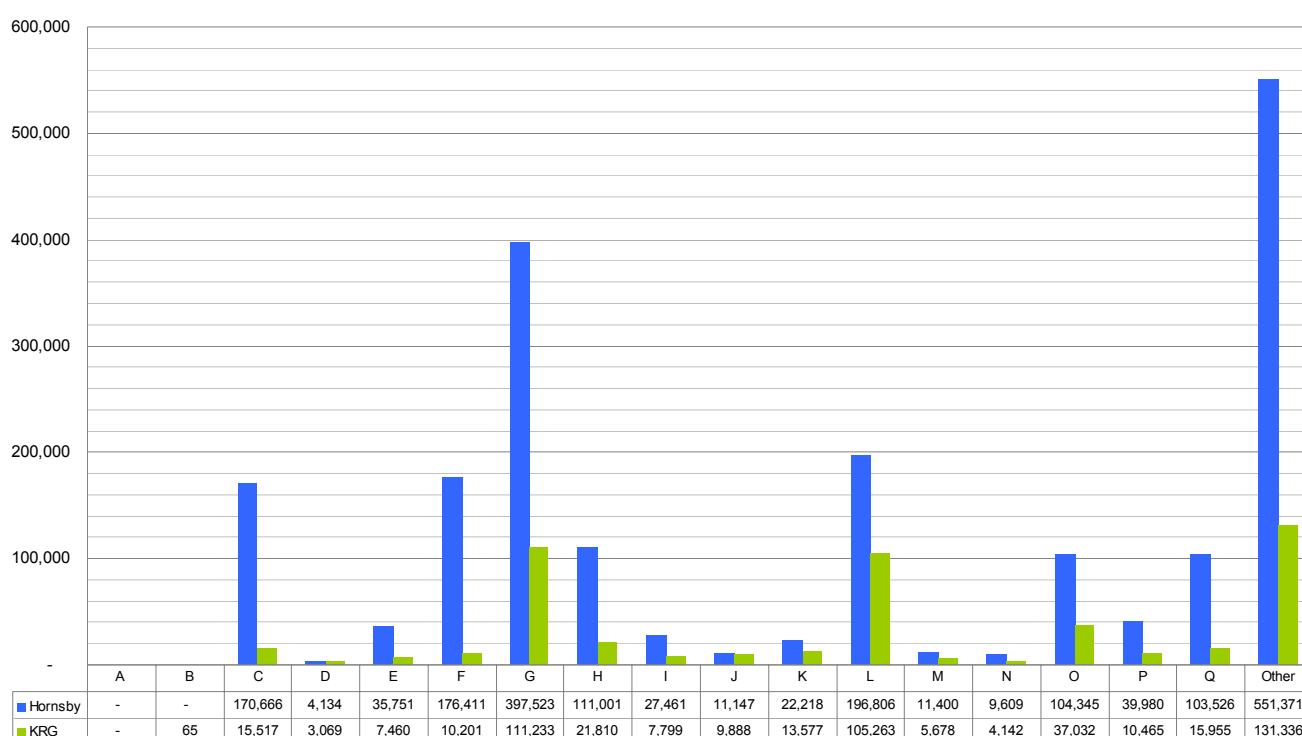


Figure 32. Audited Sites in Hornsby (Centre)

Floorspace by Industry Sector (1 digit ANZSIC)

Figure 33 shows floorspace usage by 1 digit ANZSIC category. Clearly, the 'other' category accounts for the greatest proportion of floorspace in the surveyed areas. This category includes car parking, floorspace in vacant buildings and residential floorspace. For Hornsby, 'Other' floorspace accounts for 551,357 sqm, 'Retail Trade' occupies 397,523, followed by 'Property & Business Services' with 196,806. For Ku-ring-gai, there is a very large amount of floorspace in the 'other' category (131,336 sqm). Other significant sectors include 'Retail Trade' (111,233 sqm) and 'Property and Business Services' (105,263 sqm).

Figure 33. Floorspace by 1 Digit ANZSIC Category

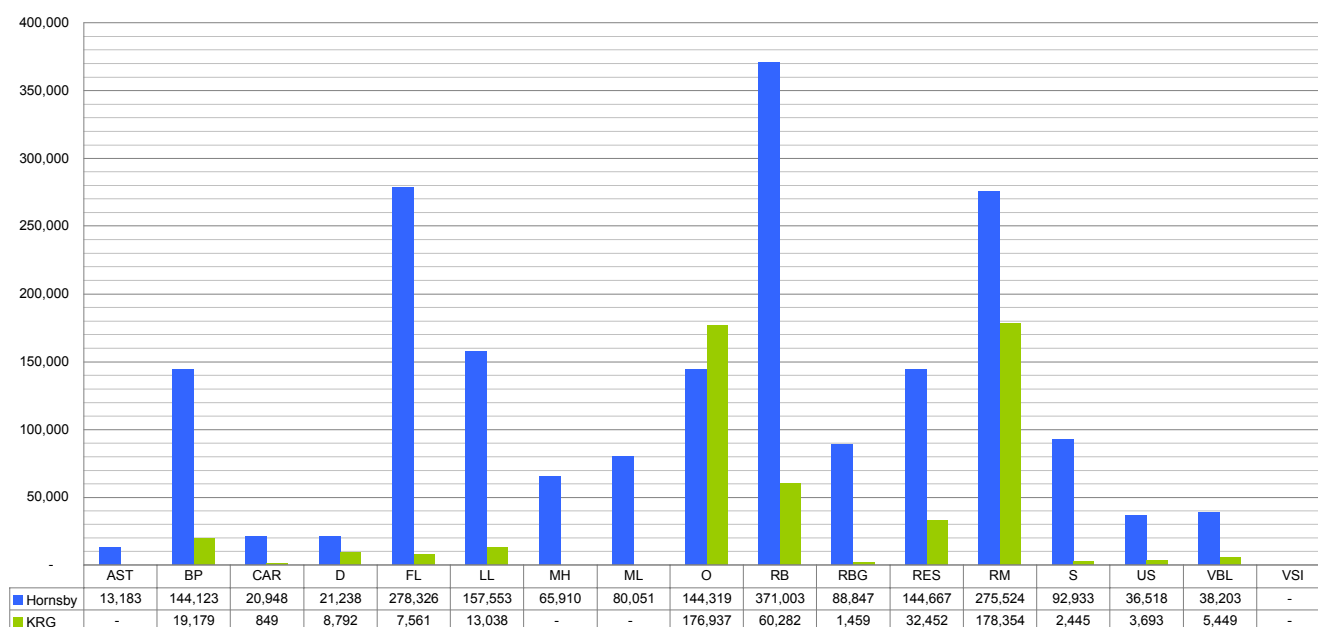


Source: SGS Land Use Audit (2007)

Floorspace by BLC

Figure 34 shows the floorspace in employment zones by BLC. For Hornsby, big box retail (RB) occupies the largest amount of floorspace (371,003 sqm), followed by Main Street Retail (RM) (275,524 sqm) and freight and logistics (FL) (278,326 sqm). For Ku-ring-gai, Main Street Retail (RM) and office (O) land uses occupy the greatest amount of floorspace (178,354 sqm and 176,937 sqm respectively). Industrial uses occupy a very small amount of floorspace with local light industrial (LL) and freight and logistics (FL) the only industrial with recorded floorspace usage

Figure 34. Hornsby Floorspace by BLC

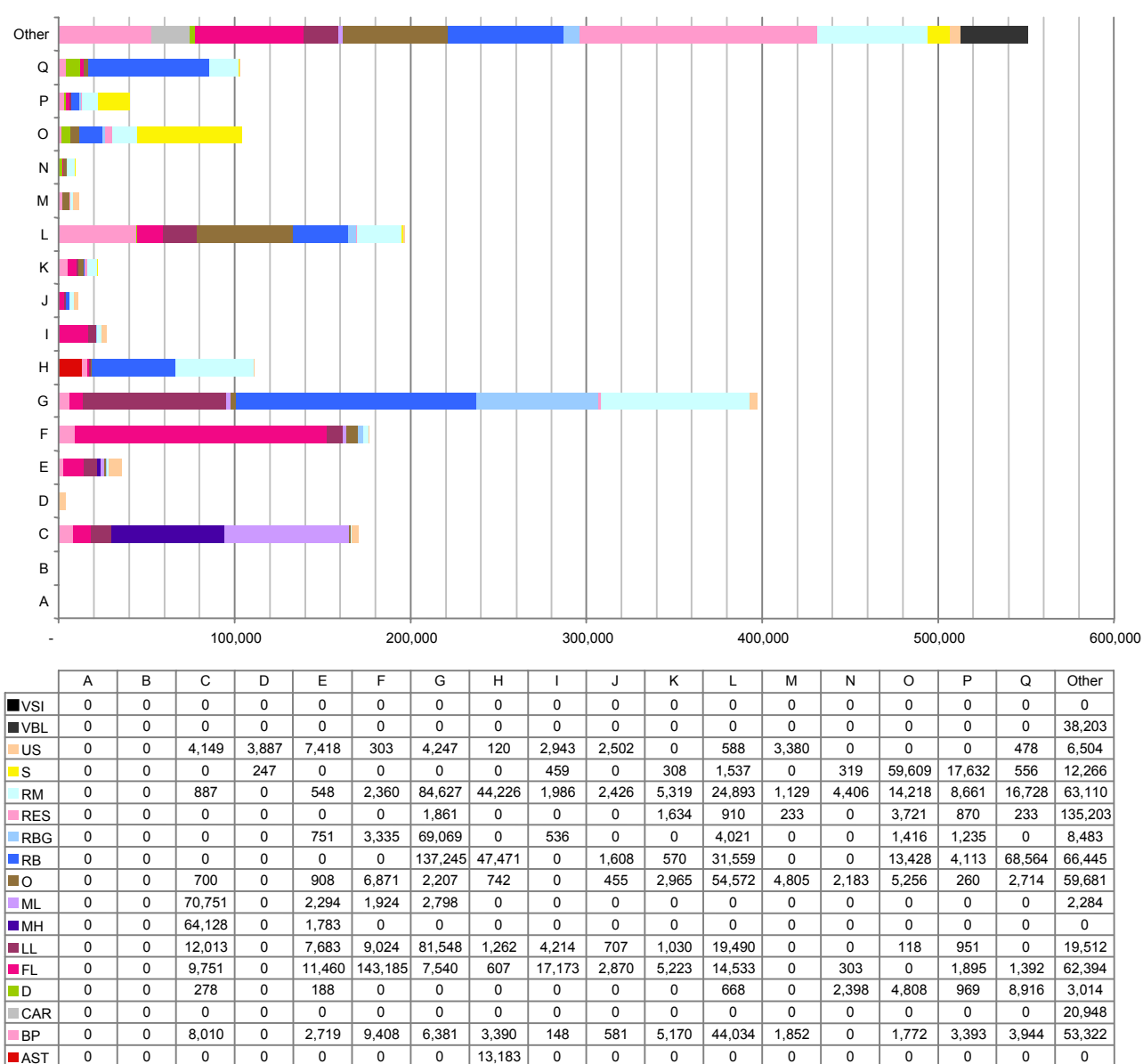


Source: SGS Land Use Audit (2007)

ANZSIC-BLC Matrix

Figure 35 shows the Hornsby ANZSIC split by BLC. This displays the way that floorspace by ANZSIC industry sector is split across broad land use categories. For example, in the Construction (C) industry sector, 41% falls under the Light Manufacturing (ML) BLC and 38% falls under the Heavy Manufacturing (MH) BLC. The most important point to note from this analysis is that, as discussed at the start of this section, employment by ANZSIC category does not align neatly with land use patterns. Many ANZSIC industry sectors are split between industrial (pink coloured) and retail/ commercial (blue coloured) categories.

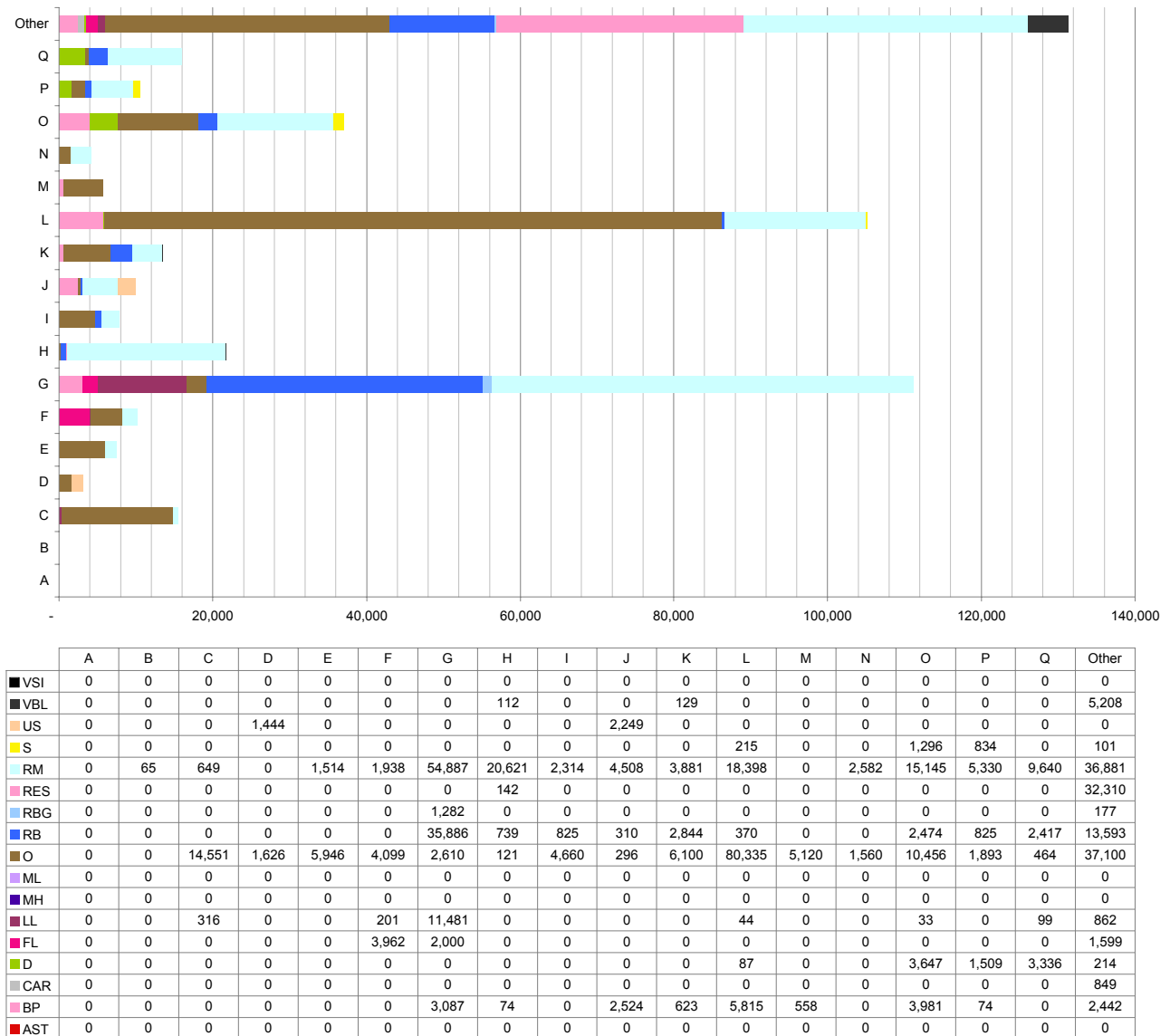
Figure 35. Hornsby ANZSIC-BLC Floorspace Matrix



Source: SGS Land Use Audit (2007)

Figure 36 shows the Ku-ring-gai ANZSIC-BLC matrix. This figure shows a similar picture with floorspace by ANZSIC category spread across the BLCs. Comparing the two LGAs, it is notable that Ku-ring-gai has a greater proportion of office (O) floorspace across all ANZSIC categories.

Figure 36. Ku-ring-gai ANZSIC-BLC Floorspace Matrix

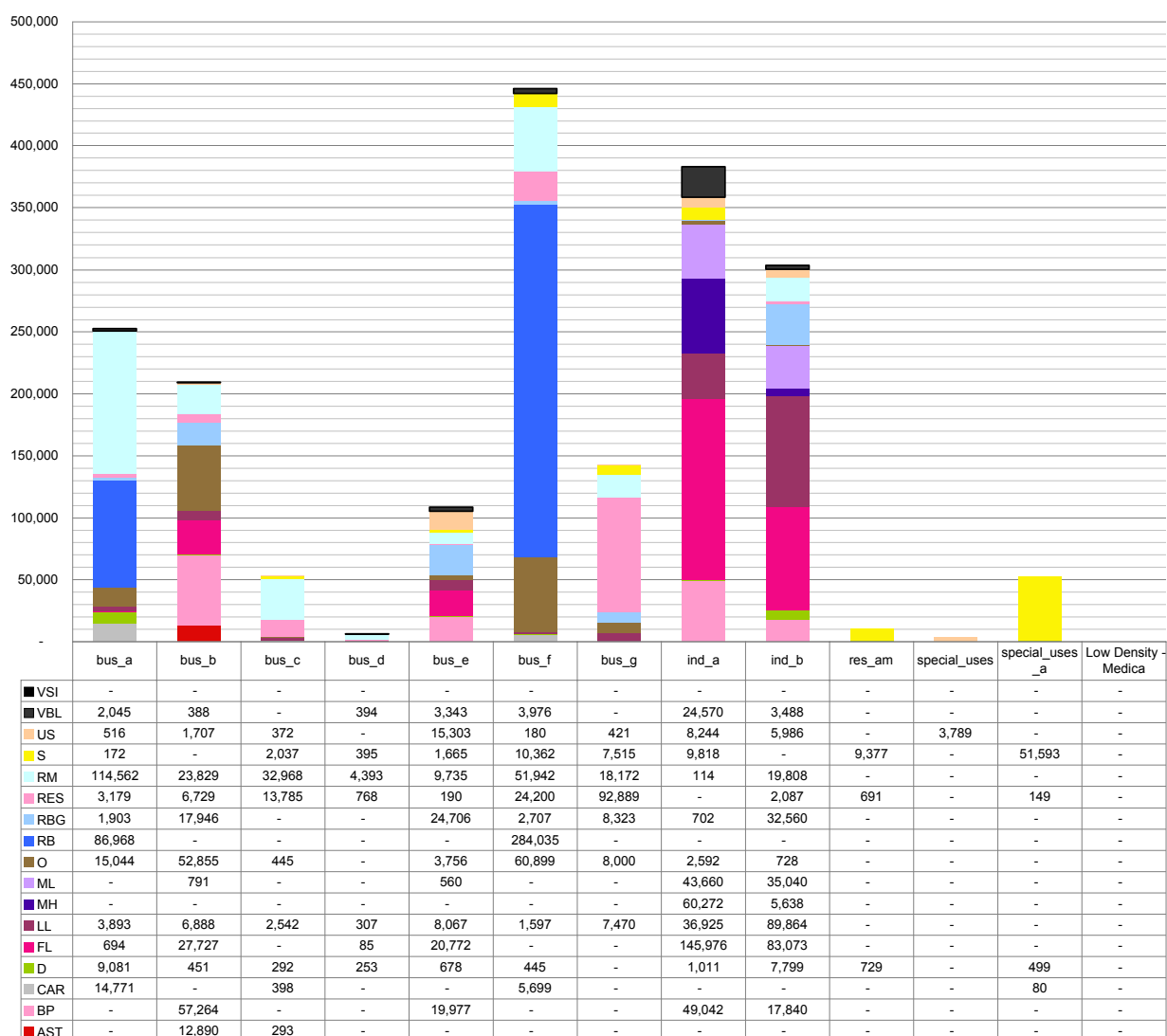


Source: SGS Land Use Audit (2007)

Zone Split by BLC

Figure 37 shows the Hornsby floorspace in each zone split by BLC. As one might expect, in broad terms, industrial activities are concentrated in the industrial zones and commercial activities are concentrated in the business zones. However, use patterns in the zones are certainly not homogeneous. There is a significant proportion of bulky goods (RBG) and Main Street Retail (RM) in the Industrial (b) zones. In the Business (e) and Business (b) zones, there is a significant proportion of light manufacturing (ML) and freight and logistics (FL) activity. Both business and industrial zones also have significant residential floorspace totals.

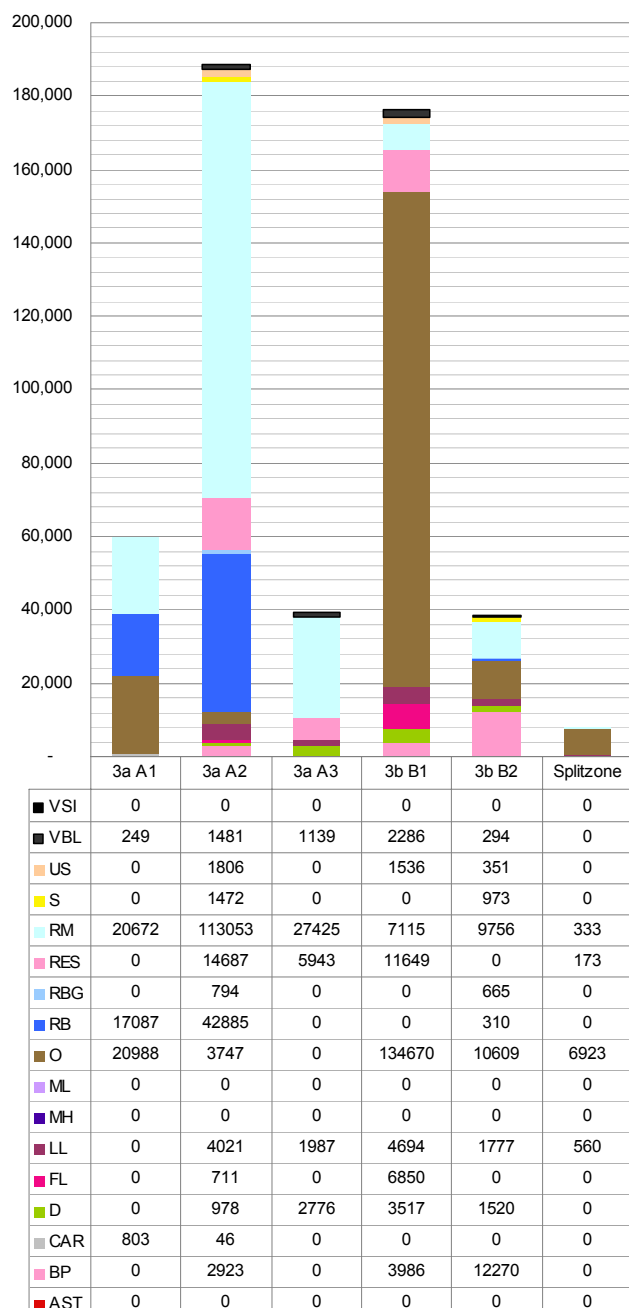
Figure 37. Hornsby Zone Split by BLC



Source: SGS Land Use Audit (2007)

Figure 38 shows the Ku-ring-gai floorspace zone split by BLC. In contrast, to the Hornsby pattern, there is a much greater proportion of office (O) and Main Street Retail (RM) spread across the zones.

Figure 38. Ku-ring-gai Zone Split by BLC

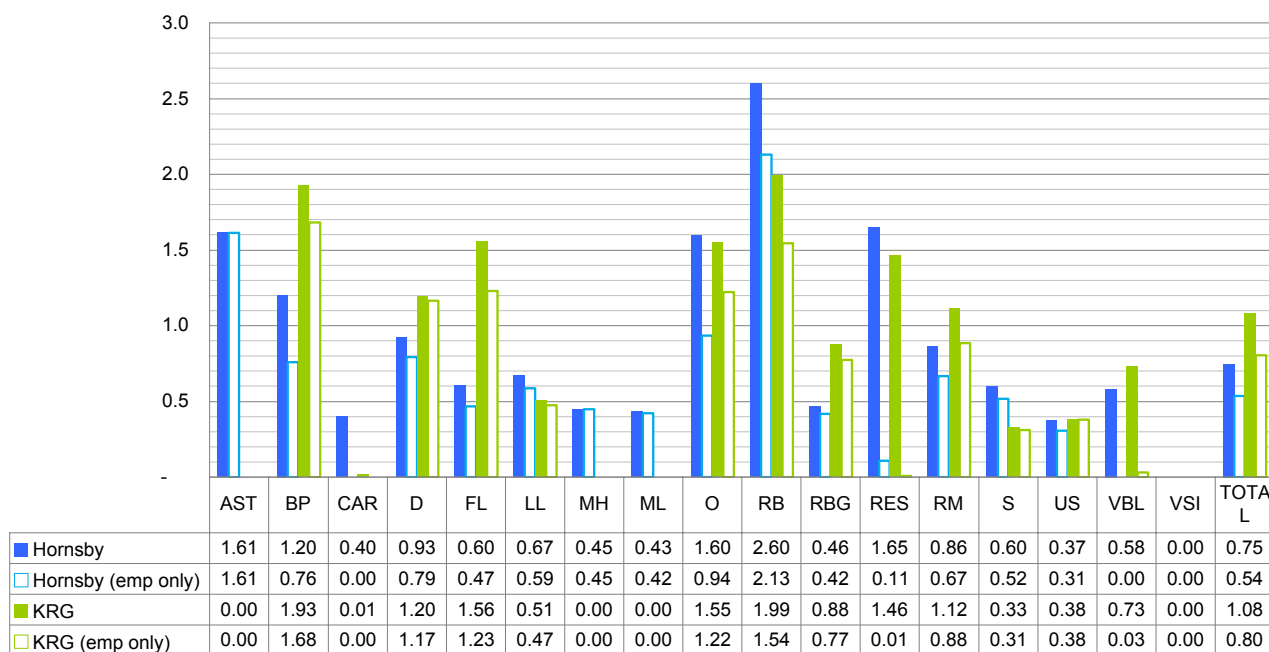


Source: SGS Land Use Audit (2007)

Actual FSRs by BLC

Figure 39 shows the actual FSRs by BLC for Hornsby and Ku-ring-gai. In Hornsby, actual FSRs ratios vary from 0.4:1 for car parking stations (CAR) to 2.6:1 for big box retail (RB). In Ku-ring-gai, actual FSRs ratios vary from 0.02:1 for car parking stations (CAR) to 1.99:1 for big box retail (RB). Total ratios across all land use types are 0.75:1 for Hornsby and 1.08:1 for Ku-ring-gai.

Figure 39. Hornsby & Ku-ring-gai Actual FSRs (BLC by Current Zone)

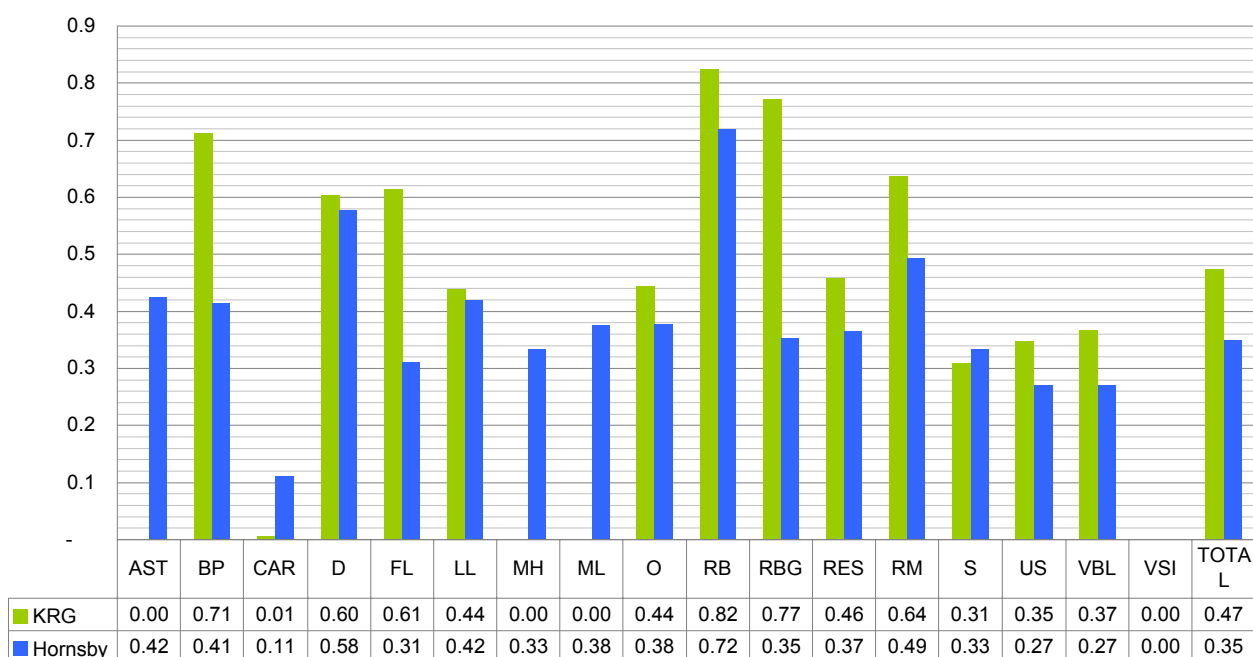


Source: SGS Land Use Audit (2007)

Site Coverage by BLC

Figure 40 shows the site coverage ratios for Hornsby and Ku-ring-gai by BLC. In Hornsby, site coverage ratios vary from 0.11:1 for car parking stations (CAR) to 0.72:1 for big box retail (RB). In Ku-ring-gai, site coverage ratios range from 0.01:1 for car parking stations (CAR) to 0.82:1 for big box retail (RB). Total ratios across all land use types are 0.35:1 for Hornsby and 0.47:1 for Ku-ring-gai.

Figure 40. Hornsby & Ku-ring-gai Site Coverage Ratios by BLC



Source: SGS Land Use Audit (2007)

Available floorspace

There are three important components of the availability of floorspace:

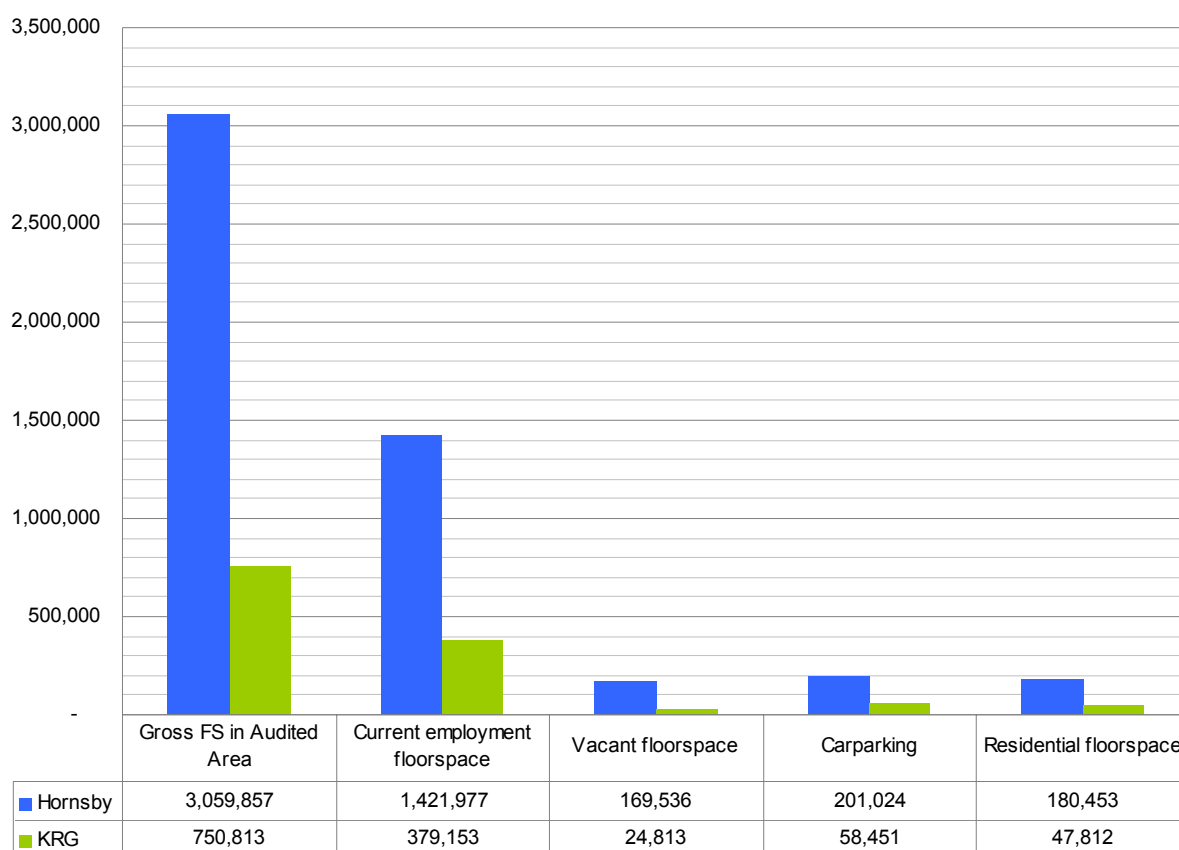
- **Vacant area.** Vacant sites and vacant floorspace in buildings
- **Capacity.** The capacity for additional floorspace to be built on occupied sites
- **Opportunity areas.** The conversion of sites currently used for non-employment purposes (such as car parks or residential areas) to employment use.

The sum of floorspace from these three areas is the gross available floorspace – i.e. the total additional floorspace that could accommodate demand. The simplest calculation examines the gross available floorspace up to the FSR limit of the current controls. However, in practice developments will rarely occupy sites up to the FSR limit. To address this, we have explored 2 supply scenarios:

- **Development with intensification.** This assumes that there is some scope for business to use land more intensively but falls short of assuming development up to the FSR limit. For this Study the intensification limit is 80% of the maximum FSR under existing controls. The existing average observed FSR is 69% of max FSR in Ku-ring gai and 71% of max FSR in Hornsby
- **Development up to FSR limit.** This assumes that development is able to occur up the FSR limit under the existing planning controls.

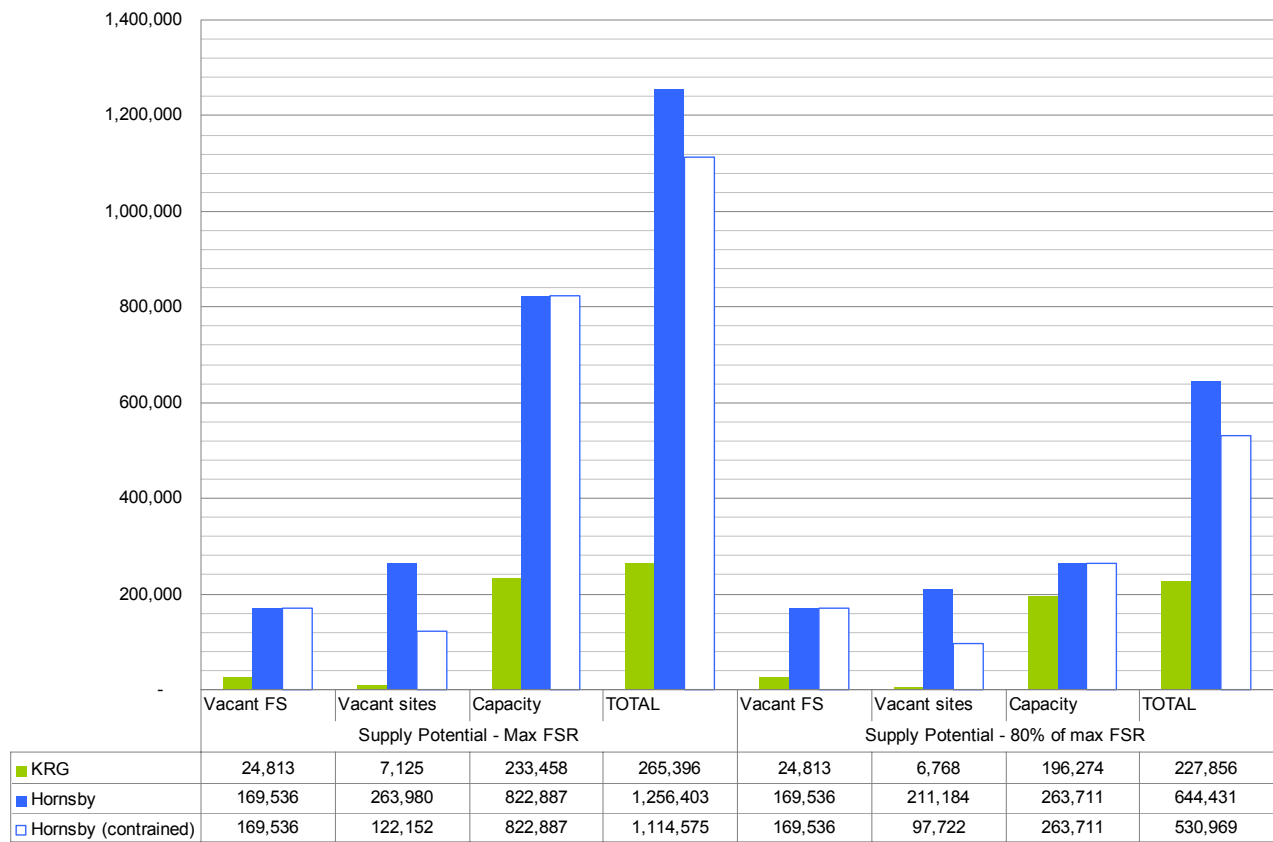
Figure 41 shows a floorspace use summary for Hornsby and Ku-ring-gai. Within the limits of the current planning controls there is a total of 3,059,857 sqm in Hornsby and 750,813 sqm in Ku-ring-gai. Of this total 1,421,977 sqm and 379,153 sqm is used for employment purposes in Hornsby and Ku-ring-gai respectively. 169,536 sqm of floorspace is vacant in Hornsby with 24,813 sqm vacant in Ku-ring-gai.

Figure 41. Floorspace Use in Hornsby and Ku-ring-gai (max FSR)



Source: SGS Land Use Audit (2007)

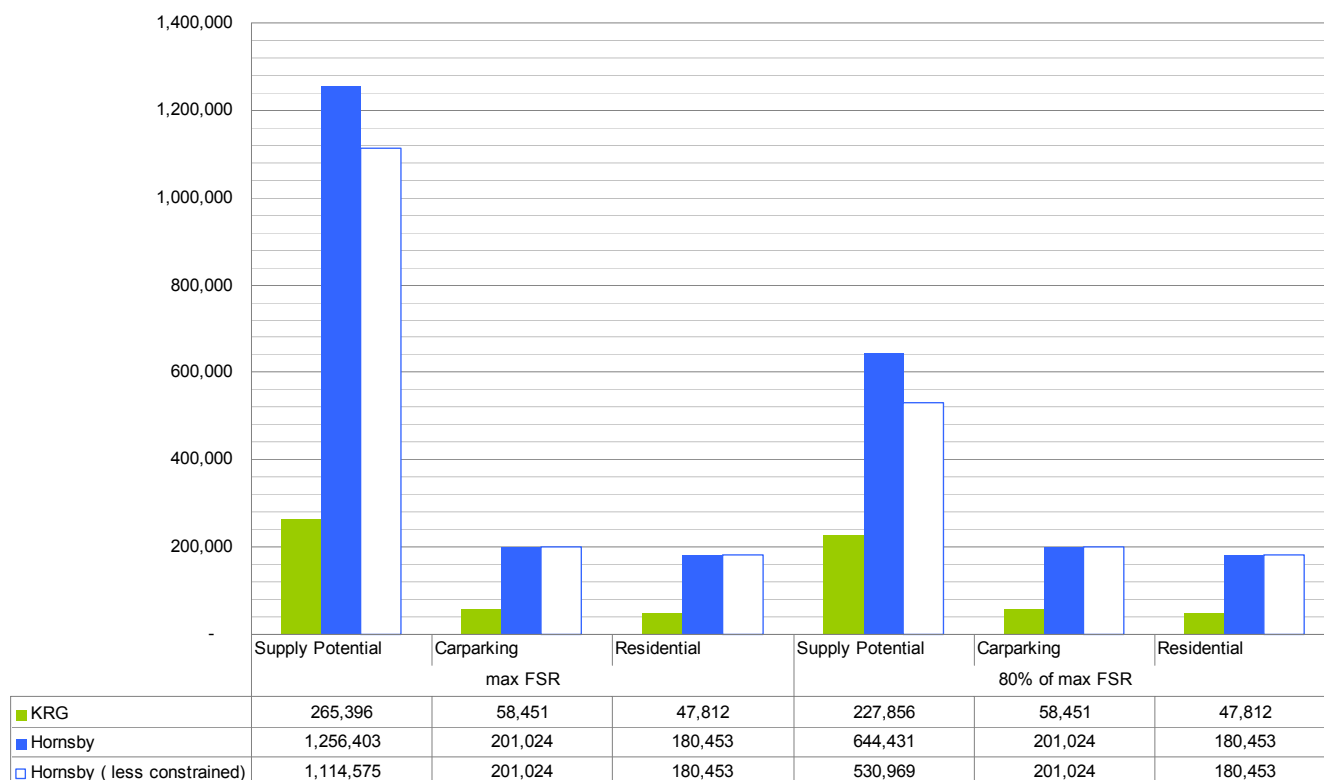
Figure 42 shows the potential supply for Hornsby and Ku-ring-gai. Under the max FSR scenario, Ku-ring-gai has 265,396 sqm and Hornsby has 1,256,403 sqm or 1,114,575 when constrained land is taken into account. Under the 80% of max FSR scenario, Ku-ring-gai has 227,856 sqm and Hornsby has 644,421 sqm or 530,969 sqm when constrained land is taken into account.

Figure 42. Potential Supply in Hornsby and Ku-ring-gai

Source: SGS Land Use Audit (2007)

In addition to the potential supply figures (the result of vacant floorspace, vacant sites and capacity on occupied sites), both areas have considerable car parking and residential floorspace in employment zones. Some of these sites may have the potential to be used for employment purposes. Ku-ring-gai has 58,451 sqm of car parking and 47,812 sqm residential floorspace. Hornsby has 201,024 sqm car parking and 180,453 sqm residential floorspace.

Figure 43. Potential Supply & 'Opportunity Areas' for Hornsby and Ku-ring-gai



Source: SGS Land Use Audit (2007)

4.4 Analysis of Key Centres/ Precincts

Background

The North Subregion's key centres (major and Town Centres) and precincts (as identified in the Subregional Strategy) are analysed in the following section. Land use is described by BLC and the 'principal land use' is described. This means that where use at a site is split between several use categories, the use with the largest share is shown. Analysis by principal land use is necessary for clear mapping. Full data is used in subsequent quantitative analysis. Detailed analysis for all centres above the Neighbourhood Centre classifications is provided in Appendix A.

Commercial Centres

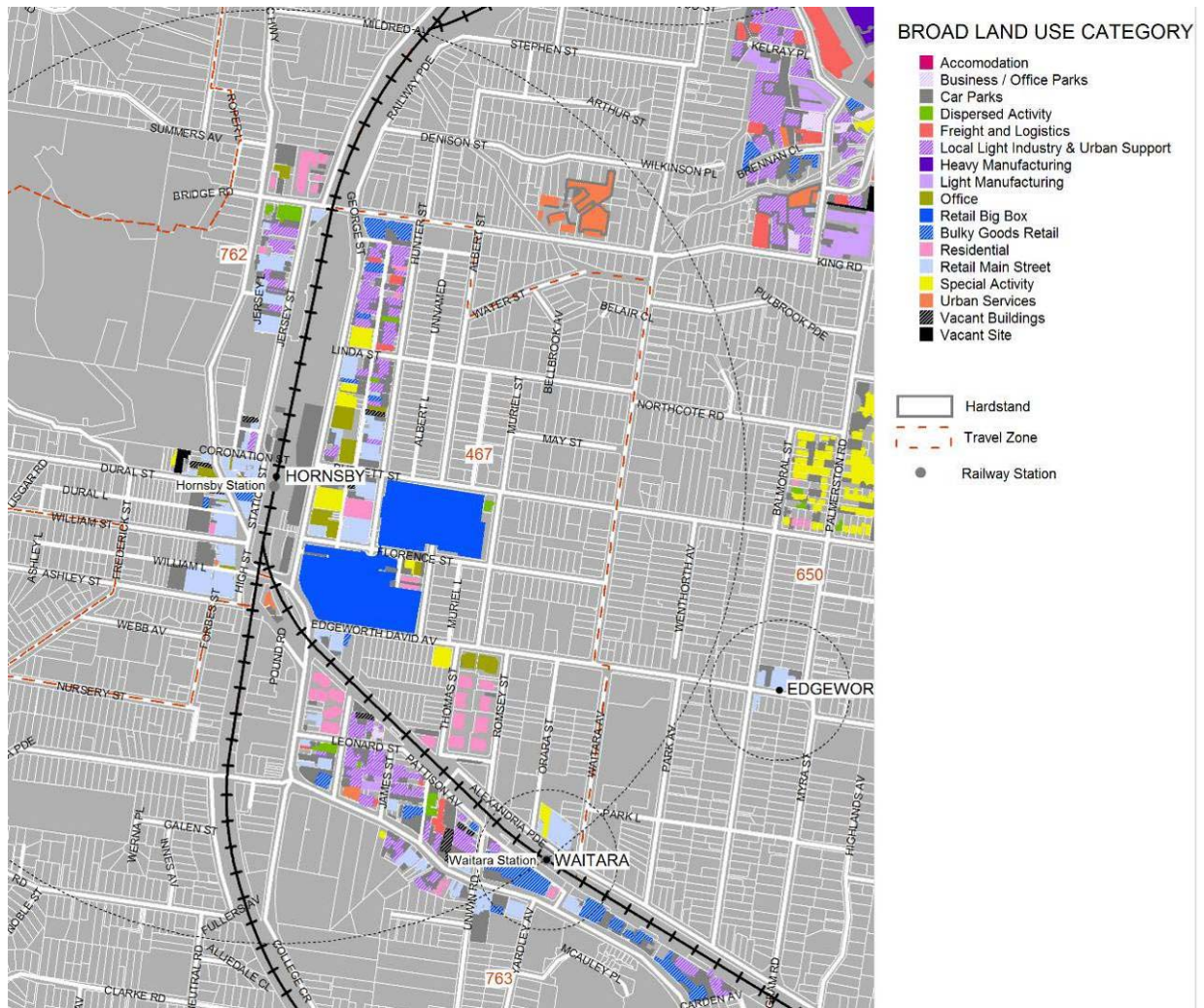
Figure 44 shows land use patterns by BLC in Hornsby. The centre of Hornsby is dominated by the Westfield development (shown as the large blue 'Retail Big Box' category). Several 'Special Activities' exist along George Street (such as the library and recreational facilities such as the PCYC club, gym and bowling alley, which are included within the 'Special Activities' BLC). Significant cluster of 'Special Activities' BLC can also be seen to the east of Hornsby centre, in proximity to Hornsby Hospital. Low scale



retail characterises the western side of Hornsby, which is shown as 'Retail Main Street'. Uses include takeaway shops, a cafe, pub, real estate agents, furniture retailers and a cinema. At the time of the audit, a small number of vacancies were noted - some in Waitara, and one on both Dural and Hunter Streets.

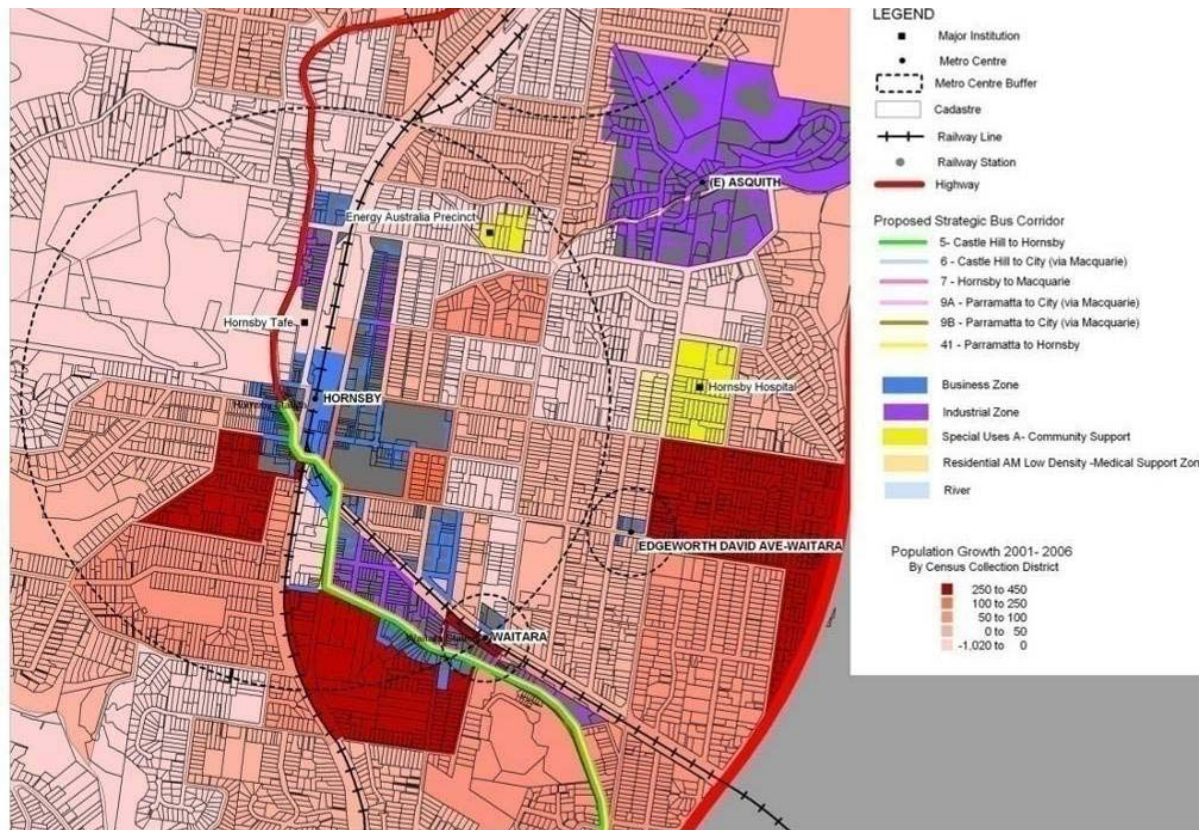
There are also a considerable number of residential lots in Hornsby centre (such as the Madison building on Hunter St, opposite Westfields). Recent residential development has occurred between Thomas and Romsey Streets in Waitara, with some slightly older residential buildings located along Pacific Highway, east of the railway line.

Light industrial uses support the centre. These uses are located along Hunter St (Figure 44), Jersey St and North West of Waitara Station. Light industrial uses support local business and provide services to residents, such as smash repairers, printers and Laundromats.

Figure 44. Hornsby Current Land Use (Principal Use) by BLC

Source: SGS Land Use Audit (2007)

The Draft North Subregional Strategy nominates Hornsby as the Major Centre for the Sub-region. The Chamber of Commerce argues that there is a shortage of commercial floorspace within the centre and Figure 44 illustrates the limited distribution of the 'Office' BLC. Some additional commercial floorspace has been approved or is under construction, and recently completed commercial floorspace has attracted businesses employing professionals such as accountants and consultants. Consultation indicates that these businesses tend to be fairly small, with fewer than 10 employees. Important land uses within Hornsby centre include Hornsby TAFE, Hornsby Girls High School, Hornsby Council Chambers, Hornsby Police Station, Hornsby Pool and surrounding park. The strategy suggests an expansion of Hornsby centre with a broadening of use in the industrial zoned areas. This is discussed in the recommendations section.

Figure 45. Hornsby Infrastructure

Source: SGS Land Use Audit (2007)

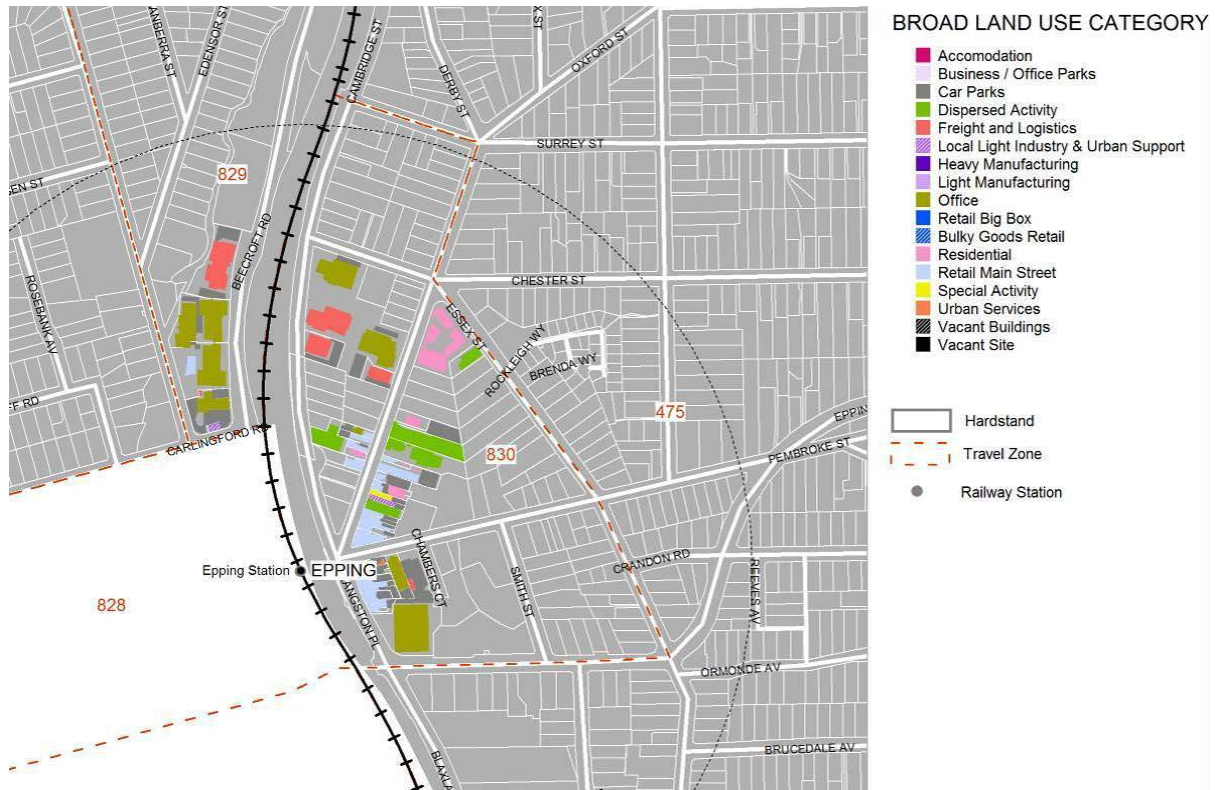
The diversity of businesses located in Hornsby is considered to be a strength of the area. It means there is more opportunity for people and businesses to source goods and services locally. Hornsby station is a major transport interchange, and is well connected by bus and taxi services. As a transport hub and with Major Centre designation, Hornsby is expected to accommodate a high percentage of office and retail land uses which provide services and facilities for a broad catchment area.

Figure 46 shows land use patterns by BLC in Epping. This centre is split between Parramatta and Hornsby LGAs. Business within the centre ranges from large firms such as Unilever to sole traders and a significant amount of 'Office' BLC is shown on the map below. 'Retail Main Street' is located opposite the eastern exit of the station, and along Oxford St. 'Dispersed Activity' includes medical services and places of worship. Parts of the centre which fall within Hornsby LGA are disconnected by the rail line and Beecroft Road.

Within the centre, but outside the LGA (Travel Zone 828), there are additional 'Retail Main Street' uses, including a supermarket. In the same area, there is also the Epping Club and Epping Hotel. The centre currently accommodates a significant proportion of the LGA's office floorspace and the development of the Chatswood to Epping Rail-line is likely to further drive the projected demand

for this land use. Intensification pressures in Epping should be addressed by increased FSR limits under the planning controls.

Figure 46. Epping Current Land Use (Principal Use) by BLC



Source: SGS Land Use Audit (2007)

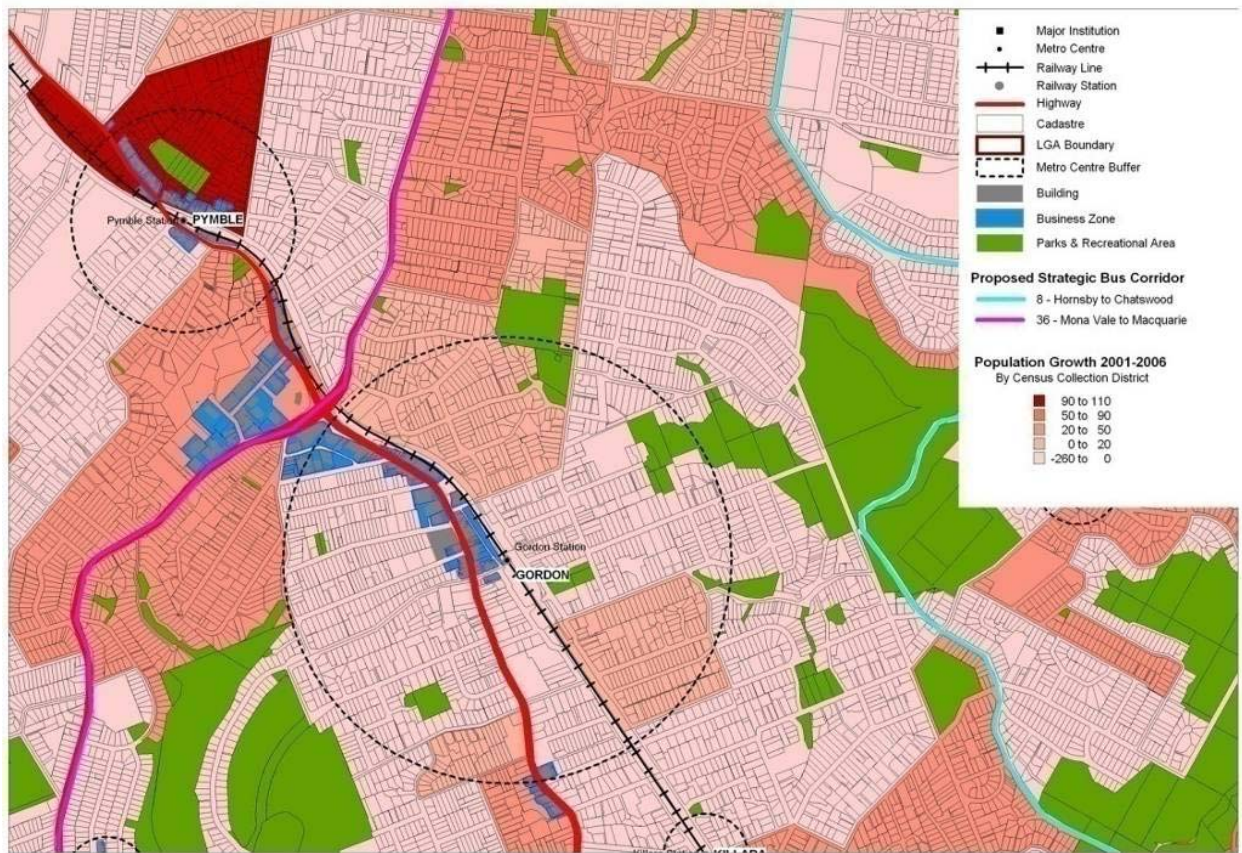
Figure 47 shows land use patterns by BLC in Gordon. 'Retail Main Street' activity occurs along Pacific Highway and the Gordon Centre, marked in Figure 47 as 'Big Box Retail' includes a supermarket, as well as a range of specialty retailers. Public car parking is found around the station, and a library and police station are located along Pacific Highway, north of the shopping strip.

To the north of the centre is the Pymble/ Gordon business area which consists of a large amount of 'Office' activity. This area contains additional uses including a gym and post office. However, across the Study area, this location represents the largest concentration of commercial floorspace. Increasingly, medium to high density residential development is occurring in proximity to this centre. Intersecting strategic bus corridors and the existing train stations at Gordon and Pymble contributes to the intensification potential.



Figure 47. Gordon Current Land Use (Principal Use) by BLC

Source: SGS Land Use Audit (2007)

Figure 48. Gordon Infrastructure

Source: SGS Land Use Audit (2007)

Figure 49 shows the current land uses in Turramurra by BLC. The shows the predominantly retail based activity in the centre divided by the railway line. The centre includes a supermarket, cafes and restaurants, and local service providers, with a small amount of 'Special Activities' which encompasses uses such as the Senior Citizen Centre.

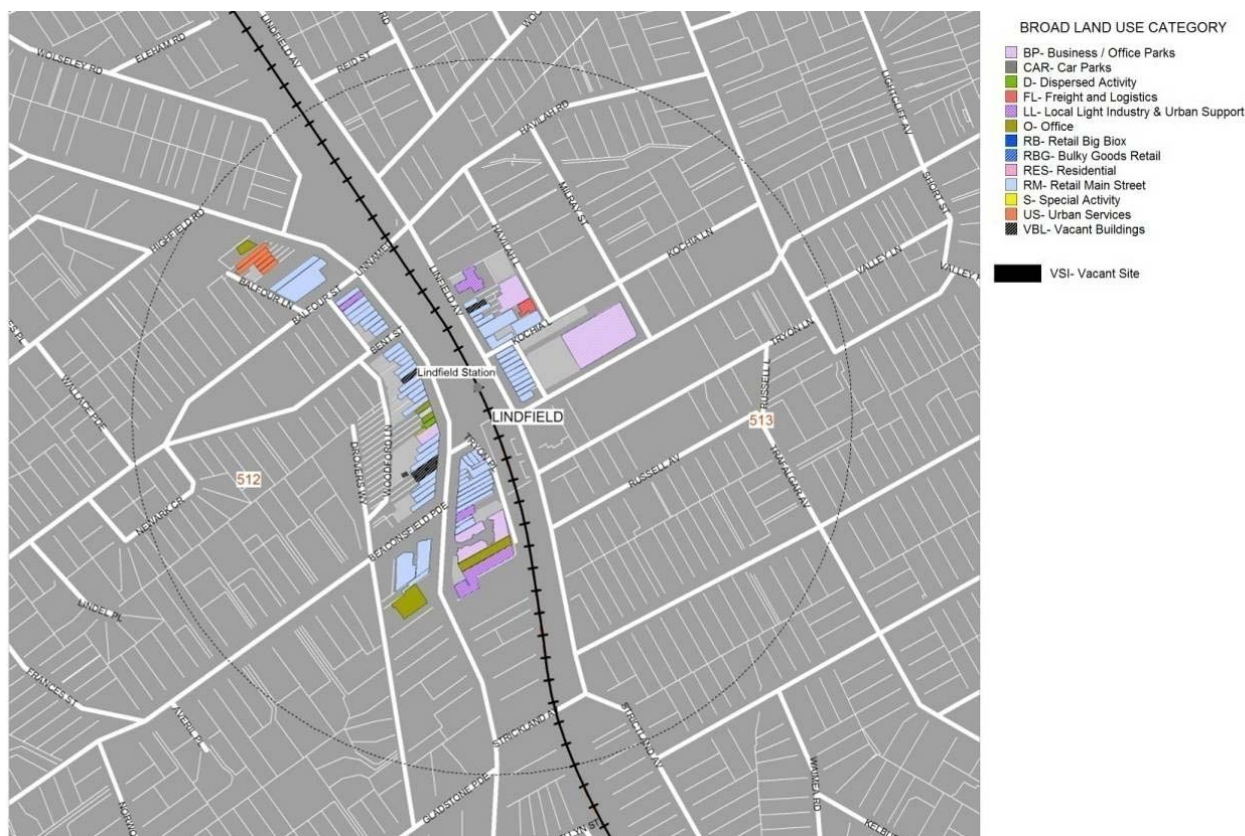
Figure 49. Turramurra Current Land Use (Principal Use) by BLC

Figure 50 shows the current land uses in St Ives by BLC. The map shows the very high proportion of big box retail at this centre dominating the land use pattern. Other uses at the centre include a small amount of Main Street Retail, light industrial and a small amount of office activity.

Figure 50. St Ives Current Land Use (Principal Use) by BLC

Figure 51 shows the current land uses in Lindfield by BLC. The map shows that the dominant land use in Lindfield is Main Street Retail. There is also some office land use at the centre and a very small amount of local light industry.

Figure 51. Lindfield Current Land Use (Principal Use) by BLC



Industrial, Business and Health Precincts

Figure 52 shows land use patterns by BLC in Hornsby Hospital precinct. The hospital itself is bounded by Palmerston, Lowe, and Derby Road and Burdett Street. It was established in 1933 and provides a range of services including for emergency services, services for children and adolescents, rehabilitation, maternity care, allied health services and mental health services. A new \$23 million Maternity, Paediatrics and Emergency building has been completed, and was opened in March 2007.

A number of other medical practices are located in the streets surrounding Hornsby Hospital, providing complementary services. The area is dominated by 'Special Activity' BLC, with numerous medical practitioners and specialists on Balmoral Street. Some 'Dispersed Activity' and 'Residential' BLCs occur.

Figure 52. Hornsby Hospital Current Land Use (Principal Use) by BLC

Source: SGS Land Use Audit (2007)

In Ku-ring-gai, the SAN site (Fox Valley Rd Wahroonga) is a hospital complex with a range of ancillary uses. The site is covered by 2 special use zones – for the church and the hospital. There are considerable environmental constraints on the site. Council believes there should be no further clearing, and therefore the developed area should not increase. The Hospital building is 10 stories with the rest of the hospital associated works around 3-4 storeys maximum.

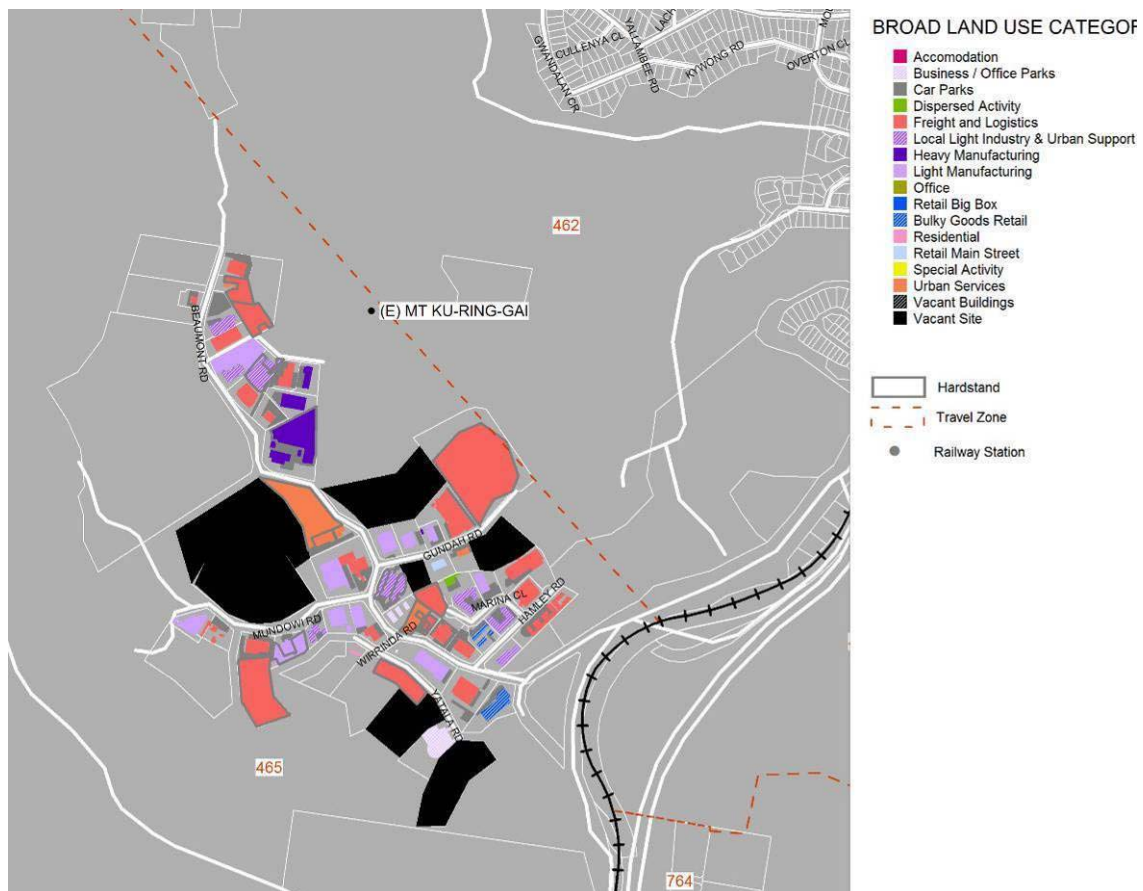
The SAN hospital employs between 2,200 and 2,730 people which accounts for about a third of health related jobs in the region. The site is possibly the single largest employer in Ku-ring-gai. As such a significant employer, the SAN plays important role in catering for any future employment growth in Ku-ring-gai.

Figure 53 shows land use patterns by BLC in Mt Ku-ring-gai. There are a number of large vacant sites within this industrial precinct. Land uses are dominated by 'Freight and Logistics', 'Local Light Industry' and 'Light Manufacturing'. 'Urban Services' located at Mt Ku-ring-gai include the Shorelink bus depot. Much recent development has occurred in this area and some of the building stock is new.

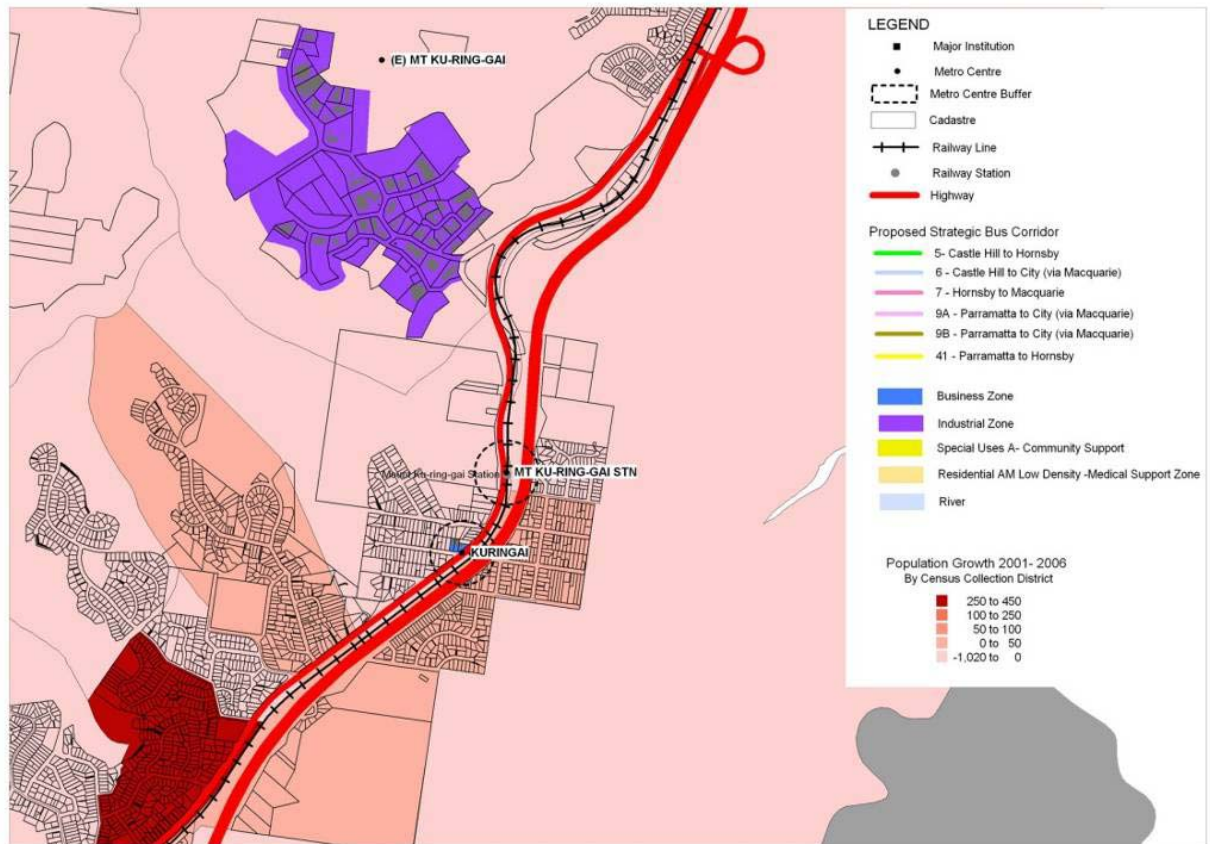


Previous employment lands studies, as well as the Draft North Subregional Strategy, highlight that this area is constrained by environmental factors and proximity to Berowra Valley Regional Park and land zoned for environmental protection. The constrained land total has been taken into account in the supply-side analysis. However, strengths of this area include the separation from residential areas and easy access to the Pacific Highway and F3. In this regard, the area remains as an attractive location for manufacturing and freight and logistics operations.

Figure 53. Mt Ku-ring-gai Current Land Use (Principal Use) by BLC



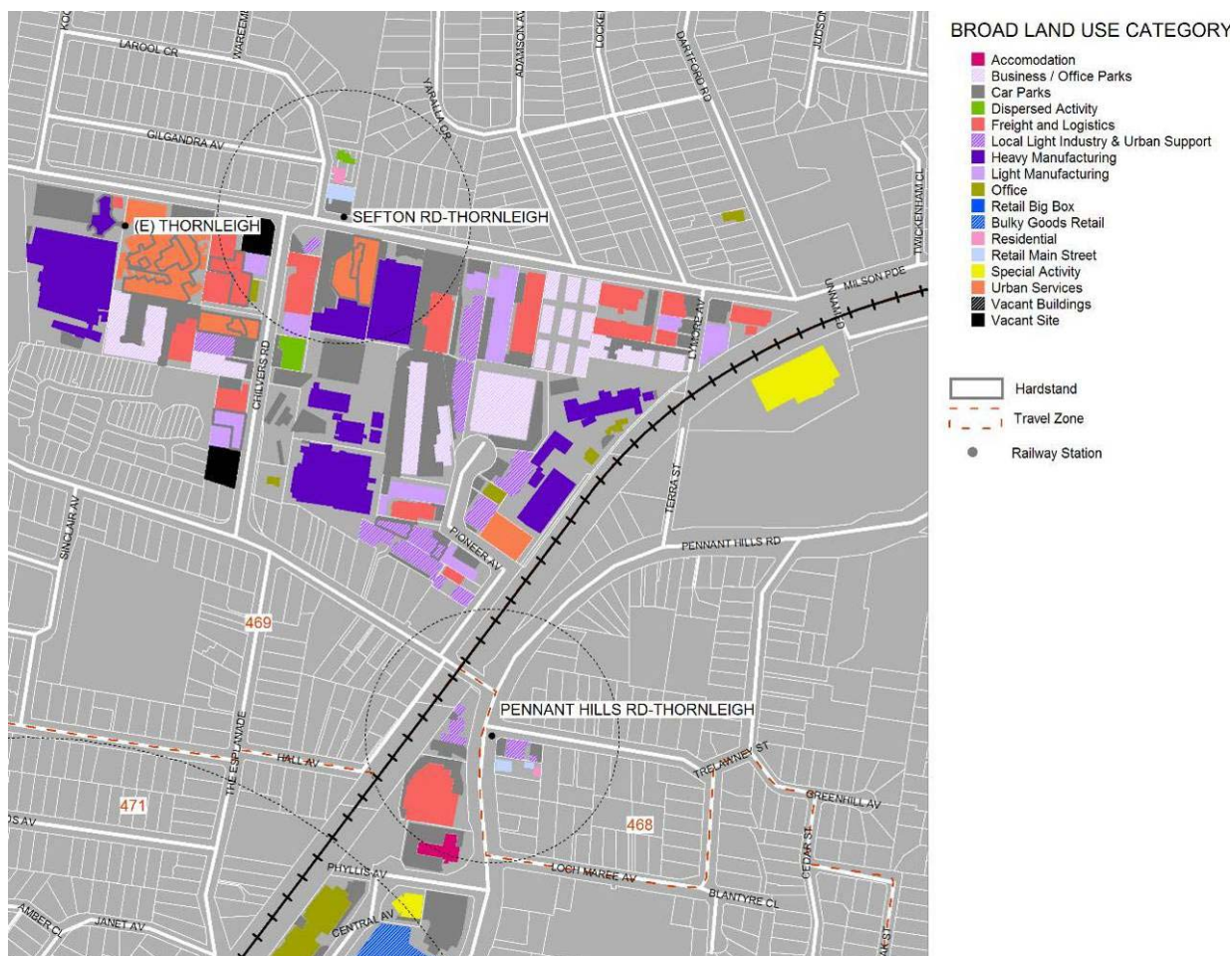
Source: SGS Land Use Audit (2007)

Figure 54. Mt Ku-ring-gai Infrastructure

Source: SGS Land Use Audit (2007)

**Figure 55** shows land use patterns by BLC in Sefton Rd - Thornleigh.

Uses within this area include 'Light Manufacturing', 'Local Light Industry', 'Urban Services', 'Freight and Logistics' and 'Heavy Manufacturing'. Activities located here support the local population and include a Council depot and concrete batching plant.

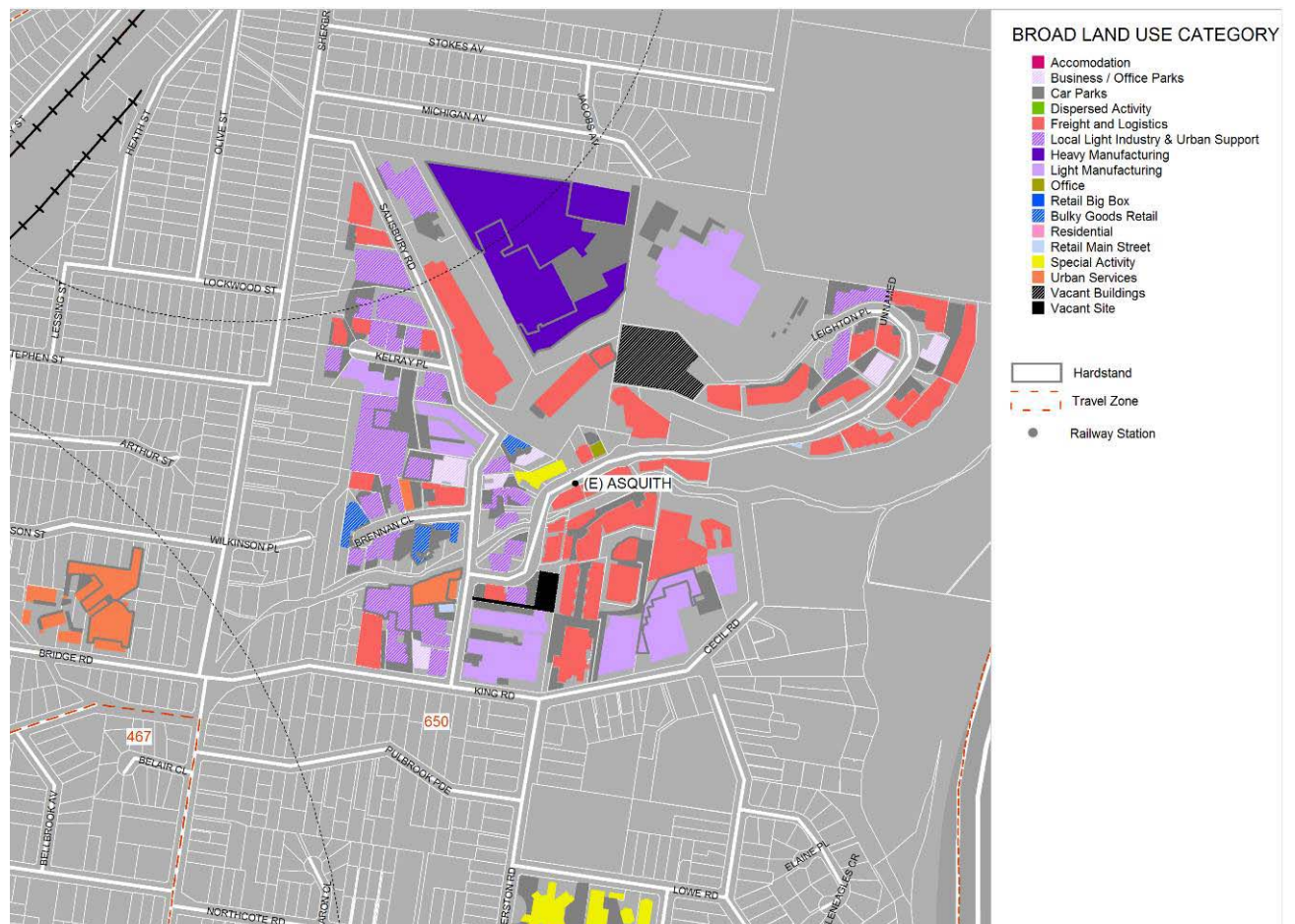
Figure 55. Thornleigh Current Land Use (Principal Use) by BLC

Source: SGS Land Use Audit (2007)

Thornleigh plays a vital role in providing urban services and in accommodating local light industry. However, the area is surrounded by low density residential areas and bounded by a train line on one side. The proximity of residential development will constrain industrial development at this location in future, as vehicles travelling to and from Sefton Rd - Thornleigh must pass through residential areas. Two vacant sites exist on Chilvers Road.

As with Sefton Road – Thornleigh, vehicles travelling to and from Asquith Employment Lands, must travel through residential areas. Figure 56 shows land use patterns by BLC in Asquith, which is located primarily along Leighton Place, Salisbury and King Roads. 'Freight and Logistics' features strongly in this area along with 'Light Manufacturing', 'Local Light Industry' and 'Heavy Manufacturing'. Additionally, some 'Bulky Goods Retail' has been identified within the area.

At the time of the audit, one vacant building and one vacant site were recorded. Topography may influence the types of businesses that seek to locate here in future, and like Mt Ku-ring-gai, expansion of these employment lands is limited by environmental constraints.

Figure 56. Asquith Current Land Use (Principal Use) by BLC

Source: SGS Land Use Audit (2007)

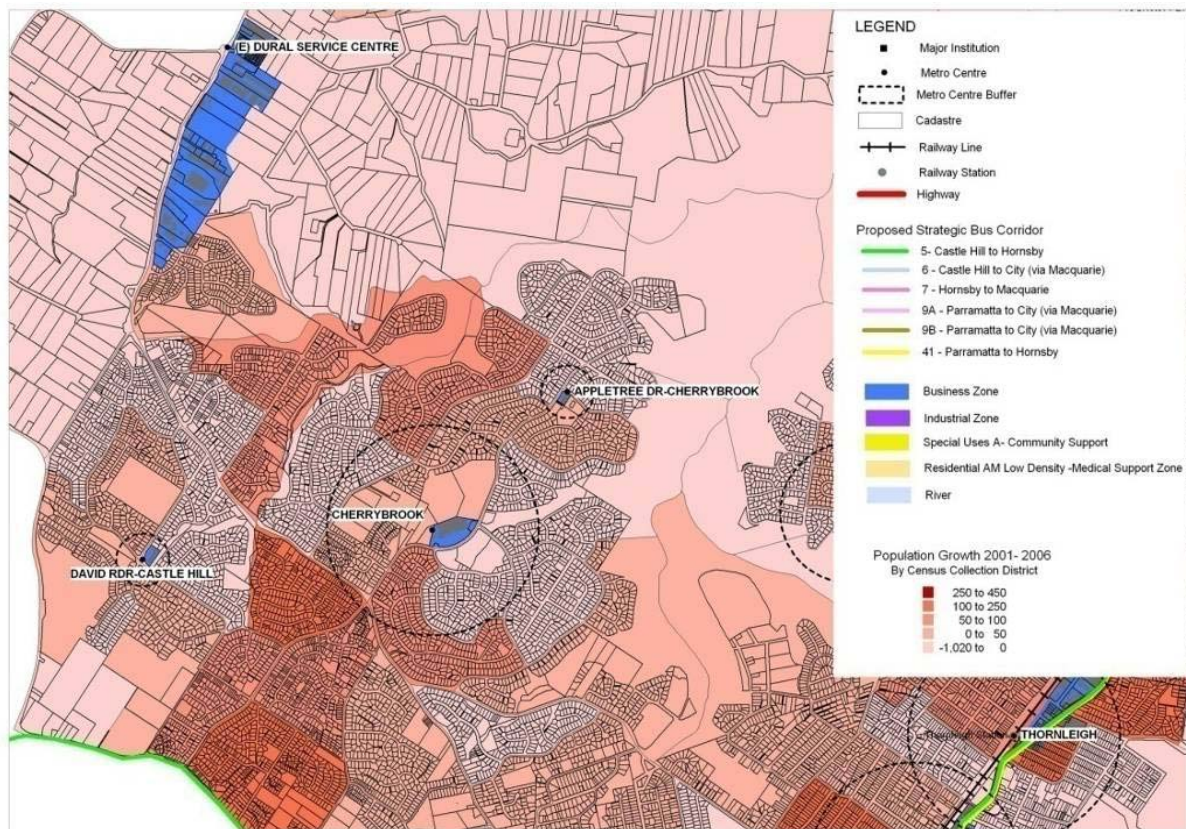
Figure 57 shows land use patterns by BLC in Dural Service Centre. 'Bulky Goods Retail' features in this area, along with 'Freight and Logistics' and 'Urban Services'. Additional uses identified include 'Local Light Industry', 'Business/Office Parks'. 'Light Manufacturing' and 'Special Activities'. The diversity of uses present indicates a lack of clarity in the role of this area.

Figure 57. Dural Service Centre Current Land Use (Principal Use) by BLC



Source: SGS Land Use Audit (2007)

The Dural Service Centre (DSC) was originally envisaged as a centre for rural business and local services for the local resident population. However, over the years land use in the area has moved away from a 'rural service' focus and many businesses now serve a much broader market than the immediately surrounding rural area. There are arguments that the current limitations of the planning controls may now be constraining the centre's economic potential and that a broader range of uses (such as non rural-related industry, higher office components, and a broader range of service industries) should be allowed. The Subregional Strategy identifies the DSC as land with potential to allow for a wider range of employment uses.

Figure 58. Dural Service Centre Infrastructure

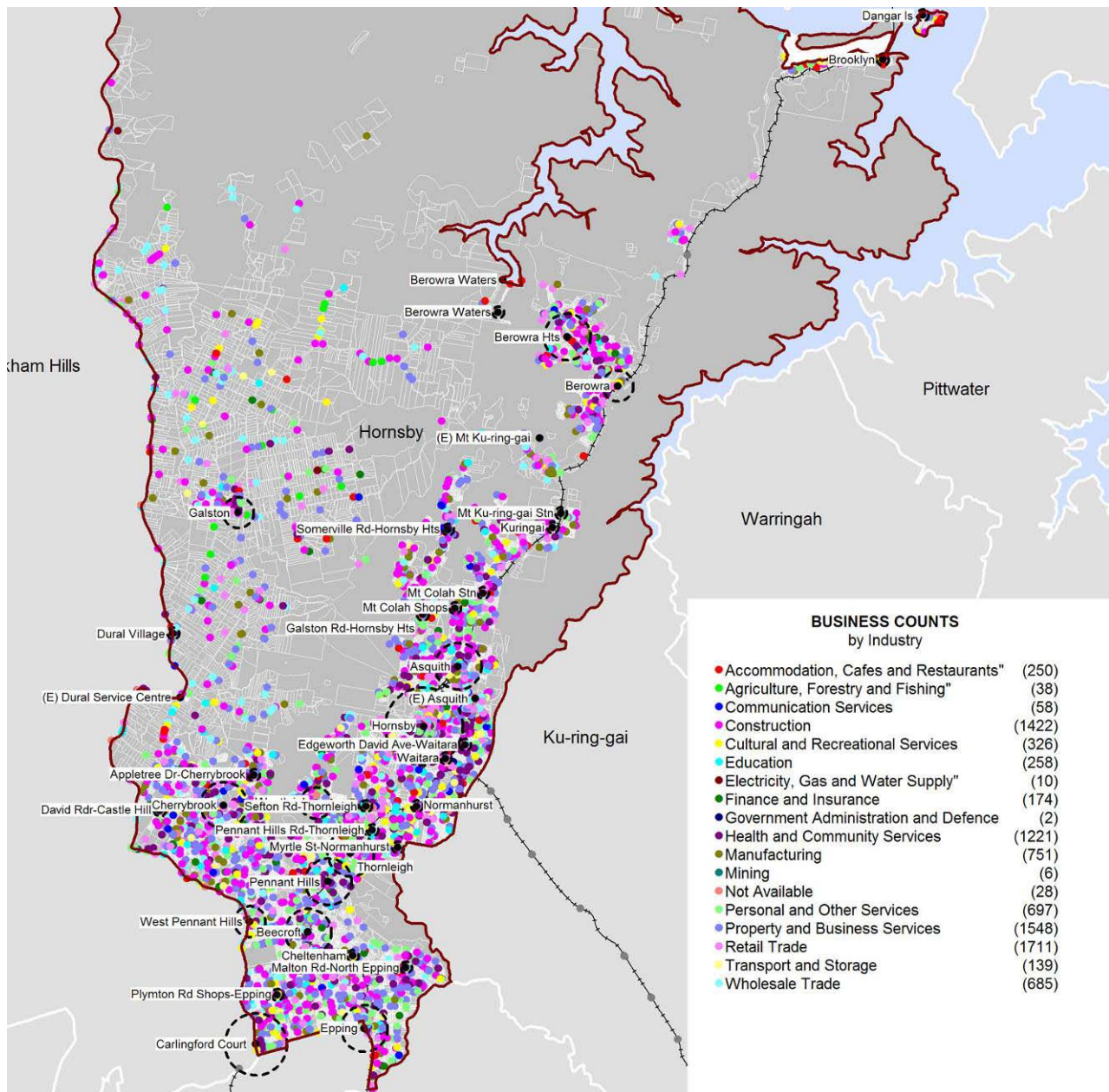
Source: SGS Land Use Audit (2007)

Distance from transport nodes, strategic bus corridors and arterial road infrastructure suggest that the area would struggle to provide services and facilities for a broad catchment when compared against the competitive offer of other existing centres. It is not appropriate for the centre to provide a regional commercial function, nor is it appropriate for the centre to accommodate heavier industrial operations. However, there is still scope to allow for a wider range of employment activity. The availability of large land parcels will continue to prove attractive for many industries (as already evidenced by the existence of Bulky Goods Retail businesses). Light industrial operations with small office components and local level retail and services are appropriate application of a Light Industrial zones with some additional permissible uses with consent is appropriate. This is discussed in the recommendations section.

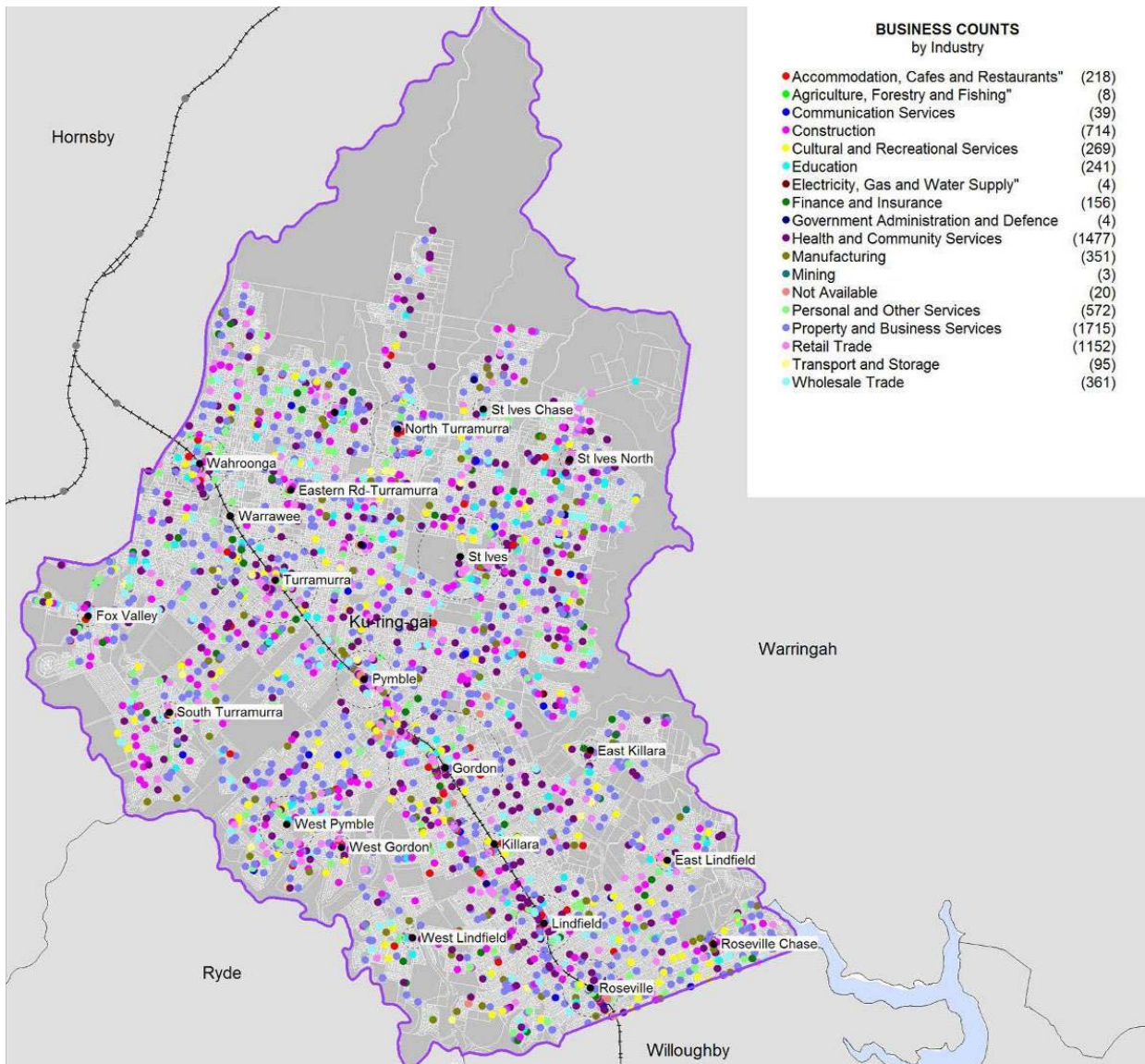
Business Locations

Business locations in Ku-ring-gai and Hornsby LGAs are shown in Figure 59 and Figure 60. These maps clearly illustrate the very high number of businesses operating outside of the business zones.

Figure 59. Business Locations in Ku-ring-gai (2007)



Source: Sensis 2007

Figure 60. Business Locations in Hornsby South (2007)

Source: Sensis 2007

The fact that there is such a high degree of employment activity occurring outside the employment zones presents some issues for the employment study. Perhaps the most important is that there is no accurate way to generate a job: floorspace or job: land area ratio for the LGA using the audit data, as the land use information and the employment information relate to different geographies. As the smallest geography for employment statistics is the travel zone (TZ), it is not possible to calculate the numbers of jobs that are within the employment zones vs. those outside the employment zones. This makes the projection of floorspace and land area demand much more difficult. To overcome this, instead of applying a locally derived job: floorspace ratio to the employment forecasts, we have grown the existing floorspace in the audited area in proportion to the employment forecast. This is discussed in the following section.

4.5 Implications

The key findings from this section are summarised below:

- **The largest land use category in employment zones does not generate employment.** The 'other' category accounts for the greatest proportion of floorspace in the surveyed areas. This category includes car parking, floorspace in vacant buildings and residential floorspace. For Hornsby, 'Other' floorspace accounts for 551,357 sqm. For Ku-ring-gai, the 'other' category accounts for 131,336 sqm.
- **Office uses dominate Ku-ring-gai's employment zones.** For Ku-ring-gai, Main Street Retail (RM) and office (O) land uses occupy the greatest amount of floorspace (178,354 sqm and 176,937 sqm respectively).
- **Retail uses dominate Hornsby's employment zones.** For Hornsby, big box retail (RB) occupies the largest amount of floorspace (371,003 sqm), followed by Main Street Retail (RM) (275,524 sqm). Audit result are compared to the 1997 Hornsby Shire Employment Lands Study figures in Appendix
- **Existing employment zones accommodate a wide range of land uses.** In both LGAs, the various employment zones host a wide range of land uses. There is a significant proportion of bulky goods (RBG) and Main Street Retail (RM) in the Industrial (b) zones. In the Business (e) and Business (b) zones, there is a significant proportion of light manufacturing (ML) and freight and logistics (FL) activity. Both business and industrial zones also have significant residential floorspace totals.
- **There are high levels of supply in both LGAs.** Within the limits of the current planning controls there is a total of 3,059,857 sqm in Hornsby and 750,813 sqm in Ku-ring-gai. Of this total 1,421,977 sqm and 379,153 sqm is used for employment purposes in Hornsby and Ku-ring-gai respectively. 169,536 sqm of floorspace is vacant in Hornsby with 24,813 sqm vacant in Ku-ring-gai. Under the max FSR scenario, Ku-ring-gai has 265,396 sqm and Hornsby has 1,256,403 sqm or 1,114,575 when constrained land is taken into account. Under the 80% of max FSR scenario, Ku-ring-gai has 227,856 sqm and Hornsby has 644,421 sqm or 530,969 sqm when constrained land is taken into account.

5 Employment & Floorspace Forecasts

5.1 Introduction

This section describes employment and floorspace forecasts used in this Study. Both employment and floorspace forecasts are described for each LGA at the 1 digit ANZSIC level for the 2006-2031 period. Using the data from the land use audit these are then converted into BLCs. This is important step in the process as the BLCs allow for better spatial analysis.

The forecasts described in this section represent the demand side of the Study. These are weighed against the supply side data gathered from the land-use audit in the assessment of the sub-region's capacity to absorb future economic growth. Importantly, these employment and floorspace forecasts are presented as 'baseline' forecasts. The role of policy intervention to change prevailing trends is discussed in later sections.

5.2 Employment Forecasts

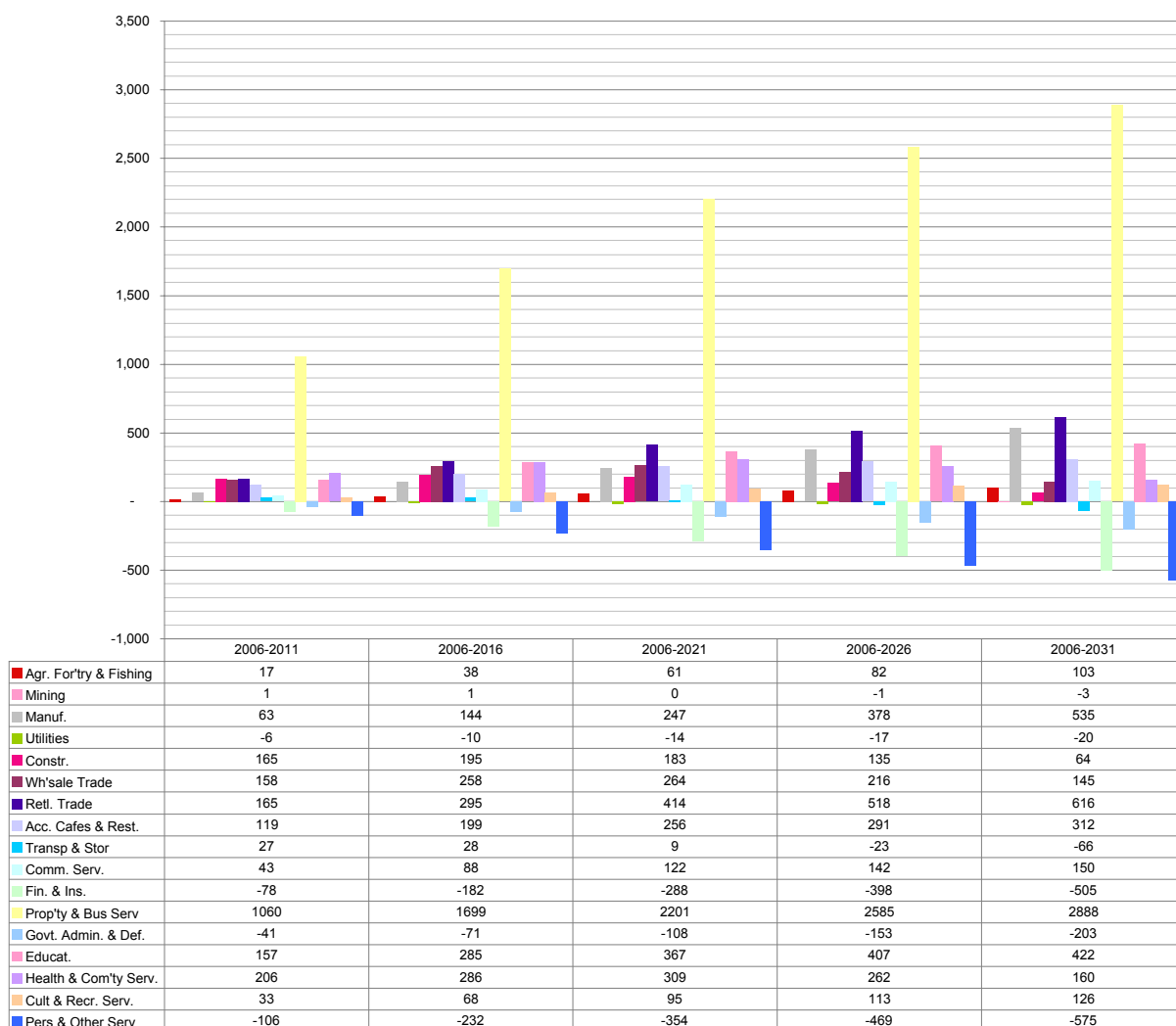
Background

Employment forecasts for this Study have been sourced from the TDC. Produced in 2004, these forecasts provide an indication of the nature and distribution of employment across the Sydney Greater Metropolitan Region. The most significant assumptions have been made with respect to future trends by industry and future demand for retailing, driven by population and income growth. A description of the TDC forecast method is given in Appendix E.

The process of forecasting is based on the analysis and forecasting of share of total employment by industry, the share by sub-region of jobs by industry, the share of job in centres and dispersed jobs in each Subregional and industrial group. The process takes into account an analysis of space constraints for commercial floorspace, based on an analysis of employee-space ratios. It also takes into account user-defined additions of jobs to specific travel zones. Final travel zone forecasts are calculated based on these components.

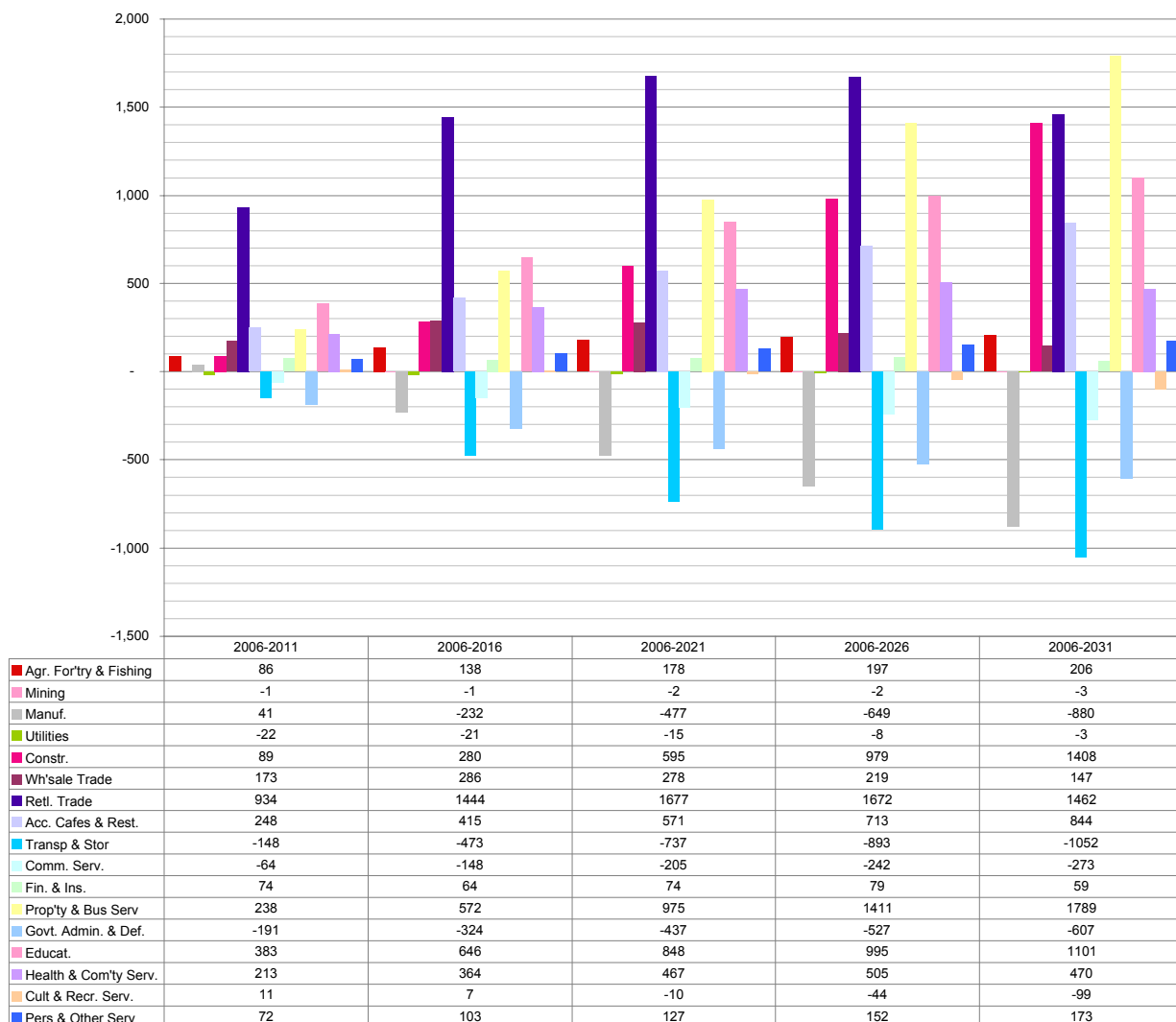
Forecast Employment Growth

Figure 61 shows the cumulative additional employment forecast for Ku-ring-gai. 'Property & Business Services' are forecast to experience by far the greatest growth with an additional 2,888 jobs in the period 2006-2031. This is followed by 'Retail Trade' with a forecast additional 616 jobs in the 2006-2031 period. 'Personal & Other Services' and 'Finance & Insurance' are both forecast to have a decline in employment in this period with declines of 575 & 505 jobs respectively.

Figure 61. Ku-ring-gai Cumulative Additional Employment Forecast 2006-2031

Source: TDC 2004

Figure 62 shows the cumulative additional employment forecast for Hornsby. 'Property & Business Services' is forecast to have the highest job growth over the 2006-2031 period with 1,789 jobs. However, over the 15 years (2006-2021), 'Retail Trade' displays the strongest growth with 1677 jobs and 1462 jobs in the 2006-2031 period. 'Construction' and 'Education' also show strong forecast growth in this period. Employment decline is forecast in 'Transport & Storage', 'Manufacturing' and 'Government Administration & Defence' with losses of 1052, 880 and 607 jobs respectively over the 2006-2031 period.

Figure 62. Hornsby Cumulative Additional Employment Forecasts 2006-2031

Source: TDC 2004

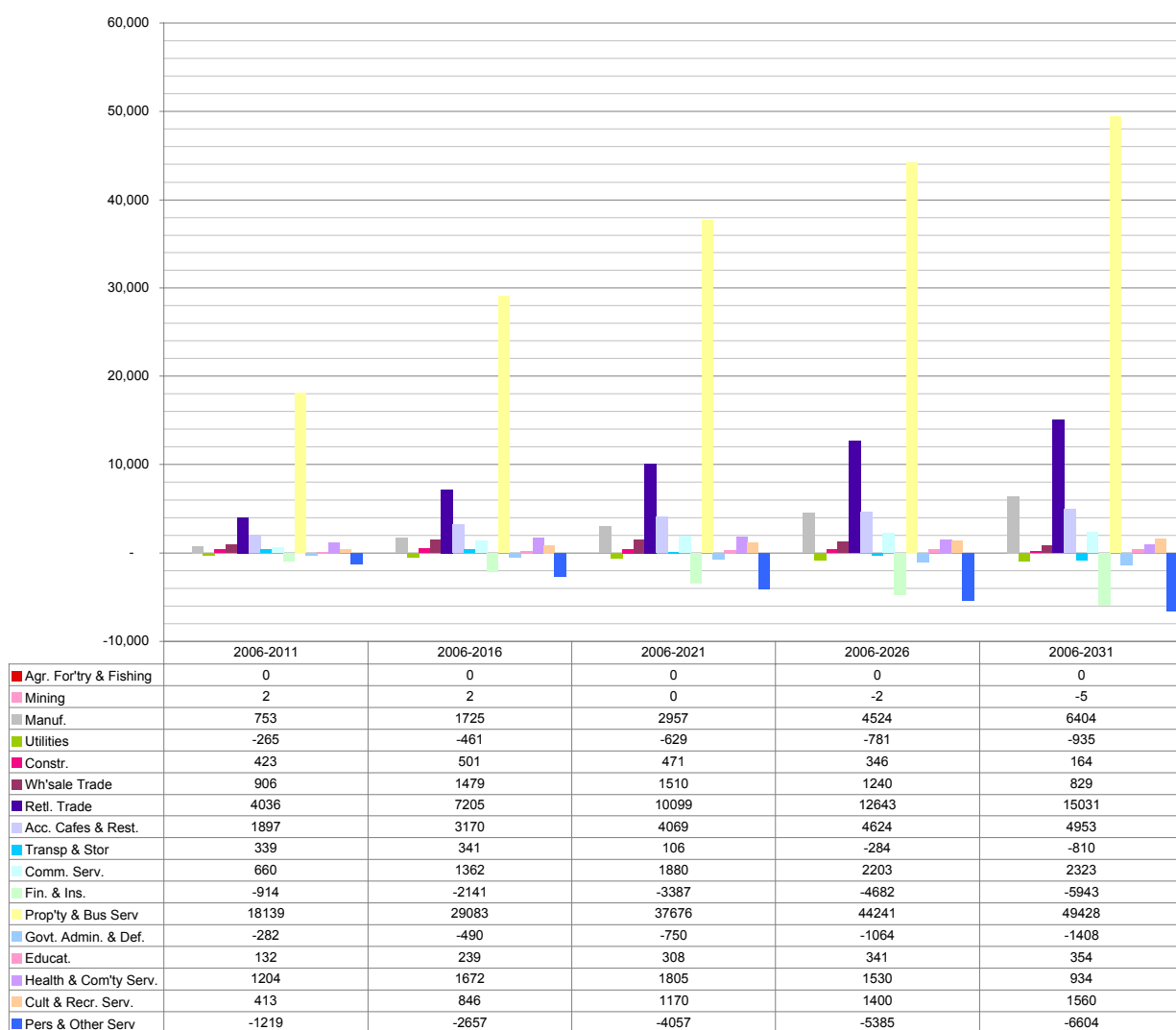
5.3 Floorspace Demand Forecasts

Floorspace Forecasts by ANZSIC

Using the TDC employment data, 'baseline' floorspace demand forecasts have been generated for the audited area as part of this Study. Percentage growth observed in the TDC data for industry sectors has been applied to the floorspace audited by industry sector. This produces floorspace forecasts based on the premise that the audited areas, in total, will account for the same proportion of total LGA floorspace in the future.

Figure 63 shows the cumulative additional floorspace forecast by 1digit ANZSIC for Ku-ring-gai for the period 2006-2031. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' is high at 49,428 sqm over the 2006-2031 period. The next highest in terms of floorspace demand comes from the 'Retail Trade' sector with forecast demand for an additional 15,031 sqm in the 2006-2031 period. Forecast employment decline in 'Personal & Other Services' and 'Government Administration & Defence' translates to demand for 6,604 sqm and 1,408 sqm less floorspace in the 2006-2031 period for these sectors respectively.

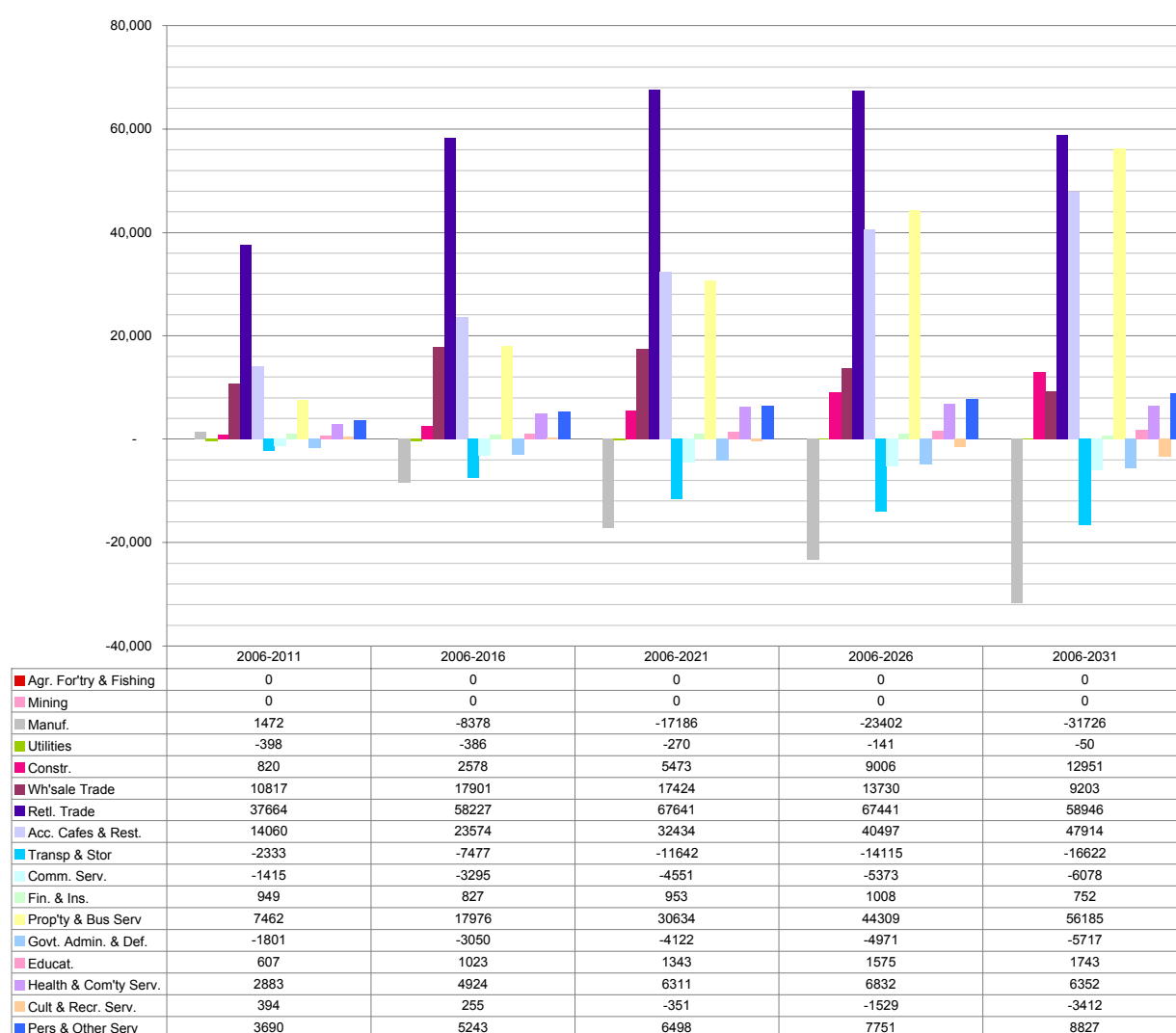
Figure 63. Ku-ring-gai Cumulative Additional Floorspace Forecasts 2006-2031(Audited Area Only)



Source: TDC 2004 and SGS 2007

Figure 64 shows the cumulative additional floorspace forecast by 1digit ANZSIC for Hornsby for the period 2006-2031. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' and 'Retail Trade' is high at 56,185 sqm and 58,946 respectively over the 2006-2031 period. The next highest in terms of floorspace demand comes from the 'Accommodation Cafes & Restaurants' sector with forecast demand for an additional 47,914 sqm in the 2006-2031 period. Forecast employment decline in 'Manufacturing' and 'Transport & Storage' translates to demand for 31,726 sqm and 16,622 sqm less floorspace in the 2006-2031 period for these sectors respectively.

Figure 64. Hornsby Cumulative Additional Floorspace Forecasts 2006-2031(Audited Area Only)



Source: TDC 2004 and SGS 2007

Floorspace Demand by Broad Land Use Category

To understand the supply-demand gaps in the Study area we must first convert the floorspace demand by ANZSIC industry category into Broad Land Use Categories (BLCs). This is important as the assessment of the land's capacity to accommodate floorspace demand driven by employment growth is at the centre of this Study. Assessment of the competitive position of land supply to accommodate floorspace demand is best made in terms of land use categories rather than industry sectors. This is due to the fact that many industry sectors will occupy a range of land types – e.g. factory floor components of 'Manufacturing' industry sector will tend to be located in industrial land while head office functions will tend to be located on commercial land.

The relationship between ANZSIC industry sectors and BLCs has been determined for Hornsby and Ku-ring-gai through the land use audit.

Figure 65 shows the floorspace demand by BLC for Hornsby. Retail activities dominate the forecast with highest floorspace demand for big box retail (RB) Main Street Retail (RM) at 55,307 sqm and 38,343 sqm respectively. Driven by forecast decline in manufacturing employment, demand for heavy manufacturing (MH) and light manufacturing (ML) floorspace is forecast to decline by 11,275 sqm and 11,806 sqm respectively.

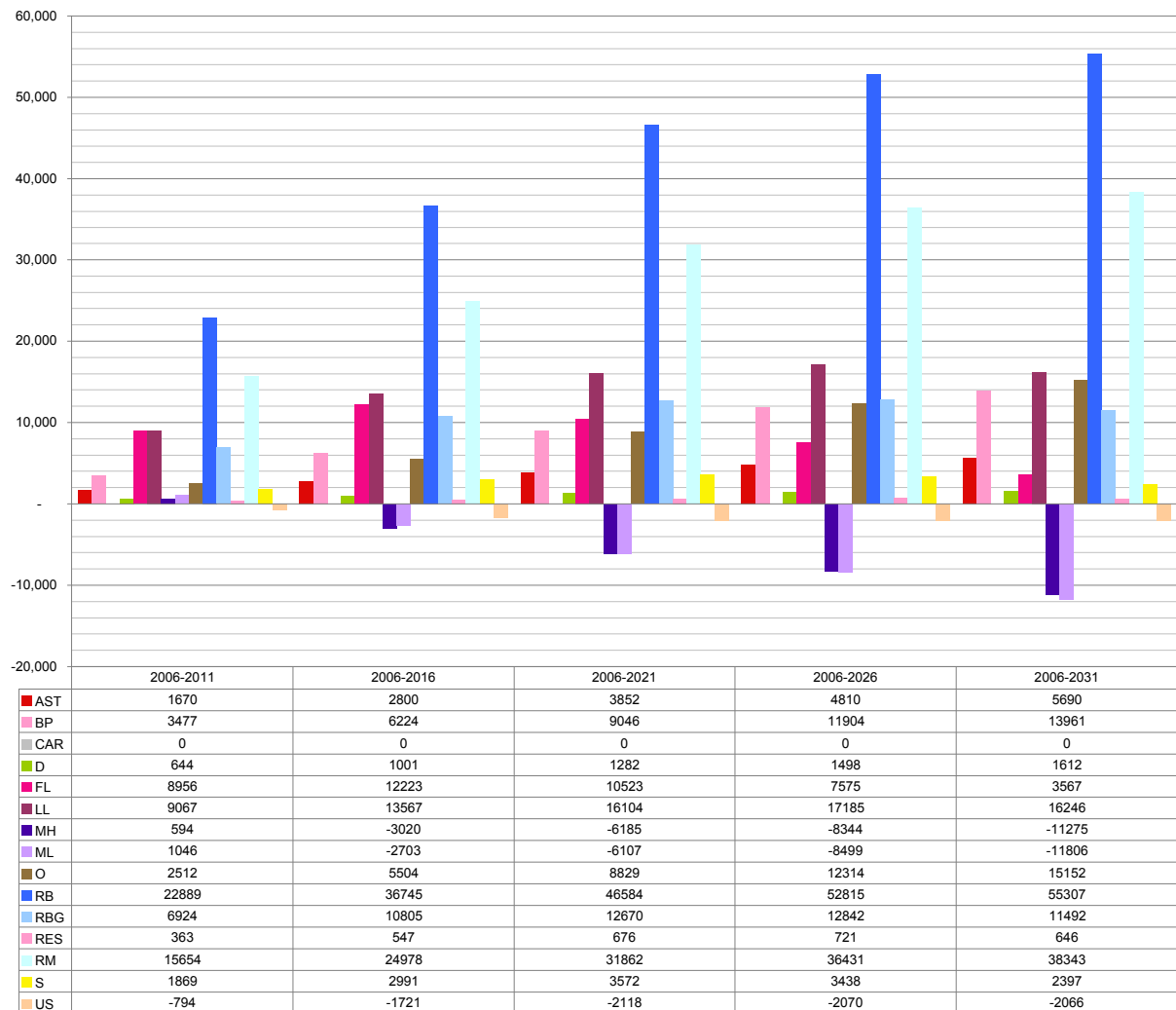
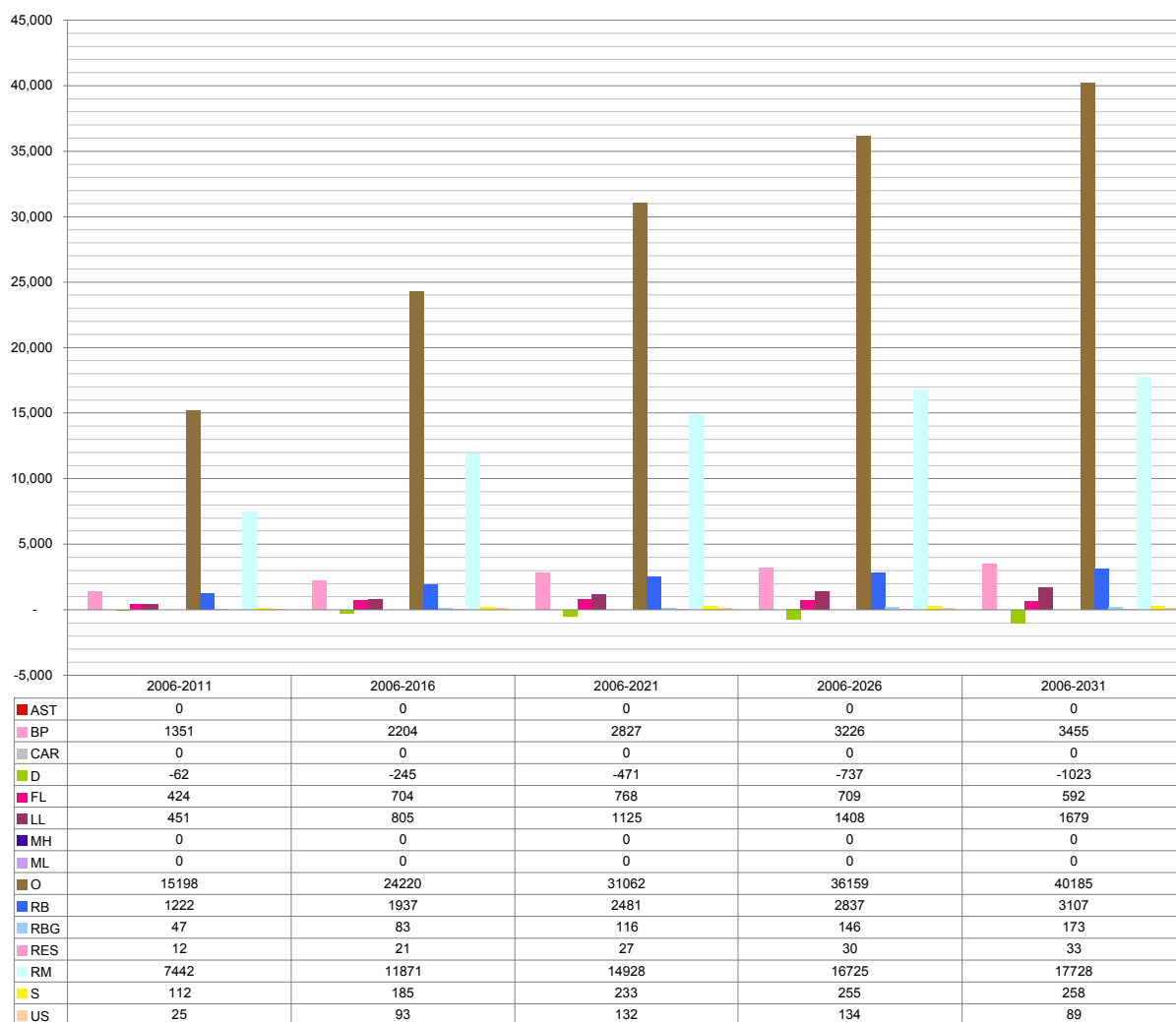
Figure 65. Hornsby Floorspace Demand by BLC (Audited Area Only)

Figure 66 shows the forecast floorspace demand by BLC in Ku-ring-gai. This figure shows the total floorspace demand across all of the audited areas and is based on the percentage growth in employment by industry sector in the TDC employment forecasts. Clearly, demand for office space (O) is by far the greatest BLC at 40,185 sqm over the 2006-2031 period. This is followed by Main Street Retail (RM) at 17,728 sqm.

Figure 66. Ku-ring-gai Floorspace Demand by BLC (Audited Area Only)

5.4 Implications

The key findings from this section are summarised below:

- Strong forecast growth in property & business services.** This sector displays very strong growth in Ku-ring-gai for the period 2006-2031. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' is high at 49,428 sqm over the 2006-2031 period. The next highest in terms of floorspace demand comes from the 'Retail Trade' sector with forecast demand for an additional 15,031 sqm in the 2006-2031 period. In line with forecast employment growth, demand for floorspace from 'Property & Business Services' and 'Retail Trade' is high at 56,185 sqm and 58,946 respectively over the 2006-2031 period.

- **High demand for office space in Ku-ring-gai.** Demand for office space (O) is by far the greatest of the BLC in Ku-ring-gai at 40,185 sqm over the 2006-2031 period. This is followed by Main Street Retail (RM) at 17,728 sqm.
- **High demand for retail in Hornsby.** Retail activities dominate the forecast with highest floorspace demand for big box retail (RB) Main Street Retail (RM) at 55,307 sqm and 38,343 sqm respectively
- **Decline in industrial sectors.** Driven by forecast decline in manufacturing employment, demand for heavy manufacturing (MH) and light manufacturing (ML) floorspace is forecast to decline by 11,275 sqm and 11,806 sqm respectively. Declining industrial employment and associated land requirements will obviously impact on the demand for land in the industrial areas.

6 Gap Analysis

6.1 Introduction

This section discusses the gaps between forecast demand for floorspace by Broad Land Use Category (BLC) and the available supply as determined through the land use audit. The demand forecasts have been generated by converting TDC employment numbers into floorspace figures by both ANZSIC and BLC. This is made possible by using data from the land audit.

- **[Demand Scenario 1] 'Baseline' from TDC forecasts.** This converts the TDC employment numbers into floorspace demand figures by BLC. At a centre/ precinct level, the audited floorspace is grown forward in proportion to the TDC employment forecast for the LGA.
- **[Demand Scenario 2] Baseline plus Subregional targets.** This adds the Subregional employment targets to the scenario 1 demand forecast.
- **[Demand Scenario 3] Share Adjustment between Centres.** This scenario applies to the analysis at a centre/ precinct level only. After allowing for the forecast growth plus Subregional targets, the share of floorspace by BLC is adjusted between centres to better align with the centres hierarchy and economic opportunities.
- **[Demand Scenario 4] Consideration of Housing Strategy.** As a final step in the demand assessment we have determined the likely additional retail floorspace required for the additional dwellings proposed under the Hornsby and Ku-ring-gai housing strategies. The step is necessary as the TDC employment forecasts are based on 2004 population data and will not have considered the dwellings additions proposed in the housing strategies.

To accommodate the forecast demand for floorspace by BLC, we have examined the potential supply under 2 supply scenarios:

- **[Supply Scenario 1] Development with intensification.** Supply potential = vacant floorspace + capacity on vacant sites + capacity on developed sites. Intensification assumes that there is some scope for business to use land more intensively on developed and vacant sites but falls short of assuming development up to the FSR limit. On average, across the LGA, the actual FSRs are 69% of max FSR in Ku-ring-gai and 71% of max FSR in Hornsby. For this Study the intensification limit has been set at **80% of the maximum FSR** under existing controls.

The 80% intensification figure is based on an assessment of development capacity in the North Subregion completed for a previous study. This is the recommended potential supply figure to be used in this Study.

- **[Supply Scenario 2] Development up to FSR limit.** This assumes that development is able to occur up the FSR limit under the existing planning controls. While this is an unrealistic

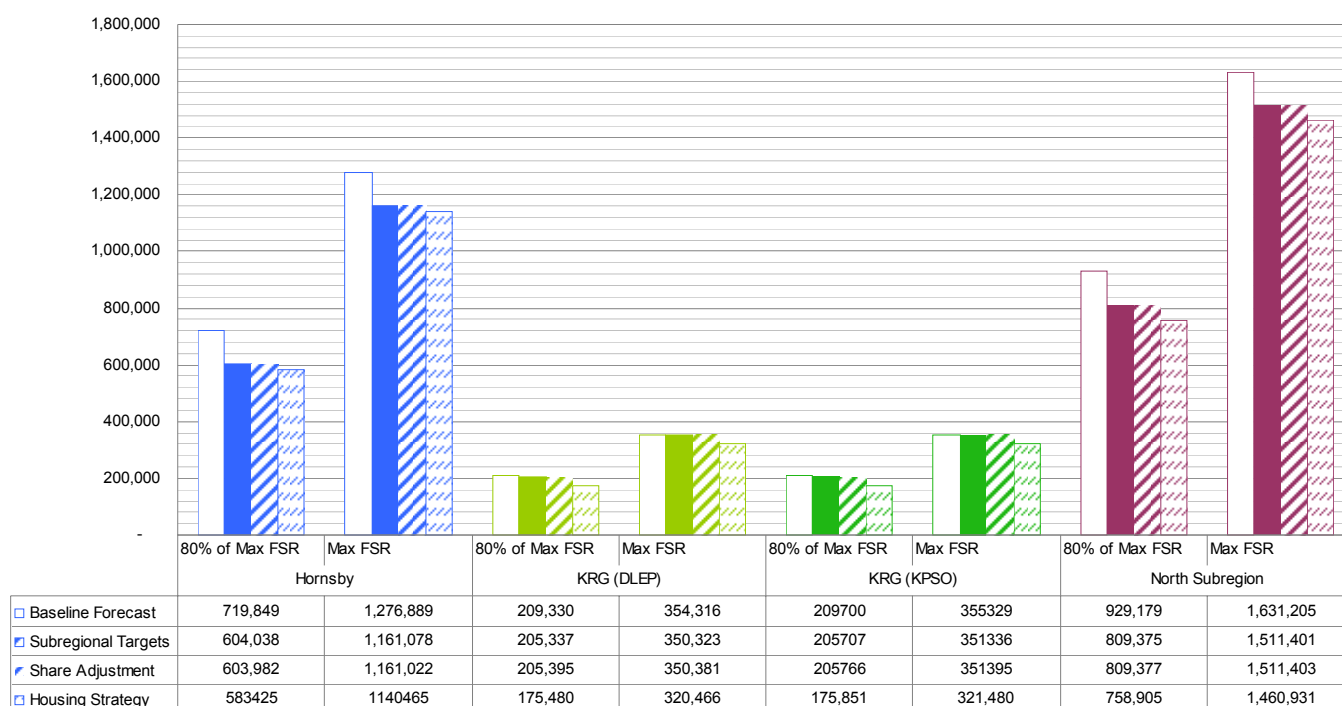
scenario, this is the notional maximum under the current controls. This potential supply figure is included as a benchmark.

6.2 Sub-region and LGA Level Gap Analysis

Sub-region and LGA Level Supply-Demand Gaps

Figure 67 shows the supply-demand gaps for both LGAs and the North Subregion in total after accounting for the forecast additional floorspace demand, the Subregional targets and the additional retail floorspace demand implied by in the dwelling numbers in the housing strategies. Under both supply scenarios, there is 'excess supply' in 2031 after accommodating the forecast additional floorspace in the 2006-2031 period. In Ku-ring-gai, the draft LEP results in slightly higher levels of excess supply than those resulting from the KPSO controls. These LGA level results add up to large levels of excess supply at the Subregional level under both supply scenarios.

Figure 67. LGA Level Floorspace Supply-Demand Gaps (2006-2031)



Source: SGS 2008

6.3 Centre/ Precinct Level Gap Analysis

Capacity to Accommodate Forecast Demand

Table 21 shows the gaps between supply potential under the 2 supply scenarios and the forecast demand.

While at an LGA level, we have seen there is excess supply, there are several centres/ precincts where the existing supply potential is not sufficient to meet the forecast demand in the 2006-2031. Centres with supply shortfalls to meet the forecast demand period are the commercial centres of: Appletree Drive Cherrybrook, Carlingford Court, David Road, Castle Hill, Edgeworth David Avenue (Waitara), Epping, Galston, Galston Road (Hornsby Heights), Myrtle Street (Normanhurst), Normanhurst, Pennant Hills Road (Thornleigh), Plympton Road Shops, Epping, Somerville Road (Hornsby Heights), Thornleigh, Waitara, Wisemans Ferry, Yallambee Road.

However, the shortfall at most of these centres is relatively small. The centres with significant levels of supply shortfall are the commercial centres of: Carlingford Court, Galston, Epping, Pennant Hills, Waitara and Thornleigh.

Of particular note are the floorspace shortfalls in Epping as this has a Town Centre designation in the Subregional Strategy and as such would be expected to accommodate a large share of forecast growth (the specific implications of the Subregional Strategy targets are discussed in the following section).

There are also a number of centres/ precincts with very large levels of 'excess supply' after accommodating forecast demand growth. Centre/ precincts where supply potential is more than ten times forecast demand in the 2006-2031 period are the industrial areas of: Kookaburra Road, Asquith, Dural Service Centre, Mt Ku-ring-gai and Thornleigh; and the commercial centres of: Asquith, Beecroft Berowra, Berowra Heights, Berowra Waters, Brooklyn, Cherrybrook, Cowan, Hornsby, Mt Colah Shops, Sefton Road (Thornleigh), West Pennant Hills and Westleigh.

Table 21. Hornsby Forecast Supply-Demand Gaps by Centre (2006-2031)

HORNSBY	2006		Demand		Supply		Gap		Residential FS
	Floorspace	% Share	2031	Additional FS	80%FSR	Max FSR	80%FSR	Max FSR	
(E) Asquith	206,161	14.5%	226,352	20,191	179059	267605	158,868	247,414	0
(E) Dural Service Centre	71,934	5.1%	78,979	7,045	145414	196809	138,369	189,764	190
(E) Mt Ku-ring-gai	115,705	8.1%	127,038	11,332	354438	467910	343,105	456,578	1263
(E) Thornleigh	140,360	9.9%	154,107	13,747	51637	94372	37,890	80,625	0
Appletree Dr-Cherrybrook	1,589	0.1%	1,744	156	-11	324	-	167	0
Asquith	7,402	0.5%	8,127	725	13610	19305	12,885	18,580	2875
Beecroft	11,528	0.8%	12,657	1,129	10301	15813	9,172	14,684	1950
Berowra	6,151	0.4%	6,754	602	13166	17840	12,563	17,238	302
Berowra Hts	11,497	0.8%	12,623	1,126	13242	18990	12,116	17,864	0
Berowra Waters	1,359	0.1%	1,492	133	6583	8583	6,450	8,450	263
Brooklyn	4,368	0.3%	4,795	428	4052	6396	3,625	5,968	1613
Carlingford Court	45,499	3.2%	49,956	4,456	-3024	5370	-	7,480	0
Cherrybrook	12,393	0.9%	13,607	1,214	17690	24597	16,476	23,383	0
Cowan	263	0.0%	289	26	198	360	173	334	223
Dangar Is	-	0.0%	-	-	-108	14	-	108	595
David Rdr-Castle Hill	3,013	0.2%	3,308	295	-116	496	-	411	0
Edgeworth David Ave-Waitara	2,489	0.2%	2,732	244	-12	513	-	256	0
Epping	62,550	4.4%	68,676	6,126	5167	21831	-	959	8321
Galston	4,189	0.3%	4,599	410	-3792	-1759	-	4,202	8360
Galston Rd-Hornsby Hts	1,161	0.1%	1,274	114	-59	173	-	172	0
Hornsby	419,696	29.5%	460,801	41,105	218658	394835	177,553	353,730	141979
Hospital Precinct	59,788	4.2%	65,643	5,856	23936	42844	18,080	36,988	877
Kookaburra Road	6,336	0.4%	6,957	621	4711	7235	4,090	6,615	0
Kuringai	1,114	0.1%	1,223	109	486	844	377	735	0
Malton Rd-North Epping	1,808	0.1%	1,985	177	208	644	31	467	0
Mt Colah Shops	2,978	0.2%	3,270	292	5859	8153	5,567	7,862	789
Mt Colah Stn	1,502	0.1%	1,649	147	438	1032	291	885	664
Myrtle St-Normanhurst	660	0.0%	724	65	-180	-85	-	245	0
Normanhurst	1,770	0.1%	1,944	173	-454	-83	-	627	432
Pennant Hills	84,349	5.9%	92,610	8,261	1158	19371	-	7,104	644
Pennant Hills Rd-Thornleigh	12,941	0.9%	14,209	1,267	-22	3013	-	1,290	1165
Plymton Rd-Shops-Epping	1,522	0.1%	1,671	149	-25	292	-	175	0
Sefton Rd-Thornleigh	1,292	0.1%	1,419	127	8353	10823	8,227	10,697	429
Somerville Rd-Hornsby Hts	-	0.0%	-	-	-118	269	-	118	1665
Thornleigh	63,204	4.4%	69,394	6,190	-5361	6522	-	11,551	94
Waitara	33,929	2.4%	37,252	3,323	-4678	2136	-	8,001	3954
West Pennant Hills	7,385	0.5%	8,109	723	7732	11234	7,008	10,511	0
Westleigh	8,399	0.6%	9,222	823	6365	9741	5,542	8,918	0
Wiseman's Ferry	3,051	0.2%	3,350	299	282	1043	-	17	169
Yallambee Road	559	0.0%	614	55	-102	209	-	157	869
TOTAL	1,421,977	1	1,561,244	139,260	1,074,681	1,685,614	935,421	1,546,355	180453
Mt Ku-ring-gai constrained land					138,865	198445			
TOTAL minus constrained land					859109	1416149	719,849	1,276,889	

	Supply capacity is less than forecast 2006-2031 demand
	Supply capacity is more than ten times forecast 2006-2031 demand

Table 22 shows the gaps between supply potential (vacant floorspace + capacity on vacant sites + capacity on developed sites) under the two scenarios of (i) development up to the FSR limit and development up to 80% of the FSR limit under existing controls for Ku-ring-gai.

For the LGA as a whole there is sufficient potential supply under both scenarios to accommodate the total forecast floorspace demand in the period 2006-2031.

There are several centres/ precincts where the existing supply potential is not sufficient to meet the forecast demand. These are the commercial centres of: East Lindfield, Fox Valley, Pymble Office Park, Roseville chase, West Gordon, West Lindfield. However, in most cases the shortfall is small. The one centre with significant supply shortfall is Pymble Office Park – with a shortfall of 12,058 sqm.

The centres with more than ten times the supply potential to meet the demand forecast are the commercial centres of: Hampden Avenue Shops, North Wahroonga, Killara, Roseville, South Turramurra, St Ives, St Ives North and Turramurra.

Of particular note is the fact that Ku-ring-gai's designated Town Centre – Gordon has capacity to accommodate demand under both supply scenarios.

Table 22. Ku-ring-gai Supply-Demand Gaps by Centre (2006-2031)

KRG	2006		2031 Demand		Supply KPSO		Supply DLEP		20 31 Gap KPSO		2031 Gap DLEP		Residential
	Floorspace	% Share	2031	Add Req	80% of Max	Max	80% of Max	Max	80% of Max	Max	80% of Max	Max	
East Killara	1,137	0.3%	4,263	142	720	1,141	720	1141	578	999	578	999	0
East Lindfield	1,309	0.3%	4,910	163	-295	- 91	-295	-91	-458	-254	-458	-254	0
Eastern Rd-Turramurra	1,290	0.3%	4,837	161	704	1,154	704	1154	543	993	543	993	0
Fox Valley	2,863	0.8%	10,735	-47	-121	456	-121	456	-75	503	-75	503	0
Gordon	99,034	26.1%	371,363	19409	97387	141,590	93726	137929	77978	122181	74317	118519	12712
Hampden Ave Shops-Nth Wahroonga	868	0.2%	3,255	110	1901	2,561	1761	2421	1792	2452	1651	2311	140
Killara	378	0.1%	1,416	47	509	717	509	717	462	670	462	670	0
Lindfield	37,631	9.9%	141,110	6291	30622	46,274	29941	45593	24331	39984	23651	39303	1772
North Turramurra	4,989	1.3%	18,708	349	1648	3,121	1648	3121	1299	2772	1299	2772	0
Princes St-Turramurra	1,328	0.4%	4,981	166	591	1,021	473	903	425	855	307	737	118
Pymble	18,775	5.0%	70,403	3021	12525	19,646	12302	19423	9504	16625	9281	16401	642
Pymble Office Park	88,999	23.5%	333,734	23313	6349	26,848	11255	31754	-16964	3535	-12058	8441	3386
Roseville	17,528	4.6%	65,729	2324	15802	23,258	15029	22486	13478	20934	12706	20162	1229
Roseville Chase	2,383	0.6%	8,937	304	249	817	249	817	-56	513	-56	513	0
South Turramurra	1,210	0.3%	4,536	156	2011	2,771	2011	2771	1856	2616	1856	2616	0
St Ives	47,122	12.4%	176,701	4215	38602	57,854	43048	62299	34387	53639	38832	58084	651
St Ives Chase	927	0.2%	3,476	119	172	411	172	411	53	293	53	293	0
St Ives North	2,092	0.6%	7,845	265	2086	3,052	2086	3052	1821	2787	1821	2787	0
Turramurra	28,712	7.6%	107,666	3317	54118	73,746	49490	69119	50801	70429	46173	65802	4758
Wahroonga	11,511	3.0%	43,164	1313	5782	9,674	5307	9198	4470	8361	3994	7886	475
West Gordon	961	0.3%	3,605	120	-83	100	-83	100	-203	-20	-203	-20	0
West Lindfield	4,485	1.2%	16,817	560	374	1,420	-480	567	-186	860	-1039	7	853
West Pymble	3,622	1.0%	13,583	458	3953	3,048	3953	3048	3495	2590	3495	2590	667
TOTAL	379,153	1	1,421,775	66277	275,606	420,592	275977	421606	209,330	354,316	209,700	355,329	27404

	Supply capacity is less than forecast 2006-2031 demand
	Supply capacity is more than ten times forecast 2006-2031 demand

Capacity to Accommodate Subregional Strategy Targets

The Subregional Strategy has the following employment targets:

- Hornsby LGA – 9,000 jobs
- Ku-ring-gai LGA – 4,500 jobs
- Hornsby Major Centre – 3,000 jobs

Table 23 shows the floorspace demand as a result of the TDC employment forecasts for 2031 and the Subregional employment targets. In Hornsby LGA as a whole there is enough supply potential in each scenario to accommodate the floorspace demand implied by the Subregional Strategy employment target. For Hornsby centre, the employment target of 3,000 additional jobs results in an additional floorspace demand of 196,901 sqm. Supply in both the 80% of max FSR and the max FSR scenarios is able to accommodate this.

Again, there are a number of centres with a supply shortfall to accommodate the demand forecast in the 2006-2031 period. These are the commercial centres of: Appletree Drive Cherrybrook, Carlingford Court, David Road, Castle Hill, Edgeworth David Avenue (Waitara), Epping, Galston, Galston Road (Hornsby Heights), Myrtle Street (Normanhurst), Normanhurst, Pennant Hills Road (Thornleigh), Plympton Road Shops, Epping, Somerville Road (Hornsby Heights), Thornleigh, Waitara, Wisemans Ferry, Yallambee Road.

However, the supply shortfall at most of these centres is relatively small. The centres with significant levels of supply shortfall are the commercial centres of: Carlingford Court, Galston, Pennant Hills, Thornleigh and Waitara.

Of particular note is that after the Subregional targets have been applied – including the 3,000 jobs target for Hornsby centre, the demand shortfall in Epping is reduced. This is the result of Hornsby taking a greater share of the LGA total.

There are also a number of centres/ precincts with very large levels of 'excess supply' after accommodating forecast demand growth. Centres/ precincts where supply is more than ten times forecast demand in the 2006-2031 period are the industrial areas of: Asquith, Kookaburra Road, Dural Service Centre, Mt Ku-ring-gai, and Thornleigh, and the commercial centres of Asquith, Beecroft Berowra, Berowra Heights, Berowra Waters, Cherrybrook, Cowan, Mt Ku-ring-gai, Mt Colah Shops, Pennant Hills Road (Thornleigh), Sefton Road (Thornleigh), West Pennant Hills and Westleigh.

Table 23. Hornsby Supply-Demand Gaps by Centre After Accommodating Subregional Targets (2006-2031)

		2006		2031 Demand			2031 Supply		GAP		
HORNSBY		Floorspace	% Share	TDC Forecast	TDC + SR Target	ADD REQ	80%FSR	Max FSR	80	Max	Residential
Employment Land (i)	(E) Asquith	206161	14.5%	212,355	218,790	12,629	179059	267605	166,431	254,977	0
Employment Land (ii)	(E) Dural Service Centre	71934	5.1%	77,199	76,266	4,332	145414	196809	141,082	192,477	190
Employment Land (i)	(E) Mt Ku-ring-gai	115705	8.1%	113,515	119,670	3,964	354438	467910	350,473	463,946	1263
Employment Land (i)	(E) Thornleigh	140360	9.9%	134,966	139,319	- 1,041	51637	94372	52,678	95,413	0
Neighbourhood Centre	Appletree Dr-Cherrybrook	1589	0.1%	1,814	1,761	173	-11	324	- 184	151	0
Village	Asquith	7402	0.5%	8,550	8,204	802	13610	19305	12,809	18,503	2875
Village	Beecroft	11528	0.8%	13,054	11,976	448	10301	15813	9,853	15,365	1950
Small Village	Berowra	6151	0.4%	7,567	7,080	929	13166	17840	12,237	16,911	302
Small Village	Berowra Hts	11497	0.8%	13,740	12,794	1,296	13242	18990	11,946	17,693	0
Neighbourhood Centre	Berowra Waters	1359	0.1%	1,648	1,523	164	6583	8583	6,418	8,418	263
Neighbourhood Centre	Brooklyn	4368	0.3%	5,368	4,782	414	4052	6396	3,638	5,982	1613
Stand Alone Shopping Centre	Carlingford Court	45499	3.2%	51,569	49,368	3,869	-3024	5370	- 6,892	1,502	0
Village	Cherrybrook	12393	0.9%	14,408	12,995	601	17690	24597	17,088	23,995	0
-	Cowan	263	0.0%	299	282	19	198	360	180	341	223
-	Dangar Is	0	0.0%	-	-	-	-108	14	- 108	14	595
Neighbourhood Centre	David Rdr-Castle Hill	3013	0.2%	3,527	3,292	279	-116	496	- 395	217	0
Neighbourhood Centre	Edgeworth David Ave-Waitara	2489	0.2%	2,843	2,678	189	-12	513	- 202	324	0
Town Centre	Epping	62550	4.4%	71,063	68,136	5,586	5167	21831	- 420	16,244	8321
Neighbourhood Centre	Galston	4189	0.3%	4,686	4,219	30	-3792	-1759	- 3,822	- 1,790	8360
Neighbourhood Centre	Galston Rd-Hornsby Hts	1161	0.1%	1,344	1,245	84	-59	173	- 143	89	0
Major Centre	Hornsby	419696	29.5%	491,149	616,597	196,901	218658	394835	21,756	197,934	141979
-	Hospital Precinct	59788	4.2%	63,518	63,355	3,567	23936	42844	20,369	39,277	877
Employment Land-	Kookaburra Road	6336	0.4%	6,488	6,764	427	4711	7235	4,284	6,808	0
-	Kuringai	1114	0.1%	1,291	1,156	43	486	844	443	801	0
Neighbourhood Centre	Malton Rd-North Epping	1808	0.1%	2,117	1,891	83	208	644	125	561	0
Neighbourhood Centre	Mt Colah Shops	2978	0.2%	3,376	3,094	116	5859	8153	5,743	8,038	789
Neighbourhood Centre	Mt Colah Stn	1502	0.1%	1,752	1,671	169	438	1032	269	864	664
Neighbourhood Centre	Myrtle St-Normanhurst	660	0.0%	762	690	30	-180	-85	- 210	- 115	0
Neighbourhood Centre	Normanhurst	1770	0.1%	2,116	1,864	94	-454	-83	- 548	- 177	432
Village	Pennant Hills	84349	5.9%	99,193	93,267	8,918	1158	19371	- 7,761	10,453	644
Neighbourhood Centre	Pennant Hills Rd-Thornleigh	12941	0.9%	10,591	9,913	- 3,029	-22	3013	3,006	6,042	1165
Neighbourhood Centre	Plympton Rd Shops-Epping	1522	0.1%	1,741	1,652	130	-25	292	- 155	162	0
Neighbourhood Centre	Sefton Rd-Thornleigh	1292	0.1%	1,521	1,456	164	8353	10823	8,189	10,659	429
Neighbourhood Centre	Somerville Rd-Hornsby Hts	0	0.0%	-	-	-	-118	269	- 118	269	1665
Village	Thornleigh	63204	4.4%	73,574	70,647	7,443	-5361	6522	- 12,804	- 921	94
Village	Waitara	33929	2.4%	39,725	37,799	3,869	-4678	2136	- 8,547	- 1,733	3954
Small Village	West Pennant Hills	7385	0.5%	8,721	8,151	765	7732	11234	6,966	10,469	0
Small Village	Westleigh	8399	0.6%	9,231	8,315	- 84	6365	9741	6,449	9,825	0
Neighbourhood Centre	Wiseman's Ferry	3051	0.2%	4,146	3,683	632	282	1043	- 350	412	169
0	Yallambee Road	559	0.0%	642	624	65	-102	209	- 167	144	869
TOTAL				1,561,244	1,677,041	255,064			819,617	1,430,550	180453
Mt Ku-ring-gai constrained land									134,901	194,480	
TOTAL minus constrained land									604,038	1,161,078	

Supply capacity is less than forecast 2006-2031 demand

Supply capacity is more than ten times forecast 2006-2031 demand

Table 24 shows floorspace demand in Ku-ring-gai as a result of the TDC employment forecasts for 2031 and the Subregional employment targets. In the LGA as a whole there is enough supply potential in each scenario to accommodate the floorspace demand driven by the Subregional Strategy employment target. For Gordon centre, there is sufficient supply under all three supply scenarios to accommodate the demand figure.

There are several centres/ precincts where the existing supply potential is not sufficient to meet the forecast demand. These are the commercial centres of: East Lindfield, Fox Valley, Pymble Office Park, Roseville chase, West Gordon, West Lindfield. However, in most cases the shortfall is small. The centre with significant supply shortfall to meet the forecast demand is Pymble Office Park.

The centres with more than ten times the supply potential to meet the demand forecast are the commercial centres of: Hampden Avenue Shops, North Wahroonga, Killara, Roseville, South Turramurra and Turramurra.

Table 24. Ku-ring-gai Subregional Target Supply-Demand Gaps by Centre (2006-2031)

		2006		2031 Demand			Supply DLEP		Supply KPSO		GAP DLEP		Gap KPSO		Residential
		Floorspace	% Share	TDC Forecast	TDC + SR Target	ADD REQ	80% of Max	Max	80% of Max	Max	80% of Max	Max	80% of Max	Max	
	KRG														
Neighbourhood Centre	East Killara	1137	0.3%	4,263	1,250	113	720	1141	720	1141	607	1028	607	1028	0
Neighbourhood Centre	East Lindfield	1309	0.3%	4,910	1,478	168	-295	-91	-295	-91	-464	-259	-464	-259	0
Neighbourhood Centre	Eastern Rd-Turramurra	1290	0.3%	4,837	1,404	114	704	1154	704	1154	590	1041	590	1041	0
Neighbourhood Centre	Fox Valley	2863	0.8%	10,735	3,140	277	-121	456	-121	456	-399	179	-399	179	0
Town Centre	Gordon	99034	26.1%	371,363	121,115	22,081	97387	141590	93726	137929	75306	119508	71645	115847	12712
Neighbourhood Centre	Hampden Ave Shops	868	0.2%	3,255	944	76	1901	2561	1761	2421	1826	2486	1686	2345	140
Neighbourhood Centre	Killara	378	0.1%	1,416	482	104	509	717	509	717	405	613	405	613	0
Village	Lindfield	37631	9.9%	141,110	43,381	5,751	30622	46274	29941	45593	24871	40523	24191	39843	1772
Neighbourhood Centre	North Turramurra	4989	1.3%	18,708	5,966	977	1648	3121	1648	3121	671	2144	671	2144	0
Neighbourhood Centre	Princes St-Turramurra	1328	0.4%	4,981	1,496	167	591	1021	473	903	424	854	306	736	118
Small Village	Pymble	18775	5.0%	70,403	22,186	3,411	12525	19646	12302	19423	9114	16235	8891	16012	642
	Pymble Office Park	88999	23.5%	333,734	114,323	25,324	6349	26848	11255	31754	-18975	1524	-14070	6430	3386
Small Village	Roseville	17528	4.6%	65,729	20,067	2,539	15802	23258	15029	22486	13263	20720	12491	19947	1229
Neighbourhood Centre	Roseville Chase	2383	0.6%	8,937	2,639	255	249	817	249	817	-7	562	-7	562	0
Neighbourhood Centre	South Turramurra	1210	0.3%	4,536	1,385	176	2011	2771	2011	2771	1836	2596	1836	2596	0
Village	St Ives	47122	12.4%	176,701	50,754	3,632	38602	57854	43048	62299	34971	54222	39416	58668	651
Neighbourhood Centre	St Ives Chase	927	0.2%	3,476	1,016	89	172	411	172	411	82	322	82	322	0
Neighbourhood Centre	St Ives North	2092	0.6%	7,845	2,326	234	2086	3052	2086	3052	1852	2818	1852	2818	0
Village	Turramurra	28712	7.6%	107,666	30,848	2,136	54118	73746	49490	69119	51982	71611	47354	66983	4758
Small Village	Wahroonga	11511	3.0%	43,164	12,579	1,068	5782	9674	5307	9198	4714	8605	4238	8130	475
Neighbourhood Centre	West Gordon	961	0.3%	3,605	1,110	148	-83	100	-83	100	-232	-48	-232	-48	0
Neighbourhood Centre	West Lindfield	4485	1.2%	16,817	5,400	915	374	1420	-480	567	-542	505	-1395	-349	853
Neighbourhood Centre	West Pymble	3622	1.0%	13,583	4,136	514	3953	3048	3953	3048	3440	2534	3440	2534	667
	TOTAL	379153	100.0%	1,421,775	449,423	70,270	275606	420592	275977	421606	205,337	350,323	205,707	351,336	27404

Supply capacity is less than forecast 2006-2031 demand

Supply capacity is more than ten times forecast 2006-2031 demand

6.4 Centre/ Precinct Positioning

Current Floorspace Shares between Centres

The current shares of BLC floorspace by centre are illustrated in Table 33 and Table 34.

Table 25. Hornsby Existing Floorspace (BLC) Shares Between Centres

	HORNSBY	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US
Employment Land (i)	(E) Asquith	0.4%	13.1%	2.3%	32.8%	13.7%	31.1%	30.3%	10.8%	5.18%	9.9%	3.5%	5.61%	1.1%	19.4%
Employment Land (ii)	(E) Dural Service Centre	3.3%	3.6%	1.8%	6.0%	6.5%	2.0%	2.4%	2.7%	4.05%	6.1%	3.2%	4.34%	3.3%	12.4%
Employment Land (i)	(E) Mt Ku-ring-gai	0.2%	6.6%	0.8%	21.4%	6.1%	26.0%	24.8%	4.4%	0.89%	2.5%	0.9%	1.38%	0.5%	12.2%
Employment Land (i)	(E) Thornleigh	0.0%	8.9%	2.0%	11.6%	8.2%	35.7%	33.3%	7.3%	3.18%	5.4%	4.0%	3.75%	4.3%	12.4%
Neighbourhood Centre	Appletree Dr-Cherrybrook	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.12%	0.2%	0.3%	0.13%	0.4%	0.0%
Village	Asquith	0.3%	0.3%	0.3%	0.1%	0.8%	0.0%	0.1%	0.3%	0.66%	1.1%	0.6%	0.63%	0.6%	0.2%
Village	Beecroft	0.5%	0.6%	1.0%	0.2%	0.8%	0.0%	0.1%	0.6%	0.97%	1.0%	1.2%	0.88%	1.2%	0.3%
Small Village	Berowra	1.6%	0.3%	0.1%	0.3%	0.4%	0.0%	0.0%	0.3%	0.56%	0.4%	0.3%	0.66%	0.4%	0.3%
Small Village	Berowra Hts	1.8%	0.3%	1.6%	0.1%	0.9%	0.0%	0.1%	0.4%	1.04%	1.3%	0.9%	1.30%	0.5%	0.3%
Neighbourhood Centre	Berowra Waters	0.4%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.13%	0.1%	0.1%	0.17%	0.1%	0.0%
Neighbourhood Centre	Brooklyn	1.4%	0.2%	0.2%	0.0%	0.2%	0.0%	0.0%	0.1%	0.46%	0.2%	0.2%	0.52%	0.3%	0.1%
Stand Alone Shopping Centre	Carlingford Court	0.8%	1.5%	1.3%	0.6%	5.1%	0.0%	0.4%	0.9%	4.11%	7.1%	3.2%	3.91%	2.3%	1.4%
Village	Cherrybrook	1.1%	0.4%	0.8%	0.1%	1.1%	0.0%	0.1%	0.2%	1.26%	1.5%	1.0%	1.12%	0.3%	0.3%
-	Cowan	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.03%	0.0%	0.0%	0.03%	0.0%	0.0%
-	Dangar Is	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.00%	0.0%	0.0%
Neighbourhood Centre	David Rdr-Castle Hill	0.4%	0.1%	0.3%	0.0%	0.2%	0.0%	0.0%	0.1%	0.27%	0.3%	0.4%	0.28%	0.6%	0.1%
Neighbourhood Centre	Edgeworth David Ave-Waitara	0.0%	0.0%	0.1%	0.0%	0.3%	0.0%	0.0%	0.0%	0.25%	0.4%	0.1%	0.21%	0.0%	0.1%
Town Centre	Epping	0.4%	8.8%	3.6%	7.4%	3.1%	0.1%	0.4%	10.4%	2.80%	1.7%	6.1%	3.01%	1.9%	1.6%
Neighbourhood Centre	Galston	0.1%	0.1%	0.4%	0.1%	0.3%	0.0%	0.0%	0.1%	0.38%	0.5%	0.4%	0.31%	0.3%	0.1%
Neighbourhood Centre	Galston Rd-Hornsby Hts	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.12%	0.2%	0.0%	0.10%	0.0%	0.0%
Major Centre	Hornsby	63.3%	35.6%	59.1%	11.8%	34.4%	3.4%	5.4%	38.0%	53.59%	40.0%	36.8%	48.51%	32.7%	30.6%
-	Hospital Precinct	0.0%	0.9%	14.7%	0.0%	0.0%	0.0%	0.0%	3.2%	2.09%	0.9%	20.6%	3.34%	40.2%	-1.0%
Employment Land	Kookaburra Road	0.0%	0.3%	0.0%	1.4%	0.4%	0.7%	0.7%	0.2%	0.14%	0.4%	0.1%	0.15%	0.0%	0.2%
-	Kuringai	0.3%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.12%	0.1%	0.0%	0.12%	0.0%	0.1%
Neighbourhood Centre	Malton Rd-North Epping	0.2%	0.0%	0.1%	0.0%	0.2%	0.0%	0.0%	0.0%	0.20%	0.2%	0.1%	0.16%	0.0%	0.1%
Neighbourhood Centre	Mt Colah Shops	0.0%	0.1%	0.2%	0.0%	0.3%	0.0%	0.0%	0.0%	0.30%	0.5%	0.2%	0.23%	0.1%	0.1%
Neighbourhood Centre	Mt Colah Stn	0.1%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0.14%	0.2%	0.1%	0.13%	0.1%	0.1%
Neighbourhood Centre	Myrtle St-Normanhurst	0.0%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.06%	0.1%	0.0%	0.04%	0.0%	0.1%
Neighbourhood Centre	Normanhurst	0.4%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	0.1%	0.18%	0.1%	0.1%	0.18%	0.1%	0.1%
Village	Pennant Hills	11.0%	8.7%	3.3%	2.1%	5.5%	0.2%	0.5%	9.4%	6.38%	5.4%	8.7%	7.68%	3.7%	3.1%
Neighbourhood Centre	Pennant Hills Rd-Thornleigh	2.9%	0.3%	0.0%	0.8%	0.5%	0.0%	0.0%	0.16%	0.70%	0.3%	0.1%	0.95%	0.1%	1.2%
Neighbourhood Centre	Plymton Rd Shops-Epping	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.15%	0.3%	0.1%	0.13%	0.0%	0.1%
Neighbourhood Centre	Sefton Rd-Thornleigh	0.1%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.1%	0.08%	0.1%	0.1%	0.08%	0.1%	0.0%
Neighbourhood Centre	Somerville Rd-Hornsby Hts	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.00%	0.0%	0.0%	0.00%	0.0%	0.0%
Village	Thornleigh	2.4%	6.4%	3.2%	2.1%	5.4%	0.6%	0.9%	7.9%	4.56%	5.7%	3.7%	4.78%	1.6%	2.9%
Village	Waitara	4.1%	1.5%	0.6%	0.4%	3.1%	0.0%	0.3%	1.0%	3.08%	4.2%	2.0%	3.37%	2.3%	0.9%
Small Village	West Pennant Hills	0.5%	0.5%	0.5%	0.1%	0.6%	0.0%	0.0%	0.6%	0.65%	0.8%	0.5%	0.64%	0.3%	0.2%
Small Village	Westleigh	0.3%	0.3%	1.3%	0.2%	0.6%	0.0%	0.0%	0.5%	0.68%	0.7%	0.5%	0.64%	0.6%	0.3%
Neighbourhood Centre	Wiseman's Ferry	1.6%	0.1%	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%	0.37%	0.1%	0.0%	0.47%	0.0%	0.0%
	Yallambee Road	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.06%	0.1%	0.0%	0.05%	0.0%	0.0%
	TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Village

Town Centre

Major Centre

Table 26. Ku-ring-gai Existing Floorspace (BLC) Shares Between Centre

	KRG	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US
Neighbourhood Centre	East Killara	0.5%	0.1%	0.1%	0.1%	0.4%	0.0%	0.1%	0.0%	0.5%	0.7%	0.1%	0.4%	0.0%	0.1%
Neighbourhood Centre	East Lindfield	0.0%	0.1%	0.2%	0.1%	0.5%	0.0%	0.1%	0.0%	0.5%	0.8%	0.4%	0.4%	0.4%	0.1%
Neighbourhood Centre	Eastern Rd-Turramurra	0.0%	0.1%	0.1%	0.1%	0.6%	0.0%	0.1%	0.0%	0.5%	0.9%	0.2%	0.4%	0.0%	0.1%
Neighbourhood Centre	Fox Valley	2.2%	0.1%	1.7%	0.1%	0.4%	0.0%	0.1%	0.2%	0.8%	0.6%	1.8%	0.9%	3.4%	0.1%
Town Centre	Gordon	41.7%	35.6%	23.5%	17.1%	25.2%	4.1%	5.5%	38.2%	28.5%	22.8%	26.0%	28.5%	20.7%	18.5%
Neighbourhood Centre	Hampden Ave Shops-Nth Wahroonga	0.3%	0.1%	0.2%	0.1%	0.3%	0.2%	0.2%	0.1%	0.3%	0.4%	0.1%	0.3%	0.1%	0.1%
Neighbourhood Centre	Killara	0.5%	0.1%	0.0%	0.1%	0.1%	0.0%	0.0%	0.1%	0.1%	0.1%	0.0%	0.2%	0.0%	0.3%
Village	Lindfield	7.4%	8.3%	10.6%	7.9%	9.3%	0.6%	1.5%	8.4%	10.0%	10.6%	13.0%	10.3%	16.0%	16.3%
Neighbourhood Centre	North Turramurra	3.7%	1.1%	1.9%	0.5%	1.0%	0.0%	0.1%	1.2%	1.6%	1.1%	2.0%	1.6%	3.2%	0.2%
Neighbourhood Centre	Princes St-Turramurra	0.0%	0.1%	0.2%	0.1%	0.5%	0.0%	0.1%	0.0%	0.5%	0.8%	0.4%	0.4%	0.5%	0.1%
Small Village	Pymble	8.6%	5.4%	7.4%	4.7%	4.5%	1.7%	1.9%	5.5%	4.9%	4.1%	5.9%	5.4%	6.0%	2.8%
	Pymble Office Park	0.0%	33.3%	16.7%	50.6%	22.3%	92.7%	84.9%	32.7%	13.2%	9.4%	14.0%	15.6%	10.5%	44.1%
Small Village	Roseville	11.9%	3.0%	12.0%	2.4%	3.4%	0.5%	0.8%	3.2%	5.2%	4.1%	5.2%	5.9%	8.7%	2.0%
Neighbourhood Centre	Roseville Chase	1.1%	0.2%	0.4%	0.1%	0.9%	0.0%	0.1%	0.1%	1.0%	1.3%	0.4%	0.8%	0.2%	0.2%
Neighbourhood Centre	South Turramurra	0.0%	0.0%	0.0%	0.1%	0.6%	0.0%	0.1%	0.0%	0.5%	0.9%	0.2%	0.4%	0.0%	0.1%
Village	St Ives	2.3%	5.0%	9.7%	5.6%	16.1%	0.0%	2.3%	3.7%	15.6%	23.2%	15.1%	13.4%	13.6%	4.4%
Neighbourhood Centre	St Ives Chase	0.0%	0.0%	0.1%	0.0%	0.4%	0.0%	0.1%	0.0%	0.4%	0.6%	0.2%	0.3%	0.1%	0.1%
Neighbourhood Centre	St Ives North	2.5%	0.1%	0.4%	0.1%	0.6%	0.0%	0.1%	0.0%	0.9%	0.9%	0.4%	0.8%	0.4%	0.1%
Village	Turramurra	6.9%	4.6%	10.8%	6.6%	7.0%	0.2%	1.1%	4.1%	8.3%	8.8%	8.7%	7.7%	10.2%	5.8%
Small Village	Wahroonga	2.3%	1.8%	2.2%	2.4%	3.4%	0.1%	0.5%	1.6%	3.5%	4.3%	3.6%	3.3%	2.8%	3.2%
Neighbourhood Centre	West Gordon	1.9%	0.1%	0.2%	0.2%	0.1%	0.0%	0.0%	0.0%	0.4%	0.2%	0.3%	0.4%	0.5%	0.0%
Neighbourhood Centre	West Lindfield	4.0%	0.8%	0.9%	1.1%	1.1%	0.0%	0.1%	0.7%	1.5%	1.3%	1.2%	1.6%	1.7%	0.8%
Neighbourhood Centre	West Pymble	2.0%	0.2%	0.5%	0.2%	1.3%	0.0%	0.2%	0.1%	1.4%	2.0%	0.9%	1.3%	1.0%	0.3%
	TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

	Village
	Town Centre

Table 27. Hornsby Existing Floorspace (BLC) Shares Within Centres

	HORNSBY	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Employment Land (i)	(E) Asquith	0.0%	6.7%	0.2%	35.3%	10.4%	8.3%	9.8%	5.3%	9.1%	4.4%	0.2%	6.9%	0.5%	2.7%	100.0%
Employment Land (ii)	(E) Dural Service Centre	0.9%	5.4%	0.5%	18.5%	14.2%	1.5%	2.3%	3.8%	20.5%	7.9%	0.4%	15.3%	3.8%	4.9%	100.0%
Employment Land (i)	(E) Mt Ku-ring-gai	0.0%	6.2%	0.1%	42.2%	8.5%	12.7%	14.7%	3.9%	2.9%	2.1%	0.1%	3.1%	0.4%	3.1%	100.0%
Employment Land (i)	(E) Thornleigh	0.0%	7.2%	0.3%	19.6%	9.7%	15.0%	16.9%	5.7%	8.8%	3.8%	0.3%	7.2%	2.7%	2.7%	100.0%
Neighbourhood Centre	Appletree Dr-Cherrybrook	1.3%	1.8%	1.8%	1.0%	10.5%	0.0%	0.4%	2.3%	27.1%	9.3%	1.6%	20.4%	22.0%	0.5%	100.0%
Village	Asquith	0.7%	4.0%	0.7%	2.3%	15.7%	0.0%	0.5%	3.6%	31.2%	12.8%	0.7%	20.8%	6.2%	0.8%	100.0%
Village	Beecroft	0.9%	5.8%	1.8%	3.7%	11.3%	0.0%	0.3%	5.8%	31.3%	8.5%	1.1%	19.7%	9.1%	0.7%	100.0%
Small Village	Berowra	4.7%	4.8%	0.4%	8.8%	9.0%	0.1%	0.5%	4.0%	30.4%	6.0%	0.5%	25.2%	4.5%	1.2%	100.0%
Small Village	Berowra Hts	2.8%	2.9%	2.6%	2.7%	11.9%	0.0%	0.4%	3.4%	31.4%	9.7%	0.8%	27.4%	3.4%	0.6%	100.0%
Neighbourhood Centre	Berowra Waters	5.0%	3.3%	0.4%	1.8%	9.4%	0.0%	0.3%	0.6%	34.2%	7.7%	0.5%	29.2%	7.0%	0.5%	100.0%
Neighbourhood Centre	Brooklyn	6.0%	4.1%	0.8%	2.2%	7.0%	0.0%	0.2%	2.4%	36.9%	5.1%	0.4%	29.5%	4.7%	0.6%	100.0%
Stand Alone Shopping Centre	Carlingford Court	0.3%	3.4%	0.6%	2.7%	17.0%	0.0%	0.6%	2.0%	32.2%	14.2%	0.7%	21.3%	4.1%	0.9%	100.0%
Village	Cherrybrook	1.7%	3.1%	1.2%	2.5%	13.7%	0.0%	0.5%	1.6%	37.4%	11.4%	0.8%	23.1%	2.3%	0.8%	100.0%
-	Cowan	3.1%	1.9%	0.0%	3.9%	15.3%	0.0%	0.5%	0.6%	35.3%	12.3%	0.3%	25.5%	0.1%	1.2%	100.0%
-	Dangar Is	-	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Neighbourhood Centre	David Rdr-Castle Hill	2.5%	2.0%	1.8%	1.0%	9.4%	0.0%	0.3%	2.0%	31.4%	8.2%	1.3%	22.7%	16.8%	0.5%	100.0%
Neighbourhood Centre	Edgeworth David Ave-Waitara	0.0%	1.7%	0.5%	1.9%	19.2%	0.0%	0.7%	0.7%	36.5%	16.3%	0.5%	21.0%	0.0%	1.0%	100.0%
Town Centre	Epping	0.1%	14.5%	1.1%	25.6%	7.5%	0.1%	0.4%	16.3%	15.9%	2.4%	1.0%	11.9%	2.4%	0.7%	100.0%
Neighbourhood Centre	Galston	0.5%	3.8%	1.9%	3.2%	13.0%	0.0%	0.4%	3.0%	35.2%	10.6%	1.0%	20.1%	6.5%	0.8%	100.0%
Neighbourhood Centre	Galston Rd-Hornsby Hts	0.9%	1.9%	0.7%	1.8%	17.5%	0.0%	0.6%	0.7%	37.7%	14.7%	0.4%	22.2%	0.0%	1.0%	100.0%
Major Centre	Hornsby	2.1%	6.5%	2.0%	4.5%	9.3%	0.3%	0.6%	6.6%	33.6%	6.4%	0.6%	21.2%	4.7%	1.5%	100.0%
-	Hospital Precinct	0.0%	1.7%	4.9%	0.0%	0.1%	0.0%	0.0%	5.3%	12.7%	1.3%	3.5%	14.2%	56.6%	-0.5%	100.0%
Neighbourhood Centre-	Kookaburra Road	0.0%	4.4%	0.0%	50.1%	9.0%	6.4%	7.8%	2.5%	8.0%	5.2%	0.1%	5.8%	0.0%	0.8%	100.0%
-	Kuringai	4.7%	2.5%	0.7%	2.6%	10.6%	0.0%	0.3%	0.9%	39.1%	8.3%	0.2%	28.3%	0.0%	1.7%	100.0%
Neighbourhood Centre	Malton Rd-North Epping	1.8%	2.1%	1.2%	1.6%	14.8%	0.0%	0.5%	0.9%	40.2%	12.4%	0.4%	23.3%	0.1%	0.8%	100.0%
Neighbourhood Centre	Mt Colah Shops	0.0%	1.9%	1.2%	1.8%	17.2%	0.0%	0.6%	1.0%	37.7%	14.6%	0.5%	20.4%	2.1%	1.0%	100.0%
Neighbourhood Centre	Mt Colah Stn	1.3%	4.3%	0.6%	2.4%	14.8%	0.0%	0.5%	4.2%	31.7%	11.7%	0.7%	21.5%	5.4%	0.9%	100.0%
Neighbourhood Centre	Myrtle St-Normanhurst	0.0%	2.9%	1.6%	6.5%	17.0%	0.8%	1.5%	1.2%	34.8%	11.9%	0.4%	17.3%	0.1%	4.1%	100.0%
Neighbourhood Centre	Normanurst	4.0%	4.8%	1.4%	2.4%	8.9%	0.0%	0.2%	4.3%	37.8%	6.5%	0.4%	25.5%	2.9%	1.0%	100.0%
Village	Pennant Hills	2.4%	10.5%	0.8%	5.3%	9.7%	0.2%	0.4%	10.8%	26.4%	5.7%	1.0%	22.2%	3.6%	1.0%	100.0%
Neighbourhood Centre	Pennant Hills Rd-Thornleigh	5.9%	3.0%	0.0%	20.0%	8.9%	0.0%	0.1%	1.7%	27.2%	3.4%	0.1%	25.7%	0.5%	3.5%	100.0%
Neighbourhood Centre	Plymton Rd Shops-Epping	0.0%	1.7%	0.4%	1.9%	19.5%	0.0%	0.7%	0.7%	36.0%	16.5%	0.5%	21.0%	0.0%	1.0%	100.0%
Neighbourhood Centre	Sefton Rd-Thornleigh	1.1%	9.4%	1.3%	16.4%	8.5%	0.0%	0.3%	10.9%	21.8%	4.8%	0.8%	15.4%	9.0%	0.4%	100.0%
Neighbourhood Centre	Somerville Rd-Hornsby Hts	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Village	Thornleigh	0.7%	10.2%	1.0%	7.1%	12.7%	0.5%	0.9%	12.0%	25.0%	8.0%	0.6%	18.2%	2.0%	1.2%	100.0%
Village	Waitara	2.2%	4.5%	0.3%	2.5%	13.7%	0.1%	0.5%	2.9%	31.5%	11.0%	0.6%	24.0%	5.4%	0.7%	100.0%
Small Village	West Pennant Hills	1.3%	6.7%	1.3%	3.2%	13.1%	0.0%	0.4%	7.5%	30.8%	9.5%	0.6%	21.0%	3.7%	0.8%	100.0%
Small Village	Westleigh	0.7%	4.6%	3.4%	4.3%	11.2%	0.0%	0.3%	6.2%	31.8%	8.4%	0.7%	20.8%	6.7%	0.9%	100.0%
Neighbourhood Centre	Wiseman's Ferry	8.6%	4.1%	0.0%	1.3%	5.7%	0.0%	0.1%	2.5%	39.2%	3.7%	0.1%	34.2%	0.1%	0.3%	100.0%
0	Yallambee Road	0.0%	1.6%	0.0%	1.9%	20.5%	0.0%	0.7%	0.6%	34.5%	17.4%	0.5%	21.3%	0.0%	1.1%	100.0%
	TOTAL	1.2%	6.7%	1.3%	14.1%	9.9%	3.5%	4.2%	6.4%	23.0%	5.9%	0.6%	16.1%	5.3%	1.8%	100.0%

	Village
	Town Centre
	Major Centre

Table 28. Ku-ring-gai Existing Floorspace (BLC) Shares Within Centres

	KRG	AST	BP		D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Neighbourhood Centre	East Killara	1.3%	1.9%	0.0%	0.5%	1.7%	17.2%	0.0%	0.6%	0.7%	37.2%	14.5%	0.4%	23.1%	0.0%	0.9%	100.0%
Neighbourhood Centre	East Lindfield	0.0%	1.6%	0.0%	0.6%	1.6%	17.7%	0.0%	0.6%	1.2%	31.5%	15.2%	0.9%	20.2%	7.9%	0.9%	100.0%
Neighbourhood Centre	Eastern Rd-Turramurra	0.0%	1.7%	0.0%	0.5%	1.9%	19.4%	0.0%	0.7%	0.7%	36.3%	16.4%	0.5%	21.0%	0.0%	1.0%	100.0%
Neighbourhood Centre	Fox Valley	2.3%	1.9%	0.0%	2.5%	0.6%	5.7%	0.0%	0.2%	3.0%	24.3%	5.3%	2.1%	20.6%	31.1%	0.3%	100.0%
Town Centre	Gordon	1.1%	13.3%	0.0%	0.9%	5.2%	10.0%	0.3%	0.5%	16.2%	22.3%	5.0%	0.8%	17.7%	5.0%	1.7%	100.0%
Neighbourhood Centre	Hampden Ave Shops-Nth Wahroonga	1.1%	3.5%	0.0%	1.0%	2.2%	14.8%	1.9%	2.6%	2.8%	34.2%	11.7%	0.5%	20.6%	2.2%	0.9%	100.0%
Neighbourhood Centre	Killara	3.1%	8.5%	0.0%	0.1%	9.3%	8.9%	0.0%	0.1%	8.9%	26.4%	4.2%	0.2%	23.9%	0.2%	6.2%	100.0%
Village	Lindfield	0.5%	8.7%	0.0%	1.1%	6.8%	10.3%	0.1%	0.4%	10.0%	21.8%	6.5%	1.1%	17.8%	10.7%	4.1%	100.0%
Neighbourhood Centre	North Turramurra	2.0%	8.5%	0.0%	1.5%	2.9%	8.2%	0.0%	0.2%	10.4%	24.8%	5.1%	1.2%	19.6%	15.4%	0.4%	100.0%
Neighbourhood Centre	Princes St-Turramurra	0.0%	1.6%	0.0%	0.7%	1.6%	17.2%	0.0%	0.6%	1.3%	31.1%	14.8%	1.0%	20.1%	9.2%	0.9%	100.0%
Small Village	Pymble	1.2%	11.1%	0.0%	1.5%	7.9%	9.8%	0.7%	0.9%	12.8%	20.8%	4.9%	1.0%	18.2%	7.9%	1.4%	100.0%
	Pymble Office Park	0.0%	13.2%	0.0%	0.7%	16.4%	9.4%	7.0%	7.9%	14.7%	10.9%	2.2%	0.4%	10.2%	2.7%	4.2%	100.0%
Small Village	Roseville	1.9%	6.7%	0.0%	2.8%	4.5%	8.3%	0.2%	0.4%	8.2%	24.8%	5.4%	0.9%	22.1%	12.6%	1.1%	100.0%
Neighbourhood Centre	Roseville Chase	1.3%	3.1%	0.0%	0.7%	2.0%	15.7%	0.0%	0.5%	2.5%	35.2%	12.9%	0.5%	22.3%	2.5%	0.8%	100.0%
Neighbourhood Centre	South Turramurra	0.0%	1.6%	0.0%	0.0%	1.9%	20.5%	0.0%	0.7%	0.6%	34.5%	17.4%	0.5%	21.3%	0.0%	1.1%	100.0%
Village	St Ives	0.1%	4.4%	0.0%	0.9%	4.1%	15.3%	0.0%	0.5%	3.7%	29.2%	12.2%	1.1%	19.7%	7.8%	0.9%	100.0%
Neighbourhood Centre	St Ives Chase	0.0%	1.7%	0.0%	0.7%	1.7%	18.3%	0.0%	0.6%	1.0%	34.3%	15.6%	0.7%	20.5%	4.0%	1.0%	100.0%
Neighbourhood Centre	St Ives North	3.5%	2.1%	0.0%	0.8%	1.3%	12.3%	0.0%	0.4%	1.0%	36.6%	10.2%	0.6%	25.8%	4.7%	0.7%	100.0%
Village	Turramurra	0.7%	6.8%	0.0%	1.6%	7.9%	11.0%	0.0%	0.4%	6.9%	25.7%	7.7%	1.0%	18.8%	9.6%	2.1%	100.0%
Small Village	Wahroonga	0.6%	6.5%	0.0%	0.8%	7.1%	13.1%	0.0%	0.4%	6.4%	26.3%	9.1%	1.0%	19.4%	6.4%	2.7%	100.0%
Neighbourhood Centre	West Gordon	5.6%	2.6%	0.0%	1.0%	7.5%	5.7%	0.0%	0.3%	1.9%	30.8%	4.4%	0.9%	26.7%	12.4%	0.3%	100.0%
Neighbourhood Centre	West Lindfield	2.4%	6.6%	0.0%	0.7%	7.2%	9.8%	0.0%	0.3%	6.8%	26.3%	6.7%	0.8%	21.6%	9.2%	1.7%	100.0%
Neighbourhood Centre	West Pymble	1.6%	1.8%	0.0%	0.6%	1.5%	15.5%	0.0%	0.5%	1.1%	33.0%	13.1%	0.8%	22.8%	6.9%	0.8%	100.0%
	TOTAL	0.7%	10.1%	0.0%	1.0%	8.3%	10.7%	1.9%	2.4%	11.5%	21.1%	5.9%	0.8%	16.7%	6.5%	2.4%	100.0%

	Village
	Town Centre

There are a number of issues emerging with the analysis of shares of floorspace between and within centres in the sub-region. These can be summarised as follows:

- **Some higher order retail exists at lower levels in the hierarchy.** In general terms there are higher levels of retail activity (RB, RM and RBG) in the smaller centres. Typically, we would expect to see more RB and RBG land uses in the larger centres as these draw trade from larger catchment areas. However, some of the smaller centres in Ku-ring-gai have higher proportions in these categories.
- **Broadly higher levels of office BLC floorspace at higher levels in the hierarchy.** As we would expect, the larger centres in the sub-region have a greater proportion of their total floorspace taken up by office functions.
- **Consistent levels of residential BLC floorspace throughout the hierarchy.** There is a consistent and small proportion of total audited floorspace in the centres taken up by residential use.
- **High office shares at the Town Centre level.** Both Epping and Gordon have high levels of office floorspace. While we would expect some office floorspace at this level in the hierarchy the Town Centres would not typically be expected to have a more pronounced office profile than the Major Centre. In Gordon, office BLC floorspace makes up 16.2% of total employment floorspace. This reflects the important employment role that Gordon plays in the LGA. Epping also has a high share of office BLC floorspace at 16.3%.
- **Low office shares in Hornsby Major Centre.** The low share of office floorspace within Hornsby centre is a contrast to the levels of office floorspace in Epping. Within Hornsby, just 6.6% of total employment floorspace is in the office BLC category.
- **High level of industrial BLC floorspace in Epping.** Industrial land use is high in Epping. This is driven by a high proportion of freight and logistics business at the centre.

Adjusting BLC Floorspace Shares

Not all of the patterns emerging from the audit data in terms of the BLC shares by centre are consistent with the centres hierarchy or indeed the competitive position of the centres to seize the economic opportunities discussed in this Study. For these reasons, we have examined the implications of adjusting the land use split in centres.

The first step in adjusting the BLC floorspace shares by centre in the sub-region is to re-examine the centres hierarchy. The Metropolitan Strategy's broad description of the characteristics of centres is summarised below:

- **Major Centre.** Major shopping and business centre serving immediate Subregional residential population usually with a full scale shopping mall, council offices, taller office and residential buildings, central community facilities and a minimum of 8,000 jobs.
- **Town Centre.** Town Centres have one or two supermarkets, community facilities, medical centres, schools, etc. Contain between 4,500 and 9,500 dwellings,. Usually a residential origin rather than an employment destination.

- **Stand Alone Shopping Centre.** Internalised, privately owned centres, located away from other commercial areas, containing many of the attributes of Town Centres but without housing and public open space. – may have the potential to become a traditional Town Centre in the long term.
- **Village.** A strip of shops and surrounding residential area within a 5-10 minute walk contains a small supermarket, hairdresser, and take-away food shops. Contain between 2,100-5,500 dwellings.
- **Small Village.** A small strip of shops and adjacent residential area within a 5-10 minute walk. Contain between 800 and 2,700 dwellings.
- **Neighbourhood Centre.** One or a small cluster of shops and services. Contain between 150 and 900 dwellings.

The sub-region's centres generally fit within this framework. There are however, a number of emerging issues. These are summarised as follows:

- **Ku-ring-gai 'Village' centres perform some higher order functions.** Lindfield, Turramurra and St Ives, each with Village status, host a significant share of the total LGA's office floorspace 8.4%, 4.1% and 3.7% respectively. Although the absolute totals in these centres are still small, within the context of the LGA, these centres are clearly housing some higher order functions that would not be expected given their status in the centres hierarchy.

St Ives hosts very high shares of the LGA's RB and RBG functions – both of which would be expected to draw trade from wide catchments and generate significant trips. However, St Ives does not occupy the best strategic position with respect to public transport infrastructure. Despite the existence of planned strategic bus corridors for the centre, we would suggest that Gordon is a better prospect to accommodate shares of forecast growth in these categories.

- **Epping and Hornsby profiles.** Although the total volume of office and retail activity are acceptable in the sense of Epping and Hornsby's respective places in the centres hierarchy, the share of land uses *within* each centre does not reflect their relative positions. Epping has a very high proportion of its total floorspace taken up by office functions and a relatively low level of retail floorspace. The situation in Hornsby is reversed, with the Major Centre having a relatively small office profile. While the picture for Epping may be partially explained away by the fact that some of centre lies within Parramatta LGA and was not audited, for Hornsby, the low office proportion gives some cause for concern given the Major Centre status. There is scope for some policy intervention to redress the balance of land use in Hornsby centre.
- **Pymble office park.** Pymble office park sits between Gordon and Pymble on the North Shore train line and Pacific Highway and does not have its own classification in the Subregional Strategy. However, Pymble office park hosts a significant proportion of the total office space in the LGA (15%) in addition to substantial business park and light industrial land uses. This amount of office space outside a large centre is unusual.
- **Dural Service Centre.** Dural service centre is operates as a predominantly as a centre for local services but also houses significant Bulky Goods Retail, some freight and logistics and some light industry. Its distance from arterial infrastructure and transport nodes presents a problem for hosting functions that generate high numbers of trips drawn from a wide

catchment yet its industrial zoning at the moment presents problems for the functioning of the centre.

After confirming the hierarchy, we will now examine the share of BLC floorspace in more detail. Table 29 summarises the broad spatial requirements of the BLCs.

Table 29. BLCs and Suitable Spatial Attributes

	Description	Location Requirements
AST	Hotels and Motels (not including pubs), backpacker establishments.	Good accessibility and visibility. Businesses in this category tend to be in high population density areas, on close to arterial infrastructure.
BP	Integrated warehouse, storage, R&D, 'back-room' management and administration with up to 40% office component	Traditional business park environments offer large land parcels and attractive site aspects. Business park locations are heavily driven by strategic positioning with respect to arterial infrastructure. For business park land uses with higher industrial components proximity to population centres is not desirable.
CAR	Stand-alone car parking stations	Busy commercial centre locations
D	Primary and secondary education, lower level health, social and community services, trades construction, other 'nomads'	Institutions are dispersed but need to be accessible and well served by public transport.
FL	Warehousing and distribution activities. Includes buildings with a number of docking facilities; 'hard stand' areas with trucks or goods awaiting distribution; and large storage facilities	Warehousing and distribution is a metro level issue with activities preferably locating close to air, sea and inter-modal inland ports, or with access to the motorway system
LL	Car service and repair; joinery, construction and building supplies; and domestic storage	Wide range of businesses that service other business (components, maintenance and support) and Subregional populations. Need to be accessible for population centres
MH	Large scale production activity. Likely to be characterised by high noise emission; emission stacks; use of heavy machinery; and frequency of large trucks	Industrial areas. Heavy manufacturing is in decline in Sydney, but will continue to cluster in some locations such as Wetherill Park, Campbelltown/ Ingleburn etc. There are strong arguments for collocation in terms of raw material delivery and to concentrate externalities (though impacts on surrounding uses are generally moderate).
ML	Small scale production with lower noise and emission levels than heavy manufacturing	Industrial areas but with a lower requirement for distance from population than heavy manufacturing/
O	Office buildings	Typically require commercial centre locations. Need to have good accessibility for office workers
RB	Large shopping complexes	Commercial centre locations. Require high visibility high traffic locations. Should be easily accessible with good public transport links
RBG	Typically large, one-story buildings surrounded by car-parking,	Usually located out of centre and in high exposure (main road) locations.
RES	Residential development	
RM	Main Street Retailing services.	Traditionally found in main street locations (e.g., supermarkets) and small cluster or strips of stores located next to a street or road
S	Tertiary level education, health, and community services	Typically require strategic locations and needed in each sub-region.
US	Concrete batching, waste recycling and transfer, construction and local and state government depots, sewerage, water supply, electricity construction yards	These typically have noise dust and traffic implications and need to be isolated or buffered from other land uses. Needed in each sub-region

Table 30 simplifies this further by describing levels in the centre hierarchy where particular BLCs would be encouraged or discouraged. For example, big box retail BLC (e.g. shopping centres) would be strongly encouraged in Major Centres and discouraged at Village level and lower in the hierarchy.

Table 30. Centre Hierarchy and Suitability for Employment BLCs

		Major	Town	Village	S Village	Neighbourhood	Industrial	Specialised	Health/ Uni
Retail	Big Box								
	Main Street								
	Bulky Goods								
Comm	Office								
	Business Park								
Industrial	Local Light Ind								
	Manuf Heavy								
	Manuf Light								
	Freight Logistics								
Other	Dispersed								
	Special Uses								
	Urban Services								
	Short term accom								

No	
indifferent	
Yes	
Strong Yes	

The shares of BLC floorspace with centres have been re-examined using this broad framework in addition to:

- the existing economic profile and forecast employment growth
- existing and planned population concentrations
- proximity to magnet institutions
- access to infrastructure and services

The BLC split within each centre type before and after adjustments have been made are shown in Table 31 and Table 32. Once the adjustment has been made, the floorspace by BLC at a centre level is shown in Table 33 and Table 34

Table 31. [Before Adjustment] BLC Split within Centre Types

Hornsby	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Major Centre	2%	6%	2%	5%	9%	0%	1%	7%	34%	6%	1%	21%	5%	1%	100.0%
Town Centre	0%	14%	1%	26%	8%	0%	0%	16%	16%	2%	1%	12%	2%	1%	100.0%
Village	2%	6%	1%	11%	11%	1%	2%	6%	27%	7%	1%	20%	3%	2%	100.0%
Small Village	2%	5%	2%	5%	11%	0%	0%	6%	31%	8%	1%	22%	5%	1%	100.0%
Neighbourhood	2%	3%	1%	8%	13%	0%	1%	2%	33%	10%	1%	22%	3%	1%	100.0%
Industrial Precincts	0%	6%	0%	29%	11%	9%	11%	5%	10%	5%	0%	8%	2%	3%	100.0%
Health & Education Precincts	0%	2%	5%	0%	0%	0%	0%	5%	13%	1%	4%	14%	57%	0%	100.0%

KRG	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Major Centre															
Town Centre	1%	13%	1%	5%	10%	0%	0%	16%	22%	5%	1%	18%	5%	2%	100.0%
Village	0%	6%	1%	6%	13%	0%	0%	5%	27%	10%	1%	19%	9%	2%	100.0%
Small Village	2%	6%	1%	4%	11%	0%	0%	7%	26%	8%	1%	21%	11%	2%	100.0%
Neighbourhood	1%	3%	1%	2%	15%	0%	1%	2%	33%	13%	1%	22%	6%	1%	100.0%
Industrial Precincts															
Health & Education Precincts															

Table 32. [After Adjustment] BLC Split within Centre Types

Hornsby	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Major Centre	2%	7%	2%	3%	8%	0%	1%	9%	34%	6%	1%	21%	5%	1%	100.0%
Town Centre	0%	13%	1%	19%	7%	0%	0%	12%	24%	2%	1%	13%	2%	1%	100.0%
Village	2%	6%	1%	11%	15%	1%	2%	5%	25%	7%	1%	21%	3%	2%	100.0%
Small Village	2%	5%	2%	4%	12%	0%	0%	5%	31%	6%	1%	24%	5%	1%	100.0%
Neighbourhood	2%	3%	1%	8%	13%	0%	1%	2%	32%	10%	1%	22%	3%	1%	100.0%
Industrial Precincts	0%	6%	0%	31%	11%	10%	11%	3%	10%	5%	0%	8%	2%	3%	100.0%
Health & Education Precincts	0%	2%	6%	0%	0%	0%	0%	5%	13%	1%	4%	14%	63%	0%	100.0%

KRG	AST	BP	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
Major Centre															
Town Centre	1%	13%	1%	5%	10%	0%	0%	16%	24%	7%	1%	17%	5%	2%	100.0%
Village	0%	6%	1%	6%	14%	0%	0%	6%	26%	9%	1%	20%	9%	2%	100.0%
Small Village	2%	6%	1%	4%	11%	0%	0%	6%	26%	5%	1%	21%	12%	2%	100.0%
Neighbourhood	1%	3%	1%	2%	15%	0%	1%	2%	33%	13%	1%	22%	6%	1%	100.0%
Industrial Precincts															
Health & Education Precincts															

Increased share	
Decreased share	

Table 33. Hornsby Adjusted Shares by Centre

	HORNSBY	2006		Adjusted Target			Supply		GAP	
		Floorspace	% Share	Adjusted Target	% Share	Addl F.Space	80%FSR	Max FSR	80	Max
Employment Land (i)	(E) Asquith	206,161	14.5%	223,322	13.3%	17,161	179,059	267,605	161,899	250,445
Employment Land (ii)	(E) Dural Service Centre	71,934	5.1%	76,266	4.5%	4,332	145,414	196,809	141,082	192,477
Employment Land (i)	(E) Mt Ku-ring-gai	115,705	8.1%	125,475	7.5%	9,769	354,438	467,910	344,668	458,140
Employment Land (i)	(E) Thornleigh	140,360	9.9%	132,879	7.9%	- 7,482	51,637	94,372	59,118	101,854
Neighbourhood Centre	Appletree Dr-Cherrybrook	1,589	0.1%	1,761	0.1%	173	- 11	324	- 184	151
Village	Asquith	7,402	0.5%	11,921	0.7%	4,519	13,610	19,305	9,092	14,786
Village	Beecroft	11,528	0.8%	15,595	0.9%	4,067	10,301	15,813	6,234	11,746
Small Village	Berowra	6,151	0.4%	6,693	0.4%	541	13,166	17,840	12,624	17,299
Small Village	Berowra Hts	11,497	0.8%	11,635	0.7%	138	13,242	18,990	13,104	18,852
Neighbourhood Centre	Berowra Waters	1,359	0.1%	1,523	0.1%	164	6,583	8,583	6,418	8,418
Neighbourhood Centre	Brooklyn	4,368	0.3%	4,782	0.3%	414	4,052	6,396	3,638	5,982
Stand Alone Shopping Centre	Carlingford Court	45,499	3.2%	49,368	2.9%	3,869	- 3,024	5,370	- 6,892	1,502
Village	Cherrybrook	12,393	0.9%	12,830	0.8%	436	17,690	24,597	17,254	24,160
-	Cowan	263	0.0%	282	0.0%	19	198	360	180	341
-	Dangar Is	-	0.0%	-	0.0%	-	- 108	14	- 108	14
Neighbourhood Centre	David Rdr-Castle Hill	3,013	0.2%	3,292	0.2%	279	- 116	496	- 395	217
Neighbourhood Centre	Edgeworth David Ave-Waitara	2,489	0.2%	2,678	0.2%	189	- 12	513	- 202	324
Town Centre	Epping	62,550	4.4%	70,639	4.2%	8,089	5,167	21,831	- 2,922	13,742
Neighbourhood Centre	Galston	4,189	0.3%	4,219	0.3%	30	- 3,792	- 1,759	- 3,822	- 1,790
Neighbourhood Centre	Galston Rd-Hornsby Hts	1,161	0.1%	1,245	0.1%	84	- 59	173	- 143	89
Major Centre	Hornsby	419,696	29.5%	615,681	36.7%	195,984	218,658	394,835	22,673	198,851
-	Hospital Precinct	59,788	4.2%	61,112	3.6%	1,324	23,936	42,844	22,612	41,520
Neighbourhood Centre-	Kookaburra Road	6,336	0.4%	6,568	0.4%	232	4,711	7,235	4,479	7,003
-	Kuringai	1,114	0.1%	1,156	0.1%	43	486	844	443	801
Neighbourhood Centre	Malton Rd-North Epping	1,808	0.1%	1,891	0.1%	83	208	644	125	561
Neighbourhood Centre	Mt Colah Shops	2,978	0.2%	3,094	0.2%	116	5,859	8,153	5,743	8,038
Neighbourhood Centre	Mt Colah Stn	1,502	0.1%	1,671	0.1%	169	438	1,032	269	864
Neighbourhood Centre	Myrtle St-Normanhurst	660	0.0%	690	0.0%	30	- 180	- 85	- 210	- 115
Neighbourhood Centre	Normanhurst	1,770	0.1%	1,864	0.1%	94	- 454	- 83	- 548	- 177
Village	Pennant Hills	84,349	5.9%	87,154	5.2%	2,805	1,158	19,371	- 1,648	16,565
Neighbourhood Centre	Pennant Hills Rd-Thornleigh	12,941	0.9%	9,151	0.5%	- 3,790	- 22	3,013	3,768	6,804
Neighbourhood Centre	Plymton Rd Shops-Epping	1,522	0.1%	1,652	0.1%	130	- 25	292	- 155	162
Neighbourhood Centre	Sefton Rd-Thornleigh	1,292	0.1%	1,456	0.1%	164	8,353	10,823	8,189	10,659
Neighbourhood Centre	Somerville Rd-Hornsby Hts	-	0.0%	-	0.0%	-	- 118	269	- 118	269
Village	Thornleigh	63,204	4.4%	67,906	4.0%	4,702	- 5,361	6,522	- 10,063	1,820
Village	Waitara	33,929	2.4%	40,300	2.4%	6,370	- 4,678	2,136	- 11,048	- 4,234
Small Village	West Pennant Hills	7,385	0.5%	7,099	0.4%	- 287	7,732	11,234	8,019	11,521
Small Village	Westleigh	8,399	0.6%	7,869	0.5%	- 530	6,365	9,741	6,895	10,271
Neighbourhood Centre	Wiseman's Ferry	3,051	0.2%	3,683	0.2%	632	282	1,043	- 350	412
	Yallambee Road	559	0.0%	624	0.0%	65	- 102	209	- 167	144
	TOTAL	1,421,897	100.0%	1,677,024	100.0%	255,127	1,074,681	1,685,614	819,554	1,430,487
	Mt Ku-ring-gai constrained land								129,096	188,675
	TOTAL minus constrained land								603,982	1,161,022

Supply capacity is less than forecast 2006-2031 demand
 Supply capacity is more than ten times forecast 2006-2031 demand

Table 34. Ku-ring-gai Adjusted Shares by Centre

	KRG	2006			Adjusted Target		Supply DLEP		Supply KPSO		Gap DLEP		Gap KPSO	
		Floorspace	% Share	Share	Floorspace	Addl FSpace	80%	Max	80%	Max	80% Max	Max	80%	Max
Neighbourhood Centre	East Killara	1,137	0.3%	0.3%	1,250	113	720	1,141	720	1141	607	1028	607	1028
Neighbourhood Centre	East Lindfield	1,309	0.3%	0.3%	1,478	168	- 295	- 91	-295	-91	-464	-259	-464	-259
Neighbourhood Centre	Eastern Rd-Turramurra	1,290	0.3%	0.3%	1,404	114	704	1,154	704	1154	590	1041	590	1041
Neighbourhood Centre	Fox Valley	2,863	0.8%	0.7%	3,140	277	- 121	456	-121	456	-399	179	-399	179
Town Centre	Gordon	99,034	26.1%	28.4%	127,659	28,625	97,387	141,590	93726	137929	68762	112964	65101	109303
Neighbourhood Centre	Hampden Ave Shops	868	0.2%	0.2%	944	76	1,901	2,561	1761	2421	1826	2486	1686	2345
Neighbourhood Centre	Killara	378	0.1%	0.1%	482	104	509	717	509	717	405	613	405	613
Village	Lindfield	37,631	9.9%	9.7%	43,381	5,751	30,622	46,274	29941	45593	24871	40523	24191	39843
Neighbourhood Centre	North Turramurra	4,989	1.3%	1.3%	5,966	977	1,648	3,121	1648	3121	671	2144	671	2144
Neighbourhood Centre	Princes St-Turramurra	1,328	0.4%	0.3%	1,496	167	591	1,021	473	903	424	854	306	736
Small Village	Pymble	18,775	5.0%	4.7%	21,236	2,462	12,525	19,646	12302	19423	10063	17184	9840	16961
	Pymble Office Park	88,999	23.5%	25.5%	114,580	25,581	6,349	26,848	11255	31754	-19232	1267	-14326	6173
Small Village	Roseville	17,528	4.6%	3.9%	17,363	- 165	15,802	23,258	15029	22486	15967	23424	15195	22651
Neighbourhood Centre	Roseville Chase	2,383	0.6%	0.6%	2,639	255	249	817	249	817	-7	562	-7	562
Neighbourhood Centre	South Turramurra	1,210	0.3%	0.3%	1,385	176	2,011	2,771	2011	2771	1836	2596	1836	2596
Village	St Ives	47,122	12.4%	10.6%	47,573	451	38,602	57,854	43048	62299	38151	57403	42597	61848
Neighbourhood Centre	St Ives Chase	927	0.2%	0.2%	1,016	89	172	411	172	411	82	322	82	322
Neighbourhood Centre	St Ives North	2,092	0.6%	0.5%	2,326	234	2,086	3,052	2086	3052	1852	2818	1852	2818
Village	Turramurra	28,712	7.6%	7.0%	31,458	2,746	54,118	73,746	49490	69119	51372	71001	46745	66373
Small Village	Wahroonga	11,511	3.0%	2.8%	12,579	1,068	5,782	9,674	5307	9198	4714	8605	4238	8130
Neighbourhood Centre	West Gordon	961	0.3%	0.2%	1,110	148	- 83	100	-83	100	-232	-48	-232	-48
Neighbourhood Centre	West Lindfield	4,485	1.2%	1.2%	5,174	689	374	1,420	-480	567	-316	731	-1169	-122
Neighbourhood Centre	West Pymble	3,622	1.0%	0.8%	3,727	104	3,953	3,048	3953	3048	3849	2944	3849	2944
	TOTAL	379,153	100.0%	100.0%	449,364	70,211	275,606	420,592	275977	421606	205,395	350,381	205,766	351,395

Supply capacity is less than forecast 2006-2031
 Supply capacity is more than ten times forecast

After share adjustment, the centres in Hornsby with a significant supply shortfall are: Carlingford Court, Epping, Galston, Pennant Hills, Thornleigh, and Waitara. However, the shortfall in Carlingford Court and Galston is driven by a recorded current supply demand gap rather than strong demand after the share adjustment.

The centres with more than ten times the supply potential to accommodate forecast demand are the industrial areas of: Asquith, Kookaburra Road, Dural Service Centre, Mt Ku-ring-gai, Thornleigh (employment land) and the commercial centres of: Asquith, Beecroft, Berowra, Berowra Heights, Berowra Waters, Cherrybrook, Cowan, Hospital Precinct, Mt Ku-ring-gai centre, Mt Colah Shops, Pennant Hills Road (Thornleigh), Sefton Road (Thornleigh), West Pennant Hills and Westleigh.

After share adjustment, the Ku-ring-gai centres where the existing supply potential is not sufficient to meet the forecast demand are: East Lindfield, Fox Valley, Pymble Office Park, Roseville chase, West Gordon, West Lindfield. However, in most cases the shortfall is small. The only centre with significant supply shortfall to meet the forecast demand is Pymble Office Park.

The centres with more than ten times the supply potential to meet the demand forecast are: Hampden Avenue Shops, Roseville North Wahroonga, Killara, Roseville, South Turramurra, St Ives and Turramurra.

Consideration of Housing Strategies

The additional dwellings proposed in the housing strategies are illustrated in Table 35.

Table 35. Dwelling Additions Implied by the Housing Strategies

Hornsby Centres	Dwelling Additions	Ku-ring-gai Centres	Dwelling Additions
Total	3,625	Total	9,105
TDC	9,161	TDC	8,573
Dwellings Difference	-5,546	Dwellings Difference	532
Persons	-11,036	Persons	1,058

Projected dwelling increases implied by the TDC forecasts have been compared to these additional dwelling numbers to calculate the additional population that is not already accounted for in the 2004 TDC figures.

The notional retail expenditure of this population has been calculated using figures from the ABS Household expenditure survey (inflating to current dollars using CPI and deriving a per capita number). The resultant retail expenditure at each level in the retail hierarchy is shown in Table 37 and Table 36.

Table 36. Hornsby Retail Demand Implied by Housing Strategy Dwelling Additions

Additional Persons in Catchment:	-11,036
Annual P.Capita Expenditure on Shopfront Retailing (NSW Ave.)	\$12,185
Total Annual Catchment Expenditure on Shopfront Retailing	-\$134,473,660

	Percent Share of Total Expenditure*	Expenditure Capture	Retail Turnover Density (\$/sqm)	Supportable Floorspace (sqm)	Existing Floorspace (sqm)	Floorspace Differential (sqm)
Outside Region e.g. Sydney	9.5%	-\$12,774,998	NA	NA	0	NA
Major	36.5%	-\$49,082,886	\$6,000	-8,180	0	-8,180
Town	25.0%	-\$33,618,415	\$5,850	-5,747	0	-5,747
Village	16.0%	-\$21,515,786	\$5,250	-4,098	0	-4,098
Small Village	10.0%	-\$13,447,366	\$4,600	-2,923	0	-2,923
Neighbourhood	3.0%	-\$4,034,210	\$3,850	-1,048	0	-1,048
	100.0%					

Floorspace Required for new population	-21,997
Assumed 10% Capture of 'Major Centre' Spend by Hornsby	78
Total Floorspace Required	-21,918

Table 37. Ku-ring-gai Retail Demand Implied by Housing Strategy Dwelling Additions

Additional Persons in Catchment:	1,058
Annual P.Capita Expenditure on Shopfront Retailing (NSW Ave.)	\$12,185
Total Annual Catchment Expenditure on Shopfront Retailing	\$12,891,730

	Percent Share of Total Expenditure*	Expenditure Capture	Retail Turnover Density (\$/sqm)	Supportable Floorspace (sqm)	Existing Floorspace (sqm)	Floorspace Differential (sqm)
Outside Region e.g. Sydney	9.5%	\$1,224,714	NA	NA	0	NA
Major	36.5%	\$4,705,481	\$6,000	784	0	784
Town	25.0%	\$3,222,933	\$5,850	551	0	551
Village	16.0%	\$2,062,677	\$5,250	393	0	393
Small Village	10.0%	\$1,289,173	\$4,600	280	0	280
Neighbourhood	3.0%	\$386,752	\$3,850	100	0	100
	100.0%					

Floorspace Required for new population	1,325
Assumed 60% Capture of 'Major Centre' Spend by Gordon	471
Total Floorspace Required	1,795

In this modelling we have assumed that 100% of the town, Village, Small Village and neighbourhood expenditure is captured within each LGA. For retail expenditure at the Major Centre, for Hornsby we have assumed 100% capture of expenditure from Hornsby residents plus 10% capture of the Major Centre expenditure of Ku-ring-gai residents. For Ku-ring-gai we have assumed that Gordon is able to capture 60% of the 'Major Centre' expenditure that would otherwise leak from the LGA. We should point out that these assumptions are optimistic in terms of retail expenditure capture, in practice the expenditure capture and thus the required retail floorspace is likely to be smaller.

The resultant retail floorspace demand is added to the total adjusted floorspace target for each centre. The distribution of retail is made according to the adjusted retail shares within each centre/ precinct in each LGA and the supply-demand gaps are recalculated.

Given the assumptions outlined above, this part of the analysis should be thought of as a worst case scenario in terms of additional retail demand for the purposes of testing the capacity of the current controls. The results of this process are shown in Table 38 and Table 39

Table 38. Hornsby Supply-Demand Gaps After Consideration of Housing Strategy

			2031 Demand				Supply		Gap	
	Hornsby	2006 FS	Target FS	Addl	Target & Addl	Addl F.Space	80% of	Max FSR	80% of Max	Max FSR
Employment Land (i)	(E) Asquith	206161	223,322	-1328	221994	15833	179059	267605	163,227	251,773
Employment Land (ii)	(E) Dural Service Centre	71934	76,266	-974	75292	3358	145414	196809	142,056	193,451
Employment Land (i)	(E) Mt Ku-ring-gai	115705	125,475	-212	125263	9558	354438	467910	344,880	458,352
Employment Land (i)	(E) Thornleigh	140360	132,879	-692	132186	-8174	51637	94372	59,811	102,546
Neighbourhood Centre	Appletree Dr-Cherrybrook	1589	1,761	-29	1732	143	-11	324	154	180
Village	Asquith	7402	11,921	-155	11766	4364	13610	19305	9,246	14,941
Village	Beecroft	11528	15,595	-208	15387	3859	10301	15813	6,441	11,954
Small Village	Berowra	6151	6,693	-127	6566	414	13166	17840	12,752	17,426
Small Village	Berowra Hts	11497	11,635	-231	11405	-93	13242	18990	13,335	19,082
Neighbourhood Centre	Berowra Waters	1359	1,523	-32	1492	133	6583	8583	6,450	8,450
Neighbourhood Centre	Brooklyn	4368	4,782	-100	4682	315	4052	6396	3,738	6,081
Stand Alone Shopping	Carlingford Court	45499	49,368	-974	48394	2895	-3024	5370	5,918	2,475
Village	Cherrybrook	12393	12,830	-272	12558	164	17690	24597	17,526	24,433
-	Cowan	263	282	-6	276	13	198	360	186	347
-	Dangar Is	0		0	0	0	-108	14	108	14
Neighbourhood Centre	David Rdr-Castle Hill	3013	3,292	-60	3233	219	-116	496	335	277
Neighbourhood Centre	Edgeworth David Ave-Waitara	2489	2,678	-58	2620	132	-12	513	144	382
Town Centre	Epping	62550	70,639	-844	69795	7245	5167	21831	2,078	14,586
Neighbourhood Centre	Galston	4189	4,219	-81	4138	-50	-3792	-1759	3,741	1,709
Neighbourhood Centre	Galston Rd-Hornsby Hts	1161	1,245	-27	1218	57	-59	173	116	116
Major Centre	Hornsby	419696	615,681	-10919	604761	185065	218658	394835	33,592	209,770
-	Hospital Precinct	59788	61,112	-471	60641	853	23936	42844	23,083	41,991
Employment Land	Kookaburra Road	6336	6,568	-37	6531	195	4711	7235	4,516	7,040
-	Kuringai	1114	1,156	-26	1131	17	486	844	469	827
Neighbourhood Centre	Malton Rd-North Epping	1808	1,891	-42	1849	41	208	644	167	603
Neighbourhood Centre	Mt Colah Shops	2978	3,094	-66	3028	50	5859	8153	5,808	8,103
Neighbourhood Centre	Mt Colah Stn	1502	1,671	-32	1639	137	438	1032	301	895
Neighbourhood Centre	Myrtle St-Normanhurst	660	690	-13	677	17	-180	-85	197	102
Neighbourhood Centre	Normanhurst	1770	1,864	-38	1826	56	-454	-83	510	139
Village	Pennant Hills	84349	87,154	-1437	85717	1368	1158	19371	211	18,002
Neighbourhood Centre	Pennant Hills Rd-Thornleigh	12941	9,151	-140	9011	-3931	-22	3013	3,908	6,944
Neighbourhood Centre	Plymton Rd Shops-Epping	1522	1,652	-35	1617	94	-25	292	120	197
Neighbourhood Centre	Sefton Rd-Thornleigh	1292	1,456	-18	1438	146	8353	10823	8,207	10,677
Neighbourhood Centre	Somerville Rd-Hornsby Hts	0	-	0	0	0	-118	269	118	269
Village	Thornleigh	63204	67,906	-1071	66835	3631	-5361	6522	8,992	2,891
Village	Waitara	33929	40,300	-806	39493	5564	-4678	2136	10,242	3,428
Small Village	West Pennant Hills	7385	7,099	-121	6978	-407	7732	11234	8,139	11,642
Small Village	Westleigh	8399	7,869	-142	7727	-672	6365	9741	7,037	10,413
Neighbourhood Centre	Wiseman's Ferry	3051	3,683	-83	3600	549	282	1043	267	494
	Yallambee Road	559	624	-13	610	51	-102	209	153	157
	TOTAL	1421897	1,677,024	-21997	1655027	233131	1074681	1685614	841,550	1,452,483
	Mt Ku-ring-gai constrained land						138865	198445	129,308	188,887
	TOTAL minus constrained land						859109	1416149	625,900	1182940

Supply capacity is less than forecast 2006-2031 demand
Supply capacity is more than ten times forecast 2006-2031

Table 39. Ku-ring-gai Supply-Demand Gaps after Consideration of Housing Strategy

		2006 FS	2031 Demand				Supply DLEP		Supply KPSO		Gap DLEP		Gap KPSO	
			Addl Retail	Target FS	Target & Addl	Total Addl FS	80% of Max	Max	80% of Max	Max FSR	80% of Max	Max FSR	80% of Max	Max FSR
	KRG													
Neighbourhood Centre	East Killara	1137	6	1,250	1256	119	720	1141	720	1141	601	1,022	601	1,022
Neighbourhood Centre	East Lindfield	1309	7	1,478	1484	175	-295	-91	-295	-91	- 470	- 266	- 470	- 266
Neighbourhood Centre	Eastern Rd-Turramurra	1290	7	1,404	1411	121	704	1154	704	1154	583	1,034	583	1,034
Neighbourhood Centre	Fox Valley	2863	11	3,140	3151	288	-121	456	-121	456	- 409	169	- 409	169
Town Centre	Gordon	99034	881	127,659	128540	29507	97387	141590	93726	137929	67,881	112,083	64,219	108,422
	Grosvenor Street	0	0	-	0	0	0	0	0	0	-	-	-	-
Neighbourhood Centre	Hampden Ave Shops	868	4	944	948	80	1901	2561	1761	2421	1,822	2,482	1,681	2,341
Neighbourhood Centre	Killara	378	2	482	484	106	509	717	509	717	403	611	403	611
Village	Lindfield	37631	135	43,381	43516	5886	30622	46274	29941	45593	24,737	40,389	24,056	39,708
Neighbourhood Centre	North Turramurra	4989	20	5,966	5986	997	1648	3121	1648	3121	652	2,124	652	2,124
Neighbourhood Centre	Princes St-Turramurra	1328	7	1,496	1502	174	591	1021	473	903	417	847	299	729
Small Village	Pymble	18775	59	21,236	21296	2521	12525	19646	12302	19423	10,004	17,125	9,781	16,902
	Pymble Office Park	88999	180	114,580	114760	25761	6349	26848	11255	31754	- 19,412	1,088	- 14,506	5,993
Small Village	Roseville	17528	60	17,363	17423	-106	15802	23258	15029	22486	15,907	23,364	15,135	22,592
Neighbourhood Centre	Roseville Chase	2383	13	2,639	2651	268	249	817	249	817	- 19	550	- 19	550
Neighbourhood Centre	South Turramurra	1210	7	1,385	1392	183	2011	2771	2011	2771	1,829	2,589	1,829	2,589
Village	St Ives	47122	187	47,573	47760	638	38602	57854	43048	62299	37,964	57,216	42,409	61,661
Neighbourhood Centre	St Ives Chase	927	5	1,016	1021	94	172	411	172	411	78	318	78	318
Neighbourhood Centre	St Ives North	2092	11	2,326	2337	245	2086	3052	2086	3052	1,841	2,807	1,841	2,807
Village	Turramurra	28712	108	31,458	31566	2854	54118	73746	49490	69119	51,264	70,893	46,636	66,265
Small Village	Wahroonga	11511	46	12,579	12626	1115	5782	9674	5307	9198	4,667	8,559	4,192	8,084
Neighbourhood Centre	West Gordon	961	5	1,110	1114	153	-83	100	-83	100	- 236	- 53	- 236	- 53
Neighbourhood Centre	West Lindfield	4485	18	5,174	5192	708	374	1420	-480	567	- 334	712	- 1,187	- 141
Neighbourhood Centre	West Pymble	3622	16	3,727	3743	121	3953	3048	3953	3048	3,832	2,927	3,832	2,927
	TOTAL	379153	1325	449,364	450689	71536	275606	420592	275977	421606	204,071	349,057	204,441	350,070

Supply capacity is less than forecast 2006-2031 demand
 Supply capacity is more than ten times forecast 2006-2031

After taking account of the additional retail floorspace implications of the housing strategy, the centres in Hornsby with a significant supply shortfall are the commercial centres of: Carlingford Court, Epping, Galston, Thornleigh and Waitara. However, again, we should note that the shortfall in Carlingford Court and Galston is driven by a recorded current supply demand gap rather than strong forecast demand growth.

The centres with more than ten times the supply potential to accommodate forecast demand are the industrial areas of: Asquith, Kookaburra Road, Dural Service Centre, Mt Ku-ring-gai, Thornleigh and the commercial centres of: Berowra, Berowra Heights, Berowra Waters, Brooklyn, Cherrybrook, Cowan, Hospital Precinct, Ku-ring-gai, Malton Road, Mt Colah Shops, Pennant Hills Road (Thornleigh), Sefton Road (Thornleigh), West Pennant Hills and Westleigh.

After taking account of the additional retail floorspace implications of the housing strategy, the Ku-ring-gai centres where the existing supply potential (under the Draft LEP) is not sufficient to meet the forecast demand are: East Lindfield, Fox Valley, Pymble Office Park, Roseville chase, St Ives chase, West Gordon and West Lindfield. However, in most cases the shortfall is small and the only centre with significant supply shortfall to meet the forecast demand is Pymble Office Park.

The centres with more than ten times the supply potential to meet the demand forecast are: Hampden Avenue Shops, Roseville, South Turramurra, St Ives, Turramurra and West Pymble.

In Ku-ring-gai, the HillPDA Retail strategy has previously derived retail floorspace forecasts for the requirements for key retail centres. Comparison of the outputs of this study with the Hill PDA figures is given in Table 40.

Table 40. Comparing Projected Floorspace Additions (sqm)

	HillPDA	SGS (baseline & SR targets)	SGS (after share adjustment)	SGS (after share adjustment + housing strategy addl retail)
Gordon	45,000	22,081	28,625	29,507
St Ives	12,000	3,632	451	638
Turramurra	4,000	2,135	2,746	2,854
Lindfield	6,000	5,751	5,751	5,886

The SGS additional floorspace forecasts are generally lower than the Hill PDA forecasts when the additional retail requirements of the housing strategy are considered. This is likely to be the result of optimistic retail expenditure capture assumptions in the Hill PDA retail modelling. Likely differences are also driven by the different methodological approaches of the two studies. In the HillPDA work, retail floorspace requirements have been calculated from the estimated capture of retail expenditure and the translation of these dollar values to floorspace figures given the estimated retail turnover densities for retail operations. In this study, the floorspace requirements have been calculated from TDC forecast employment figures with an adjustment for any difference between TDC assumed population numbers and current planning for residential development.

The difference between the SGS and Hill PDA figures for Gordon reflect the high aspirations for Gordon in the HillPDA work (in contrast, the minimal expansion figures in the HillPDA study are for 15,000 sqm). The greatest contrast between the two sets of figures is for St Ives. At the share

adjustment phase in this study, attention has been focussed on the largest centres and most accessible centres for office type land uses and higher order retail. For St Ives, this means a reduced share of the projected growth in higher order retail and office based employment and floorspace. This gives a low additional floorspace total of 638 sqm. Without any share adjustment, the total additional floorspace requirement for St Ives is 2,135 sqm.

7 Recommendations

7.1 Economic Trends & Opportunities

Industry & Occupation Trends

The research completed as part of this Study has uncovered a numbers of economic trends and opportunities for the sub-region. These are summarised as follows:

- **Balance of 'local service' and 'employment destinations'.** Both the Metropolitan Strategy and the Draft North Subregional Strategy provide a clear indication that economic growth should be concentrated in centres – particularly those at the top end of the centres hierarchy. For the North Subregion, this means a renewed focus on Hornsby as an employment and activity centre. However, the land use audit has clearly shown that many of the smaller centres in the sub-region are fulfilling 'higher order' functions - providing destination employment opportunities and in some cases regional service functions.
- **Importance of health and education.** Employment in health and education is very high in the sub-region. In 2006, health and education were among the top 5 employing sectors in both LGAs. In addition, health and education industry sectors have displayed the strongest growth in the 2001-2006 period.

There are several key institutions responsible for some of these jobs. In Hornsby, the Hospital and TAFE are key employers. In Ku-ring-gai, the two most significant 'magnet institutions' are the Sydney Adventist Hospital and UTS Lindfield campus.

One of the challenges for the Study is that while these institutions are large employers, Councils will typically have limited control in their planning and future growth

- **Leakage of employment activity.** In broad terms, origin-destination analysis has shown that there are fewer jobs in the Manager and Administrator and Professionals & Associate Professional categories than there are workers – suggesting a 'leakage' of employment. This is particularly marked for these occupation categories in the construction sector. While this is true for both LGAs, for Ku-ring-gai, there is a greater level of employment leakage in general and as with Hornsby, the leakage is more pronounced in the Managers and Administrators and Professionals & Associate Professionals categories.

While the leakage of higher order employment may simply be related to the fact that the sub-region has a disproportionate level of executive housing. On the business side of the equation, it is just as possible that there is a lack of higher order job opportunities in the sub-region for its executive resident workers.

- **Declining Industrial employment.** Driven by forecast decline in manufacturing employment, demand for heavy manufacturing (MH) and light manufacturing (ML) floorspace is forecast to decline by 11,275 sqm and 11,806 sqm respectively. Declining industrial employment and associated land requirements will obviously impact on the demand for land in the industrial areas.

- **Home based work.** Compared with other regions in Sydney GMR, Hornsby-Ku-ring-gai has the highest levels of home based work and has shown significant growth in the 1996-2001 period. In Hornsby, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the 'Property & Business Services' and 'Construction', 'Manufacturing' and 'Wholesale Trade' categories. In Ku-ring-gai, the highest incidence of home based work occurs in the 'Professionals' and 'Associate Professionals' category followed by 'Clerical and Service' workers. Particularly high levels occur in the Communication Services industry category with significant proportions also in Government Administration & Defence.

Home based work does not appear to be a temporary state of business operation. Through consultation home based workers in the sub-region have suggested that work from home is driven by the benefits of this way of working rather than any shortage of suitable business space elsewhere.

The attraction of home based work is flexibility in work hours and the avoidance of a commute to work. Thus, incidence of home based work is usually highest in areas that are distant from employment centres. Home based work is also often high in areas with high quality natural environments. Home-based work is also attractive to mature age and disabled workers. With older populations of Hornsby and Ku-ring-gai may benefit from the lifestyle change that home-based work can offer and as with all fringe areas in the Sydney Metropolitan area it can provide greater employment opportunities, particularly in places where there is not a large variety of work options.

While home based work certainly present economic opportunities in the sub-region, it is also important to note that (i) home based occupations are not necessarily 'higher order' jobs and (ii) that the promotion of home based work should not compromise centres strategy.

- **Actual and perceived accessibility.** Both of the LGAs in the sub-region have arterial infrastructure as a spine for economic activity. The North Shore rail line, with the Pacific Highway running in parallel dominate Ku-ring-gai LGA with the commercial centres scattered along its length. Similarly, in Hornsby, the Northern Line and the North Shore line with the Pacific Highway running to the north dominate patterns of economic activity.

The accessibility of employment lands to this infrastructure is vital for many industries. Most obviously, time dependant industries such as transport and storage, distribution, and logistics functions require arterial road access. However, many other sectors require both accessibility to and visibility from the main roads. Examples here include Bulky Goods Retail, larger office functions and 'business park' land uses.

Proximity to transport nodes is important for land uses that generate large numbers of trips – especially those that draw activity from a wide catchment. These types of uses are higher order retail functions (larger shopping centres and Bulky Goods Retail), office functions and central community services.

- **Movement of low-density operations.** With the growth in logistics and warehousing the amount of land consumed per employee has increased and this has accelerated demand for large lots on the urban fringe. At face value, high levels of land availability and good infrastructure access should make the sub-region an attractive location for these industries.

7.2 Strategic Directions

Table 41. Strategic Directions

Strategic Direction	Issue	Action
Strengthen Hornsby's Position as the Major Centre	<ul style="list-style-type: none"> - Evidence of residential encroachment in commercial centre - There is a leakage of professional jobs from the sub-region - Hornsby centre has a low level of existing office activity - Hornsby is the administrative centre for the LGA - Hornsby has a strategic position with respect to transport infrastructure 	<ul style="list-style-type: none"> - Zone commercial core to discourage residential development with adjoining Business Development zone to 'free up' employment opportunities - Provide planning incentives for office activity - Examine potential to redevelop sites in public ownership ('build in' additional commercial floorspace potential) - Initiate place making activity - Work with owners and target pre-commitments for strategic commercial sites
Consolidate the Position of Gordon/ Pymble Office Park	<ul style="list-style-type: none"> - Gordon/ Pymble acts as a key employment centre for Ku-ring-gai - Gordon is the administrative centre for the LGA - Gordon has a strategic position with respect to transport infrastructure - Gordon and Pymble office park are currently considered as separate centres 	<ul style="list-style-type: none"> - Increase FSRs in Pymble Office Park - Encourage retention of office in north Gordon - Improve connectivity between Gordon and Pymble office park - Discourage retail development at Pymble office park - Consider combined approach to Pymble/ Gordon as a single centre
Strengthen Town Centre Roles with Office and Higher Order Retail	<ul style="list-style-type: none"> - Gordon and Epping should have some higher order retail and office activity - Office activity at Epping should not detract from Hornsby's Major Centre status - Growth at St Ives should not detract from growth at Gordon 	<ul style="list-style-type: none"> - Limit development capacity at centres with very high excess supply - Increase FSRs at Epping - Encourage centralised services for HBW and live-work developments in centres - Limit development capacity at St Ives - No change to development capacity at Carlingford Court
Reinforce the Local Service Role of Villages, Small Villages & Neighbourhood Centres	<ul style="list-style-type: none"> - Significant higher order retail and employment use exists at some smaller centres - these would be more appropriate at town & Major Centres 	<ul style="list-style-type: none"> - Limit development capacity at Village, Small Village and Neighbourhood Centres that have very high excess supply - Encourage centralised services for HBW in centres - No change to development capacity at Galston
Expand the Local Service Role of Dural Service Centre	<ul style="list-style-type: none"> - Current zoning does not permit significant retail or service activity - Centre has inadequate infrastructure for higher order retail and employment functions 	<ul style="list-style-type: none"> - Apply industrial and Local Centre zone to broaden permissible uses - Discourage uses that draw on a wide catchment and generate significant trips - Broaden the range of permissible uses to include local level retail and professional services
Protect Existing Strategic Industrial Centres	<ul style="list-style-type: none"> - There is forecast decline in industrial employment in the subregion - Hornsby Shire's industrial land is competitively placed to attract industrial activity 	<ul style="list-style-type: none"> - Maintain capacity at strategic industrial areas - Initiate economic development activity to target industrial users

Figure 68. Strategic Directions for Hornsby North

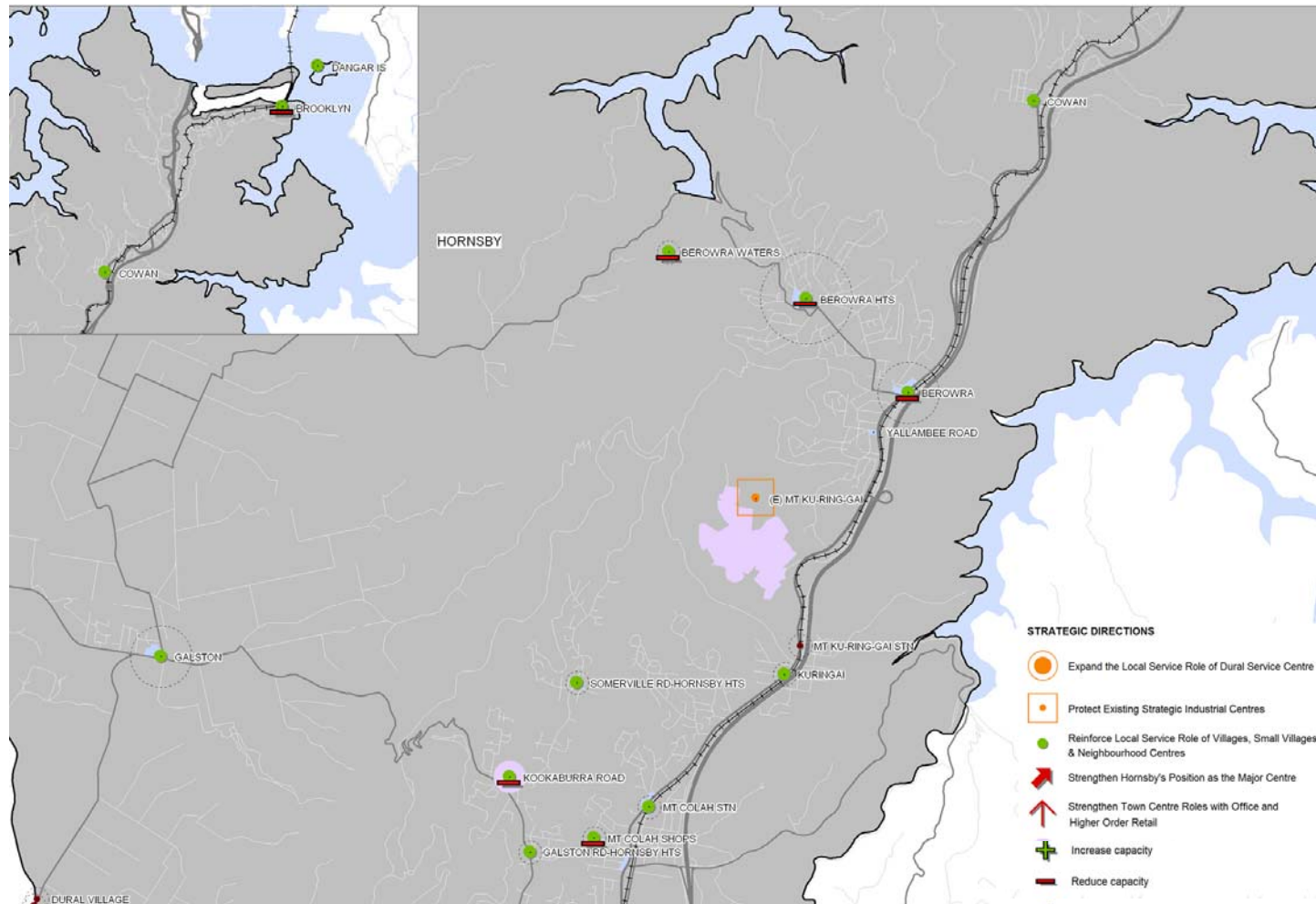


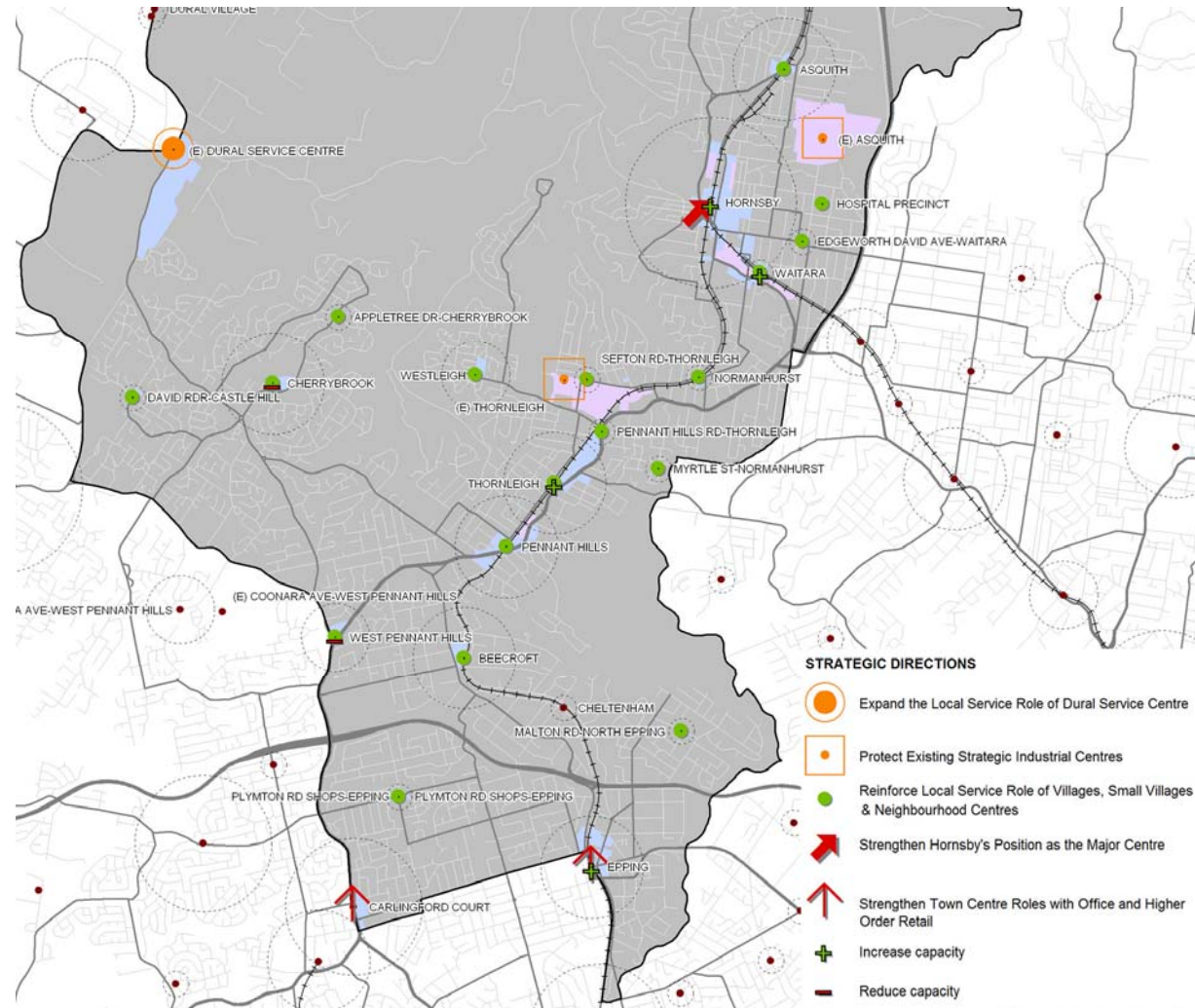
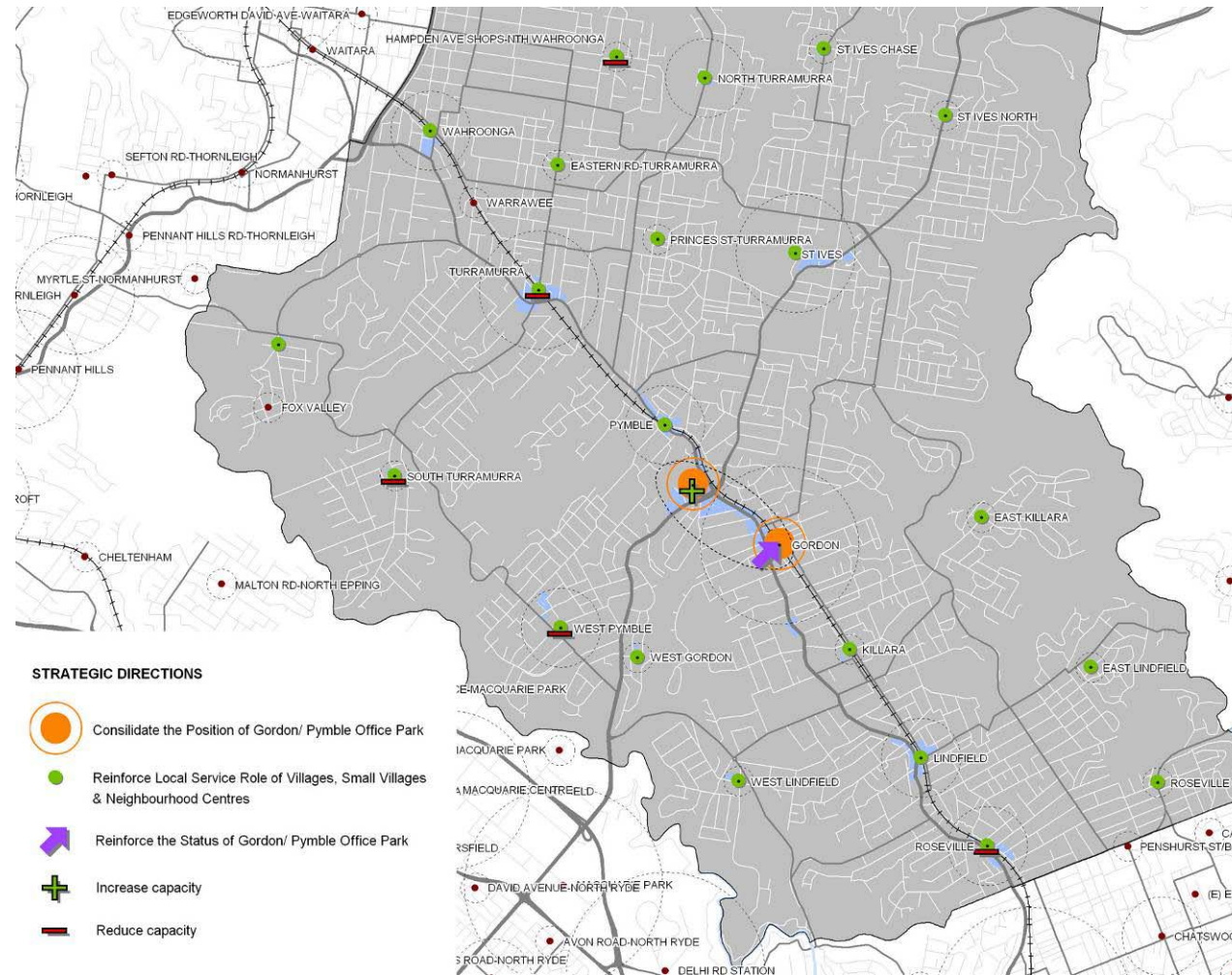
Figure 69. Strategic Directions for Hornsby South

Figure 70. Strategic Directions for Ku-ring-gai

Consideration of Subregional Strategy

Table 42. Consideration of Subregional Strategy elements

Subregional Strategy Direction	Notes
Job target of 13,500 jobs for the sub-region	There is sufficient potential supply to accommodate the Subregional target and forecast demand in the period 2006-2031.
Job target of 4,500 jobs for Hornsby	There is sufficient potential supply to accommodate the Subregional target and forecast demand in the period 2006-2031.
Job target of 3,000 jobs for Ku-ring-gai	There is sufficient potential supply to accommodate the Subregional target and forecast demand in the period 2006-2031.
Wider uses at Dural Service Centre	<p>The Standard Instrument contains three industrial zonings. The IN3 Heavy Industrial zone includes a number of heavy and hazardous usages and as a result is unlikely to be appropriate in Hornsby. Therefore there are just two industrial zones that can be used throughout the industrial areas of the LGA.</p> <p>Recommended zoning for the Dural Service Centre is IN2 – light industrial.</p> <p>In order to allow a wider range of uses a specific area could be set aside as B2 Local Centre and/or B5 Business Development to permit additional desirable uses that are not permissible in the IN2 zone.</p>
Wider uses for Hornsby industrial zones	<p>Given the proximity to rail and Hornsby commercial centre, additional employment uses are desirable in these locations. B5 Business Development zone is proposed for the area north of Linda Street bound by Hunter and George Streets and for the industrial strip running along Jersey Street.</p> <p>By permitting light industry uses in the B5 Business Development zone this change of zoning will not restrict the operation of business currently in the area.</p> <p>It might typically be expected that retail uses are restricted in the B5 zone (perhaps to neighbourhood shops and bulky retail) to ensure these areas do not draw retail away from established centres. However given the dominance of retailing in the southern portion of the Hornsby this restriction may not be necessary in the Hornsby version of the Standard Instrument.</p>
Expansion of Hornsby commercial centre	<p>The expansion of Hornsby centre is appropriate given its status in the centres hierarchy. Attention should be given to the low proportion of office floorspace in the centre. B3 is recommended for the central area.</p> <p>As a Major Centre Hornsby needs to provide opportunities for significant future employment growth, particularly office based employment. A designated commercial core area must be protected from residential encroachment if the centre is to realise this aspiration.</p>

	<p>In addition to a commercial core on the eastern side of the centre, increasing opportunities for large-scale commercial development on the western side of the centre, in locations close proximity to the station, would increase capacity of the centre considerably and should be considered.</p> <p>Hornsby Station itself and the adjacent areas currently occupied by commuter parking would also be a potential catalyst location for commercial development. Redevelopment of the station would provide the means of achieving a better knitting together of the eastern and western sides of the centre.</p> <p>Exclusion of residential development and expansion of the commercial core area would provide a strong signal to the market that Hornsby has serious aspirations as a Major Centre.</p>
Enterprise Corridors	<p>Enterprise Corridors are appropriate on Pennant Hills Road at Thornleigh, Pennant Hills and along the Pacific Highway at Waitara.</p> <p>Enterprise Corridors zoning should generally be applied to areas that are immediately adjacent busy roads and therefore have high exposure to passing traffic and good access to major arterial routes.</p> <p>In these locations in Hornsby the Enterprise Corridor zoning should be applied to those lots that immediately adjacent the busy road. Other employment land that is located within the same corridor but not immediately adjoining the road may be zoned for industrial use or an alternative commercial zoning as is appropriate.</p>

‘Major’ and ‘Town’ Centres

- **Current position.** As detailed in the Subregional Strategy, a Major Centre is expected to be a major shopping and business centre serving immediate and the Subregional residential population usually with a full range shopping mall, council offices, taller office and residential buildings, central community facilities, and a minimum of 8,000 jobs.

Hornsby is the Major Centre in the sub-region. It accounts for a very high proportion of the total employment and floorspace in all non-industrial BLCs. Hornsby provides as an administrative and commercial centre for the sub-region, hosts as TAFE and hospital precinct and has a target of 3,000 additional jobs in the 2006-2031 period. Hornsby centre currently has a predominantly retail focus with the Westfield shopping centre contributing to a substantial total retail floorspace figure. The broad split of land uses is 15% industrial, 61% retail, 13% office, 10% special uses, 1% residential.

Town Centres are expected to have one or two supermarkets, community facilities, medical centre, schools, etc. They are expected to contain between 4,500 and 9,500 dwellings and are usually a residential origin rather than an employment destination.

Epping Town Centre with a total of 62,550 sqm of employment floorspace is much smaller than Hornsby but still accounts for a significant share of office floorspace (over 10% of the total in

the Shire). This proportion is high considering the existence of Hornsby as a Major Centre and the Town Centre status of Epping. At a very broad level, the land use split in Epping is 34% industrial, 30% retail, 31% office, 4% special uses, and 1% retail.

In Ku-ring-gai, Gordon is the only Town Centre. Gordon is the administrative centre for the LGA and provides large volumes retail and service floorspace. However, the bulk of the office floorspace is provided at the neighbouring Pymble office park. In the case of Gordon Town Centre, its role as a residential origin rather than employment destination is not well defined. In very broad terms, the split of land use in Gordon is 16% industrial, 45% retail, 30% office, 9% special uses, and 1% residential.

- **Forecast.** For Hornsby centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is still excess supply of 33,592 sqm.

For Epping centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is a small supply shortfall of 2,078 sqm.

For Gordon centre, after taking into account the baseline TDC forecast, the Subregional targets, additional retail demand implied by the housing strategy and adjusting for a greater share of office employment, there is still excess supply of 67,887 sqm.

- **Opportunities and threats.** For Hornsby, there is an opportunity to increase the profile of the centre as a commercial office centre as well as retail centre. From an economic development perspective this may play an important role in helping to achieve a higher proportion of resident professional workers remaining within the Shire. Hornsby centre has the advantage of its central position, railway station, and status as the administrative and service centre of the LGA. However, the centre is divided by the railway line and is perceived as a retail rather than employment centre.

For Gordon, the existence of the Pymble office park, while helping to grow employment, may also threaten to shift the centre of gravity away from the 'Village heart' of the centre. Care should be taken to limit the degree of retail development permissible in Pymble Office Park.

For the development of Hornsby and Gordon/ Pymble Office Park as employment destination, we must also consider the 'threat' of competitor employment locations outside of the sub-region. Macquarie Park and Chatswood should be considered the most significant threats to retail/ business attraction to Gordon/ Pymble Office Park and both have the advantage of high quality arterial road access.

There is an opportunity for Gordon to create a distinct 'niche' here – to become a unique destination, not compete head to head with Major Centres. It could aim to develop as an 'upmarket' fashion and food precinct. A limited 'non retail' employment base at Gordon reduces the effective catchment of this Town Centre if it operates predominantly for resident shopping, and residents work elsewhere; need to create a more complex Town Centre dynamic with mix of retail and other employment, and attractive centre for nearby residents

- **Strategy.** To re-position Hornsby as a commercial (office) centre as well as a regional retail and service centre will require some intervention. There are several strands to this, including:
 - *Application of the zones recommended in this Study.* The 'accepted' wisdom for commercial centre is that they don't really work where residential development is also a permissible use. This is for a couple of reasons (i) Potential for residential

development pushes up land values making commercial development less (and usually not) viable, (ii) Larger commercial tenants are looking for purely commercial address/environment, i.e. they want to operate their business among commercial developments. For these reasons, a zoned commercial core is important.

- *Planning incentives for office activity.* Some planning control incentives, such as FSR bonuses, may also be beneficial in attracting a higher share of office activity.
- *Achieving critical mass through key site development.* A critical mass of potential commercial development is probably also important. A small commercial 'core' will always struggle to achieve the same quality of business address when compared to larger centres. Of course, overcoming the inertia of the centre will be difficult. The development of key sites in public ownership can play a key role here. The council offices on George Street may have some potential in this respect.
- *Economic development action to attract 'pre-commitments' to the commercial sites.* After a site by site assessment of development sites and amalgamation possibilities, industry targeting would be appropriate to encourage pre-commitments for commercial development sites.
- *Place making activity.* Dominance of retail (particularly in Hornsby) is also likely to reduce the appeal for large scale commercial development. The perception of the centre as a retail destination, whilst convenient for workers, may not attract 'big business'. Some of the required action here is at the marketing level and links with the economic development point above. Also important here is some consideration of the environment for business in the centre. Increased modal split to public transport, improved links between the east and west side of the centre and other urban design improvements will assist in re-positioning the centre.

In addition to a commercial core on the eastern side of the centre, increasing opportunities for large-scale commercial development on the western side of the centre, in locations close proximity to the station, would increase capacity of the centre considerably and should be considered.

Hornsby Station itself and the adjacent areas currently occupied by commuter parking would also be a potential catalyst location for commercial development. Redevelopment of the station would provide the means of achieving a better knitting together of the eastern and western sides of the centre.

Exclusion of residential development and expansion of the commercial core area would provide a strong signal to the market that Hornsby has serious aspirations as a Major Centre.

It is important here that the activity is seen as part of a *real change* in the centre and not merely superficial activity. For this reason, the actions should combine as a suite of activity to re-position the centre as an employment destination.

For Epping, developing strategic directions is difficult (if not impossible) without having equally detailed knowledge of land use on the Parramatta LGA side centre. While the centre is strategically located with respect to transport infrastructure, its position as employment centre should not be allowed to compromise the position of Hornsby centre if the strategy for Hornsby centre is to succeed. Epping's location also makes the centre a good candidate for increased residential density to encourage local population growth and support growth in local retail and

services. While we expect that retail activity on the Parramatta side of the centre gives the centre a better economic balance than is evident in the analysis of the Hornsby LGA side's data alone, increased residential density will further drive the need for local retail and services. Coordination with Parramatta Council is recommended to achieve consistent approaches to zoning, development densities, parking rates and public domain strategies. We understand that the Department of Planning, in conjunction with Hornsby Council, is progressing a study of Epping and its immediate environs.

For Gordon, Business Park zoning in the adjacent Pymble office park with strict limits on retail activity will assist in promotion of economic growth in Gordon centre. Gordon should be positioned to accommodate a greater share of the LGA's growth in the future – particularly against the growth of St Ives given Gordon's position with respect to transport infrastructure and its status as the administrative centre of the LGA. However, it is not reasonable to expect Gordon to recapture *all* of the retail expenditure that currently 'escapes' outside of the LGA. As stated above, there may be opportunity for Gordon to position itself as a centre with a 'premium' retail offer aimed at the upper end of the socio-economic spectrum. Possible interventions to help achieve this might include:

- *Increased activity around the station.* Taking the retail activity closer to the station entrance will enhance safety and security and will create passing traffic for retailers. *Ground level retail frontages to both sides of Wade Lane are desirable (this will require some reconfiguration, the creation of arcades, amalgamation of shops, and new servicing arrangements. Opportunities should also be seized to take retailing closer to the station entrance.*
- *Limitation of the length of the centre 'strip'.* *The length of the retail at Gordon should be limited to about 600 metres (the current distance between Merriwa Street and Church Hill Lane) to provide for as compact and 'walkable' a centre as possible.*
- *Encourage further development of community/ cultural hub.* *Develop civic precinct as a community activities 'hub' in any redevelopment, e.g. look to redevelop library in time as a learning / education centre (with private colleges etc, to bring additional activity to centre).*
- *Promotion of Gordon Centre as the Retail Anchor.* *The enclosed Gordon centre should be supported as the retail anchor. The existing bridge connection across the road may be too narrow to create a sense of continuity of activity.*
- *Increased connectivity between Gordon and Pymble Office Park.* *There is an opportunity to help develop Gordon and Pymble Office Park through considering the two areas together in planning activity and encouraging a greater level of connectivity between the two.*

In further developing strategy for Gordon and Pymble Office Park it may be appropriate to consider both areas together. An expanded role for the Gordon/ Pymble Office Park area may help to address the noted decline in professional services jobs that Ku-ring-gai has experienced in the inter-censal period. This aim should be to promote greater connectivity between the two areas while recognising the different economic and social function that each area performs.

Villages and Small Villages

- **Current position.** As described in the Subregional Strategy, a Village Centre is expected to have a strip of shops, and surrounding residential area, within a 5 to 10 minute walk and containing a supermarket, hairdresser, take-away food shops, and containing between 2,100 to 2,700 dwellings. A Small Village is expected to consist of a small strip of shops and adjacent residential area within a 5 to 10 minute walk and contain between 800 and 2,700 dwellings

In both Hornsby and Ku-ring-gai, centres at the Village and Small Village level host relatively high proportions of land uses usually found in larger centres. This is particularly pronounced in Ku-ring-gai where Lindfield, Turramurra and St Ives, each with Village status, host a significant share of the total LGA's office floorspace 8.4%, 4.1% and 3.7% respectively.

Despite the high office component however, Villages and Small Villages in the sub-region do have higher retail (especially Main Street Retail) proportions than town and Major Centres. This is in line with expectations of the role of centres at this position in the hierarchy.

- **Forecast.** Forecast growth at the Village and Small Village level is generally much lower than the potential supply at this level. Many of the centres at this level in the hierarchy have more than ten times the supply to accommodate the forecast demand in the 2006-2031 period.
- **Opportunities and threats.** With such high growth potential at this level in the hierarchy, there is a risk that floorspace uptake will jeopardise the strategy to concentrate growth in the major and Town Centres.
- **Strategy.** In Hornsby, consideration should be given to reducing capacity at the employment land in the commercial centres of: Berowra, Berowra Heights, West Pennant Hills and Cherrybrook as these centres have more than ten times the supply potential to accommodate demand. Westleigh is not included here as it is an area of high historic population growth. Capacity should also be increased at Thornleigh given the supply shortfall.

In Ku-ring-gai consideration should be given to reducing capacity at Roseville, and Turramurra as these centres have more than ten times the supply potential to accommodate demand. While capacity reduction at St Ives may also be considered given the high excess capacity at this centre we are aware of the considerable planning for growth around this centre given the proposed residential additions and strategic bus corridors. We recommend that capacity is not increased and that careful attention should be given to development that might jeopardise strategy for Gordon centre.

Reducing capacity at some of these centres with very high levels of excess supply will help to focus economic activity on the key centres as identified in the centres hierarchy.

Neighbourhood Centres

- **Current position.** As described in the Subregional Strategy, Neighbourhood Centres are expected to consist of one or a small cluster of shops and services with between 150 and 300 dwellings. We would expect Neighbourhood Centres to host predominantly local service functions with very small trade areas.

In Hornsby, the Neighbourhood Centres typically fit the template, with retail activities (usually Main Street Retail) dominating activity. In very broad terms the land use split in Neighbourhood Centres is: 22% industrial, 64% retail, 6% office, 8% special uses and 1%

residential. Industrial activity at this level is almost exclusively local light industry. Similarly, office land uses are typically small service operations rather than major employers.

In Ku-ring-gai, the Neighbourhood Centres have a similar profile. In broad terms, the land use split is: 18% industrial, 67% retail, 5% office, 9% special uses and 1% residential. Again, industrial activity at this level is almost exclusively local light industry.

- **Forecast.** The forecast floorspace demand at some of the Neighbourhood Centres in both LGAs is low compared to the available supply. In Hornsby, there are 6 Neighbourhood Centres with capacity at more than ten times the demand forecast in the 2006-2031 period. These are Berowra Waters, Brooklyn, Mt Colah Shops, Pennant Hills Road (Thornleigh), and Sefton Road (Thornleigh).

In Ku-ring-gai, most of the Neighbourhood Centres are closer to the demand forecast – though several Neighbourhood Centres show small supply shortfalls. Hampden Avenue Shops, South Turramurra and West Pymble are the only Neighbourhood Centres with capacity at ten times forecast demand.

- **Opportunities and threats.** As with some of the Village and Small Village Centres, there are numerous centres at the neighbourhood level that perform some higher order functions.
- **Strategy.** In Hornsby, consideration should be given to reducing capacity at the commercial centre of: Berowra Waters, Hornsby Heights, My Colah shops, where there are very high levels of excess supply. Pennant Hills Road (Thornleigh) and Sefton Road (Thornleigh) have been excluded from this list as Thornleigh centre itself has a supply shortfall. Increasing capacity at Galston is not recommended given its out of centre location.

In Ku-ring-gai, consideration should be given to reducing capacity at Hampden Avenue shops where there is a very high level of excess supply.

Reducing capacity in some of these centres with very high levels of excess supply will help to focus economic activity on the key centres as identified in the centres hierarchy.

Industrial Areas

- **Current position.** Industrial areas identified as 'employment lands' in the Subregional Strategy are expected to be traditional industrial areas and business and technology parks for higher order employment. They are expected to incorporate light industries, heavy industry manufacturing, urban services, warehousing and logistics and high tech based activities.

In broad terms, the industrial areas in the sub-region fit this template. The broad land use split in the industrial areas is: 60% industrial, 23% retail, 11% office, and 6% special uses. However, the 'retail' category here is dominated by Bulky Goods Retail. Similarly, the office component is mostly the 'business park' (BP) land use.

- **Forecast.** Hornsby has four identified 'employment lands' in the Subregional Strategy, Asquith, Dural Service Centre, Mt Ku-ring-gai and Thornleigh. In addition, Kookaburra Road is a light industrial area identified as a Neighbourhood Centre in the Subregional Strategy. Four of these areas have supply potential more than ten times the forecast additional demand in the 2006-2031 period – Dural Service Centre, Mt Ku-ring-gai (after taking account of constrained land), Kookaburra Road and Thornleigh. This position is largely driven by the very low employment forecasts for industrial sectors.

- **Opportunities and threats.** Although, the employment forecasts for industrial sectors are poor, Hornsby's industrial areas should have the potential to attract some of those businesses requiring cheaper land, larger lots and arterial access. Transport, logistics, warehousing and distribution are key sectors here.

For Dural Service Centre, a broader range of permissible uses is appropriate given its role in providing service for the surrounding community. However, uses at this centre should not jeopardise the strategy to encourage economic growth in existing centres, especially where Dural Service Centre is less well served by transport infrastructure than many other centres in the LGA. For this reason, commercial functions at the centre should not draw trade from a wide catchment. Industrial zoning with a focus on light industry and additional local service functions is appropriate.

- **Strategy.** The potential for the attraction of transport, distribution sectors should be explored through a targeted economic development strategy. This should take into account the competitive position of Hornsby's land offer in terms of site and location attributes against the nature of competing industrial areas elsewhere.

Economic development action should build from this study to establish value-chain details and the links between industrial land and location needs and the existing 'offer' of the sub-region's sites in light of competition elsewhere.

Other (non employment) Zones

- **Current position.** There are a number of 'other' significant areas for employment activity in the sub-region that do not fall under the centres hierarchy and are not industrial areas. The most obvious of these are the health and education precincts.

In Hornsby, the broad land use split in the hospital precinct is 61% special uses, 28% retail, 7% office and 7% residential. In Ku-ring-gai, the SAN is a major employer, with an estimated 2,200 to 2,730 jobs – the single largest employer in the LGA.

There are numerous education employers scattered throughout the sub-region. In Hornsby, the TAFE and in Ku-ring-gai the Lindfield UTS campus are significant employers.

In addition, we have seen that there is significant employment in residential zones in the form of home-based work.

- **Forecast.** The TDC baseline employment forecast anticipates strong growth in education employment in both Hornsby and Ku-ring-gai LGAs. Hornsby in particular is expected to experience very strong growth in education employment in the 2006-2031 period. Growth in health and community services employment is more moderate.

The position of the existing health and education land to accommodate the floorspace demand forecast is not possible to quantify completely as not all of the health and education land was audited. Indeed, in practice this would be difficult as many of these institutions are small and dispersed.

- **Opportunities and threats.** The proposed development at the SAN has the potential to adversely affect strategy for the promotion of economic growth in centres.

The potential closure of UTS Lindfield will obviously result in a loss of education jobs in the LGA.

Home based work presents an opportunity for economic growth to build on the sub-region's assets but also may present a threat to centres if growth in home-based work occurs at the expense of growth in employment in centres.

- **Strategy.** Recommended zoning for the hospital precincts (both Hornsby and the SAN) is Infrastructure zoning: SP2 (Health Service Facility). Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose. It would be the role of the DOP to determine whether the retail, commercial and residential uses proposed are "ordinarily incidental or ancillary to development".

In Ku-ring-gai, in considering the proposal for the development at the SAN site, a key issues to be considered is the potential impact of this development of other higher order centres (particularly those with better public transport access). Would this development and/or the associated retail, commercial and residential components be better accommodated in existing higher order centres and how likely is it that this would be the case? We feel that a specialised centre status for the SAN site is not justified and would risk encouraging out of centre development that may adversely impact on the centres strategy.

- In terms of facilitating home based work, provided that 'home occupation' and/ or 'home business' are permissible in the appropriate residential areas, there is little else that can be done to facilitate HBW in residential zones (In the NSW LEP template 'home occupation' involves only residents of the dwelling where as 'home business' can involve up to two non-residents)

The 50 sqm maximum area control in the Hornsby LEP is probably unnecessary as the limiting factor of 2-4 people and amenity criteria should be sufficient.

From consultation with home based business it is clear that, the role of business services in centres is likely to have a greater impact than any adjustment to planning controls. Services such as post offices, photocopying/printing/binding services or even fully fledged (but small scale) business centres are likely to make HBW a viable option for more people.

7.3 Planning Controls

Comment on Current Controls

In Ku-ring-gai, the following comments are made where adjustment to the Draft LEP is recommended:

- **B2 Local Centre.** In general, we support the list of permissible land uses in this zone. However, there is some question whether 'Vehicle showrooms' are desirable in Local Centre zoned areas. Perhaps here it is better to restrict this use to specific locations on edges of centres, through either use of the B5 Business Development zoning or identifying specific locations where this use is desirable using Clause 2.5 and Schedule 1 of the Standard Instrument "Additional permitted uses for particular land".

There is also a question about the desirability of 'Multi dwelling housing' in Local Centre zoned areas as this has the potential to deliver lower dwelling yields than are desirable within centres. Although housing choice is desirable in and around centres (apartments, townhouses, detached housing), 'prime' locations that are close to local services and public transport should generally aim to deliver high yields.

- **B4 Mixed Use.** In the current iteration of the Standard Instrument, both 'Seniors housing' and 'Shop top housing' and compulsory land uses in the B4 Mixed Use zone. If the intention is to prohibit future additional residential development in these areas, a non-residential zone such as B5 Business Development or B7 Business Park should be used. Additional zone objectives should be introduced to ensure that the amenity of existing residential development in these areas is protected. Use of the B4 zone should be restricted to areas where a mix of residential and non-residential uses to be encouraged in the future.
- **B5 Business Development.** Depending on where there zoning is used, Council may wish to consider restricting the types of retail premises that are permissible. That is, rather than using the group term 'Retail premises', specific types of premises should be selected that are desirable in these locations. The main concern here is to ensure that other commercial zones (e.g. B1, B2, B3) are the focus areas for retail activities by limiting retail activities in B5 (and possible B4 and B7) zoned areas.
- **B7 Business Park.** The zone objective of the B5 Business Development zone suggests a mix of uses that includes specialised retail, where as the B7 Business Park zoning suggests a more 'traditional' employment focus with support retail only. Given that Pymble Office Park is a key concentration of office employment, and there is demand for growth of this type of employment, the B7 zoning is thought to be more appropriate. Additional retail uses could be added to this zoning.

The area south of Ryde Road could be zoned either B5 or B7 depending on the desired mix of land uses. As suggested above, whichever zoning is used for this area, additional zone objectives relating to the amenity of existing residential development should be considered. The area to the south of Fitzsimmons land and north of Merriwa Street could be zoned B4 – mixed use.

For Hornsby, the following issues have been identified in the current planning controls:

- **Residential land uses in commercial zones.** It's generally accepted that the development of commercial centre is hampered where residential development is also a permissible. Permitting residential development in the Business F (Town Centre) and Business G (Town Centre Support) zones is therefore not ideal for the core of an aspiring Major Centre.
- **Floor space ratios.** Existing floor space ratios are generally low for commercially zoned land areas, particularly in areas where mixed use residential developments might be desirable (in centres and near transport). For example: Business A (General) 1.0:1 and Business B (Neighbourhood) 0.5:1. It is noted that there are some exceptions to these standards in Schedule B of the 1994 LEP, however again these are generally modest.

Floor space ratios in Hornsby centre are generally higher (between 2 and 5:1, which minimum requirement for 'employment generating' uses). As suggested above, consideration should be given to prohibiting residential uses completely from the core area. Higher floor space ratios for larger site areas might also be a useful incentive for site amalgamation.

The floor space ratio in the Business G (Town Centre Support) 1.0 is also modest given the proximity of this location to the centre and major transport infrastructure.

- **Parking rates.** It is understood that rates apply to land uses 'across the board' however as a result parking rates for development in centres that are located on major transport routes are high. In particular, rates for commercial, retail and food & beverage outlets should be lower where good public transport access is available. High parking rates add to development costs and encourage private vehicle usage.
- **Active frontage, awnings, retail frontage widths.** Detailed controls for centres generally lack guidance of important public domain interface issues such as the location (and definition) of active frontages, location of awnings and maximum frontage widths for retail areas. The latter is particularly true in areas where consolidation of adjoining allotments is likely however retaining 'fine grain' development is an important expression of traditional main street character of a centre.
- **Work from home and out of centre activity.** The 50 sqm maximum area control in the Hornsby LEP is probably unnecessary. The limiting factor of 2-4 people and amenity criteria should be sufficient.

The role of business services in centres is worth considering here. Functions such as post offices, photocopying/printing/binding services or even fully fledged (but small scale) business centres are likely to make HBW a viable option for more people.

Provided that 'home occupation'* and/or 'home business'* are permissible in the appropriate residential areas, there is little else that can be done to facilitate HBW in residential zones. Additional zone objectives could be added in the Standard Instrument residential zones to help facilitate home based work/employment but also protect residential amenity. (*In the NSW LEP template 'home occupation' involves only residents of the dwelling where as 'home business' can involve up to two non-residents.)

Application of the Template Zones

Table 43 and Table 44 show zones drawn from the template to be applied in the areas surveyed as part of this Study in Hornsby and Ku-ring-gai. Additional land uses permissible with consent are

highlighted in red text. Similarly, recommended prohibited land uses are highlighted in red text. This is not an exhaustive list but is intended to be a guide from a strategic perspective.

Table 43. Zones to be Applied in Hornsby

ZONE	Zone objectives	Compulsory land uses permissible with consent	Recommended additional land uses, permissible with consent	Recommended prohibited land uses.	Application of zone.
B1 Neighbourhood Centre	To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.	Business premises Child care centres Community facilities Neighbourhood shops Shop top housing	Health Consulting Rooms Mixed use development Multi unit housing Service Station +additional land uses as appropriate	Office premise Vehicle repair stations Warehouse or distribution centre +additional land uses as appropriate	Commercial areas of Neighbourhood Centres. Range of services should limited so as not to detract draw activity away from higher order centres.
B2 Local Centre	<p>To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.</p> <p>To encourage employment opportunities in accessible locations.</p> <p>To maximise public transport patronage and encourage walking and cycling.</p>	<p>Business premises Child care centres Community facilities Educational establishments Entertainment facilities Function centres Information and education facilities Office premises Passenger transport facilities Recreation facilities (indoor) Registered clubs Retail premises Service stations Shop top housing Tourist and visitor accommodation</p>	<p>Medical Centre Mixed use development Multi unit housing Residential flat building +additional land uses as appropriate</p>	<p>Bulky goods premises Vehicle showroom Warehouse or distribution centre +additional land uses as appropriate</p>	Commercial areas of Villages, Small Villages and in some cases Neighbourhood Centres. (Generally Neighbourhood Centre is more remote locations where a broader range of land uses in would be appropriate).

B3	Commercial Core	<p>To provide a wide range of retail, business, office, entertainment, community and other suitable land uses that serve the needs of the local and wider community.</p> <p>To encourage appropriate employment opportunities in accessible locations.</p> <p>To maximise public transport patronage and encourage walking and cycling.</p>	<p>Business premises</p> <p>Child care centres</p> <p>Community facilities</p> <p>Educational establishments</p> <p>Entertainment facilities</p> <p>Function centres</p> <p>Hotel or motel accommodation</p> <p>Information and education facilities</p> <p>Office premises</p> <p>Passenger transport facilities</p> <p>Recreation facilities (indoor)</p> <p>Registered clubs</p> <p>Retail premises</p>	<p>Medical Centre</p> <p>Public administration building</p> <p>Sex Service Premises</p> <p>+additional land uses as appropriate</p>	<p>Residential flat building</p> <p>Multi unit housing</p>	<p>Core of Hornsby Major Centre and potentially areas within Epping Town Centre pending the outcome of further planning investigations being completed by the Department of Planning, Parramatta and Hornsby Councils.</p>
B4	Mixed Use	<p>To provide a mixture of compatible land uses.</p> <p>To integrate suitable business, office, residential, retail and other development in accessible locations so as to maximise public transport patronage and encourage walking and cycling.</p>	<p>Boarding houses</p> <p>Business premises</p> <p>Child care centres</p> <p>Community facilities</p> <p>Educational establishments</p> <p>Entertainment facilities</p> <p>Function centres</p> <p>Hotel or motel accommodation</p> <p>Information and education facilities</p> <p>Office premises</p> <p>Passenger transport facilities</p> <p>Recreation facilities (indoor)</p> <p>Registered clubs</p> <p>Retail premises</p> <p>Seniors housing</p> <p>Shop top housing</p>	<p>Multi unit housing</p> <p>Residential flat buildings</p> <p>+additional land uses as appropriate</p>	<p>Bulky goods premises</p> <p>Warehouse or distribution centre</p>	<p>Areas in higher order centres where a mix of residential and appropriate non-residential uses is desirable.</p> <p>May be applicable in Village and Small Village Centres</p>

B5	Business Development	To enable a mix of business and warehouse uses, and specialised retail uses that require a large floor area, in locations that are close to, and that support the viability of, centres.	Child care centres Passenger transport facilities Warehouse or distribution centres	Bulky goods premises Depot Food and drink premises Office premises Light industries Neighbourhood shops Medical centre Recreation facility (indoor) Service station Vehicle showroom +additional land uses as appropriate	Residential flat building Multi unit housing +additional land uses as appropriate	Areas generally adjacent centres which can support a range of retail, industrial and other employment and service functions. Retail uses should be managed so as not to detract from core areas. In the case of Hornsby Town Centre area recommended for this may eventually transition to the B3 or B4
B6	Enterprise Corridor	To promote businesses along main roads and to encourage a mix of compatible uses. To provide a range of employment uses (including business, office, retail and light industrial uses) and residential uses (but only as part of a mixed use development). To maintain the economic strength of centres by limiting retailing activity.	Business premises Community facilities Hotel or motel accommodation Landscape and garden supplies Light industries Passenger transport facilities Timber and building supplies Warehouse or distribution centres	Bulky Goods Premises Function centre Recreation Facility (indoor) Registered club Service station Vehicle showroom +additional land uses as appropriate	Residential flat building Multi unit housing +additional land uses as appropriate	Areas immediately adjacent busy arterial roads where a range of retail, industrial and other employment and service functions are appropriate. In Hornsby these areas are generally thought to be inappropriate for residential development due to traffic volumes and the need to retain these areas for employment and service uses.

IN1	General Industrial	<p>To provide a wide range of industrial and warehouse land uses.</p> <p>To encourage employment opportunities.</p> <p>To minimise any adverse effect of industry on other land uses.</p>	<p>Depots</p> <p>Freight transport facilities</p> <p>Light industries</p> <p>Neighbourhood shops</p> <p>Warehouse or distribution centres</p>	<p>Industries</p> <p>Materials recycling or recovery centre</p> <p>Vehicle body repair workshops</p> <p>Vehicle repair stations</p> <p>+additional land uses as appropriate</p>	<p>Bulky good premises</p> <p>Heavy industry</p> <p>Hazardous industry</p> <p>Offensive industry</p> <p>+additional land uses as appropriate</p>	<p>Industrial areas, or parts thereof, where heavier industrial uses are appropriate.</p>
IN2	Light Industrial	<p>To provide a wide range of light industrial, warehouse and related land uses.</p> <p>To encourage employment opportunities and to support the viability of centres.</p> <p>To minimise any adverse effect of industry on other land uses.</p> <p>To enable other land uses that provide facilities or services to meet the day to day needs of workers in the area.</p>	<p>Depots</p> <p>Light industries</p> <p>Neighbourhood shops</p> <p>Warehouse or distribution centres</p>	<p>Food and drink premises</p> <p>Landscape and garden supplies</p> <p>Timber and building supplies</p> <p>Vehicle body repair workshops</p> <p>Vehicle repair stations</p> <p>+additional land uses as appropriate</p>	<p>Bulky goods premises</p> <p>+additional land uses as appropriate</p>	<p>Industrial areas, or parts thereof, where light industrial uses and selected retail uses are appropriate.</p>

SP1	Special Activities	<p>To provide for special land uses that are not provided for in other zones.</p> <p>To provide for sites with special natural characteristics that are not provided for in other zones.</p> <p>To facilitate development that is in keeping with the special characteristics of the site or its existing or intended special use, and that minimises any adverse impacts on surrounding land.</p>	<p>The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.</p>	<p>Zone for special land uses or sites that cannot be accommodate within other zones.</p>
SP2	Infrastructure	<p>To provide for infrastructure and related uses.</p> <p>To prevent development that is not compatible with or that may detract from the provision of infrastructure.</p>	<p>The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.</p>	<p>Zone for infrastructure such as health service facilities, arterial roads and rail.</p>

Table 44. Zones to be Applied in Ku-ring-gai

ZONE	Zone objectives	Land uses permissible with consent	Recommended additional land uses, permissible with consent	Recommended prohibited land uses.	Where zone will generally be used.	
B1	Neighbourhood Centre	To provide a range of small-scale retail, business and community uses that serve the needs of people who live or work in the surrounding neighbourhood.	Business premises Child care centres Community facilities Neighbourhood shops Shop top housing	Health Consulting Rooms Mixed use development Multi unit housing Service Station +additional land uses as appropriate	Office premise Vehicle repair stations Warehouse or distribution centre +additional land uses as appropriate	Commercial areas of Neighbourhood Centres. Range of services should limited so as not to detract draw activity away from higher order centres.
B2	Local Centre	<p>To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.</p> <p>To encourage employment opportunities in accessible locations.</p> <p>To maximise public transport patronage and encourage walking and cycling.</p>	Business premises Child care centres Community facilities Educational establishments Entertainment facilities Function centres Information and education facilities Office premises Passenger transport facilities Recreation facilities (indoor) Registered clubs Retail premises Service stations Shop top housing Tourist and visitor accommodation +additional land uses as appropriate	Medical Centre Mixed use development Multi unit housing Residential flat building +additional land uses as appropriate	Bulky goods premises Vehicle showroom Warehouse or distribution centre +additional land uses as appropriate	Commercial areas of Villages and Small Villages.

B4	Mixed Use	<p>To provide a mixture of compatible land uses.</p> <p>To integrate suitable business, office, residential, retail and other development in accessible locations so as to maximise public transport patronage and encourage walking and cycling.</p>	<p>Boarding houses</p> <p>Business premises</p> <p>Child care centres</p> <p>Community facilities</p> <p>Educational establishments</p> <p>Entertainment facilities</p> <p>Function centres</p> <p>Hotel or motel accommodation</p> <p>Information and education facilities</p> <p>Office premises</p> <p>Passenger transport facilities</p> <p>Recreation facilities (indoor)</p> <p>Registered clubs</p> <p>Retail premises</p> <p>Seniors housing</p> <p>Shop top housing</p>	<p>Multi unit housing</p> <p>Residential flat buildings</p> <p>+additional land uses as appropriate</p>	<p>Warehouse or distribution centre</p>	<p>Areas in higher order centres where a mix of residential and appropriate non-residential uses is desirable.</p> <p>(Recommended use of this zone is limited to a small area to the north of the Gordon Town Centre.)</p>
B5	Business Development	<p>To enable a mix of business and warehouse uses, and specialised retail uses that require a large floor area, in locations that are close to, and that support the viability of, centres.</p>	<p>Child care centres</p> <p>Passenger transport facilities</p> <p>Warehouse or distribution centres</p>	<p>Bulky goods premises</p> <p>Depot</p> <p>Food and drink premises</p> <p>Office premises</p> <p>Light industries</p> <p>Neighbourhood shops</p> <p>Medical centre</p> <p>Recreation facility (indoor)</p> <p>Service station</p> <p>Vehicle showroom</p> <p>+additional land uses as appropriate</p>	<p>Residential flat building</p> <p>Multi unit housing</p> <p>+additional land uses as appropriate</p>	<p>Areas generally adjacent centres which can support a range of retail, industrial and other employment and service functions. Retail uses should be managed so as not to detract from core areas.</p>

B7	Business Park	<p>To provide a range of office and light industrial uses.</p> <p>To encourage employment opportunities.</p> <p>To enable other land uses that provide facilities or services to meet the day to day needs of workers in the area.</p>	<p>Child care centres</p> <p>Light industries</p> <p>Neighbourhood shops</p> <p>Office premises</p> <p>Passenger transport facilities</p> <p>Warehouse or distribution centres</p>	<p>Function centre</p> <p>Health consulting rooms</p> <p>Medical centre</p> <p>Recreation facility (indoor)</p> <p>Registered clubs</p> <p>Restaurant</p> <p>+additional land uses as appropriate</p>	<p>Residential flat building</p> <p>Multi unit housing</p> <p>+additional land uses as appropriate</p>	<p>Likely to be utilized at the Pymble Office Park. Protect the core employment function of this area by the application of a specific employment zoning that prohibits residential development and limits retail land uses.</p>
SP1	Special Activities	<p>To provide for special land uses that are not provided for in other zones.</p> <p>To provide for sites with special natural characteristics that are not provided for in other zones.</p> <p>To facilitate development that is in keeping with the special characteristics of the site or its existing or intended special use, and that minimises any adverse impacts on surrounding land.</p>	<p>The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.</p>			<p>Zone for special land uses or sites that cannot be accommodate within other zones.</p>
SP2	Infrastructure	<p>To provide for infrastructure and related uses.</p> <p>To prevent development that is not compatible with or that may detract from the provision of infrastructure.</p>	<p>The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.</p>			<p>Zone for infrastructure such as health service facilities, arterial roads and rail.</p>

The application of the Standard zones by centre is shown in Table 45 and Table 46.

The study recommends the application of five commercial zones in Hornsby (B1, B2, B3, B4, B5, B6). It is not intended that this study provides a direct correlation between the existing zones and the template zones, however in general the following relationship could be used as a general guide:

EXISTING ZONE	PROPOSED ZONE
Business A (General)	B2 Local Centre
Business B (Special)	B3 Commercial Core and/or
Business C (Neighbourhood)	B1 Neighbourhood Centre
Business F (Town Centre)	B3 Commercial Core
Business G (Town Centre Support)	B5 Business Development

We recommend the retention of two separate industrial zonings that roughly correspond to Industrial A and Industrial B. through the use of IN1 General Industry and IN2 Light Industry.

The full details of zone objectives and permissible and prohibited land uses are required before decisions regarding appropriate application of these zones can be determined.

Table 45. Application of Zones by Centre in Hornsby

Hornsby	Designation	Planning Controls		Notes
(E) Asquith	Employment Land (i)	IN1	IN2	The Shire's largest industrial precinct with 206,161 sqm floorspace. The precinct has almost one third of the total freight and logistics floorspace for the Shire (32.8%) with significant shares of heavy manufacturing and light manufacturing floorspace (31% and 30% respectively). Within the precinct itself, freight and logistics land uses take up a large proportion (35% of the precinct's floorspace). The precinct has a potential supply of 179,059 sqm. In light of forecast demand in the 2006-2031 period, the precinct has 'excess supply' of 163,227 sqm. Recommended zoning for the precinct is IN1 – general industrial and IN2 - light industrial reflecting the current division between Industrial A and B.
(E) Dural Service Centre	Employment Land (ii)	IN2	B2	<p>Dural Service Centre has a mixed industrial and local service profile. The precinct accounts for a significant share of the Shires Urban Services (US) floorspace (12.4%) with significant shares of Freight and Logistics (6%) and Bulky Goods Retail (6.1%). Within the centre, big box retail, Bulky Goods Retail and freight logistics occupy the majority of the land. The precinct has 145,414 sqm potential floorspace supply. In light of forecast demand in the 2006-2031 period, the precinct has excess supply of 142,056 sqm of floorspace. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period</p> <p>There is no zone within the Standard Instrument that, either through its objectives or compulsory permissible land uses, reflects the current range of land uses permissible under the Business E zoning that currently applies to the Dural Service Centre. The recommended strategy for future zoning of this area would be to apply the IND2 zoning and as far as possible including as many permissible land uses in the zone that would be desirable in this area, bearing in mind that these uses would then also be permissible on all other IND2 zoned land. In order to introduce some additional variety of local service uses, a part of the Dural Service Centre could be zoned B2 or B5. In either case the area of land with this commercial zoning should be limited so as not to encourage significant additional employment and services in an out of centre locations. In addition to the permissible uses (with consent) in the LEP standard instrument, we have added a range of additional retail and local service uses. Additional zone objectives should be introduced reflect the broader range of anticipated uses.</p>
(E) Mt Ku-ring-gai	Employment Land (i)	IN1		Mt Ku-ring-gai is a significant industrial precinct with 115,705 sqm of floorspace. The precinct has high shares of the total heavy and light manufacturing in the Shire (26% and 25% respectively). Within the precinct, the predominant land is freight and logistics which accounts for 42% of the total floorspace. The precinct has very high potential floorspace supply of 354,438 sqm. However, some of the land in this precinct is constrained. After taking this into account, the potential floorspace supply figure is 138,865 sqm. Using this smaller potential supply figure, the precinct still has an excess supply of 129,309 sqm to accommodate forecast demand. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period. Recommended zoning for the precinct is IN1 – general industrial.

(E) Thornleigh	Employment Land (i)	IN1 IN2	Thornleigh is the Shire's second largest industrial precinct with a total floorspace of 140,360 sqm. The precinct has significant shares of the heavy and light manufacturing with 36% and 33% of the total Shire's floorspace in these categories. Within the precinct itself, the predominant land uses are freight and logistics (20%), light manufacturing 17% and 'heavy manufacturing' 15%. The precinct has a floorspace supply potential of 51,637 sqm. In light of forecast demand in the 2006-2031 period, the precinct has excess supply of 59,811 sqm. This precinct has supply potential more than ten times the demand forecast in the 2006-2031 period. This result is driven by a forecast decline in demand for the predominant industrial land uses. Recommended zoning for the precinct is IN1 – general industrial and IN2 - light industrial reflecting the current division between Industrial A and B.
(E) Kookaburra Road	Employment Land	IN2	Kookaburra Rd is a small light industrial area with 6,336 sqm of employment floorspace. Within the centre the predominant use is freight and logistics (50%). The centre has a floorspace supply potential of 4,711 sqm. After the share adjustment, the centre has excess supply of 4,516 sqm. Recommended zoning for the area is IN2 – light industrial.
Appletree Dr-Cherrybrook	Neighbourhood Centre	B1	Appletree Drive, Cherrybrook is a small Neighbourhood Centre with 1,589 sqm of floorspace. Within the centre the predominant land uses are big box retail (27%), Main Street Retail (20%) and special uses (22%). The centre has supply potential of -11sqm in the 80% of max FSR scenario. This apparent shortfall is typically the result retail operations having significant proportions of <i>internal</i> space that do not count towards the total floorspace in the FSR calculations. The centre has a supply shortfall of 154 sqm to accommodate the forecast demand in the 2006-2031 period. We would not suggest altering controls to accommodate the small floorspace gap. Recommended zoning is B1 - Neighbourhood Centre.
Asquith	Village	B2	Asquith is a Village Centre with 7,402 sqm of floorspace. Within the centre the predominant land uses are big box retail (31%), Main Street Retail (21%). The centre has a supply potential of 13,610 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 9,246 sqm. Recommended zoning is B2 - Local Centre.
Beecroft	Village	B2	Beecroft is a Village Centre with 11,528 sqm of floorspace. Within the centre, the predominant land uses are big box retail (31%), Main Street Retail (20%). The centre has a supply potential of 10,301 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 6,441 sqm. Recommended zoning is B2 - Local Centre.
Berowra	Small Village	B2	Berowra is a Small Village with 6,151 sqm of floorspace. Within the centre, the predominant land uses are: big box retail (30%) and Main Street Retail (25%). The centre has a supply potential of 13,155 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 12,752 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to reducing some of the supply capacity. Recommended zoning is B2 – Local Centre.

Berowra Hts	Small Village	B2	<p>Berowra Heights is a Small Village with 11,497 sqm of floorspace. Within the centre, the predominant land uses are big box retailing (31%) and Main Street Retail (27%). The centre has a floorspace supply potential of 13,242 sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 13,335 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning at this centre is B2 – Local Centre. As the potential supply at this centre is more than ten times the forecast demand, some reduction of the employment area is recommended.</p>
Berowra Waters	Neighbourhood Centre	B1	<p>Berowra Waters is a Neighbourhood Centre with 1,359 sqm of floorspace. Within the centre, the predominant uses are big box retail (34%) and Main Street Retail (29%). The centre has a floorspace supply potential of 6,583 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 6,450 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning in B1 – Neighbourhood Centre. .</p>
Brooklyn	Neighbourhood Centre	B1	<p>Brooklyn is a Neighbourhood Centre with 4,368 sqm of floorspace. Within the centre, the predominant uses are: big box retail (37%) and Main Street Retail (30%). The centre has supply potential of 4,052 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess floorspace supply of 3,738 sqm – attention should be given to reducing capacity at this centre. Recommended zoning at the centre is B1 – Neighbourhood Centre.</p> <p>The status of this centre as Neighbourhood Centres reflects the relatively modest local residential catchments and limited non-residential development. The commercial areas of these centre could be zoned B2 Local Centre (as opposed to B1) as such a broader range of land uses may be appropriate in these more remote Neighbourhood Centre locations.</p>
Carlingford Court	Stand Alone Shopping Centre	B2 B5	<p>Carlingford Court is a stand alone shopping centre with 45,499 sqm of floorspace. The centre accounts for a significant share of the total Shire bulky goods and big box retail (7% and 4% respectively). The centre also hosts a significant share of the Shire's local light industry at 5%. Within the centre itself, the predominant uses are: big box retail (32%) and Main Street Retail (21%). The centre has a supply potential of -3,024 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 5,918 sqm.</p> <p>B2- Local Centre and B5 – Business Development zoning is appropriate generally corresponding to the existing Business A and Business B areas respectively; this will permit a range of retail, light industrial. No change to the FSR controls is recommended, this will limit the amount of office activity as the centre is already close or at capacity.</p> <p>The designation of Carlingford Court as a stand alone shopping centre acknowledges that whilst this facility provides the functions of a local or subregional centre, it does not have the spatial structure, public domain quality or civic character of a traditional Local Centre.</p>

Cherrybrook	Village	B2	Cherrybrook is a Village Centre with 12,393 sqm of floorspace. Within the centre, the dominant uses are: big box retail (37%) and Main Street Retail (23%). The centre has potential floorspace supply of 17,690 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 17,526. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land Recommended zoning for the centre is B2 – Local Centre.
Cowan	Neighbourhood Centre	B1	Cowan is a Neighbourhood Centre with 263 sqm of floorspace – predominantly in the retail trade categories. Potential supply at the centre is 183sqm. In light of forecast demand in the 2006-2031 period, the centre has excess supply of 186 sqm to accommodate the forecast demand in the period 2006-2031. Recommended zoning for the centre is B2 – Local Centre.
David Rd-Castle Hill	Neighbourhood Centre	B1	David Road, Castle Hill is a Neighbourhood Centre with 3,013 sqm of employment floorspace. Within the centre the predominant uses are: big box retail (311%) and Main Street Retail (23%). The centre has supply potential of -116 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 335 sqm. Given the very small supply-demand gap we would not suggest altering the planning controls. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Edgeworth David Ave-Waitara	Neighbourhood Centre	B1	Edgeworth David Avenue, Waitara is a Neighbourhood Centre with 2,489 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (37%) and Main Street Retail (21%) and the centre also has a significant proportion of local light industry (19%). The centre has floorspace supply potential of -12 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 144 sqm. Given the very small supply-demand gap we would not suggest altering the planning controls. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Epping	Town Centre	B2 B4	Epping is a Town Centre with 62,550 sqm of employment floorspace (in the surveyed area within Hornsby LGA). The centre accounts for high shares of the total Shire floorspace in office (10%), business park (9%) and freight and logistics (7%) categories. Within the centre, uses with the most significant shares of floorspace are: freight and logistics (26%), office (16%) and big box retail (16%). Epping has potential floorspace supply of 5,167sqm. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 2,078 sqm. This is driven largely by very strong forecast demand for office space. Increasing FSR limits would accommodate the supply-demand gap. Recommended zoning for the centre is predominantly B2 – Local Centre. The B4 mixed use zone would apply in areas of existing and future high density residential and where future residential growth and additional retail and commercial floor space is desirable given transport infrastructure and amenity and in light of Subregional dwelling and employment targets. B3 zoning may be appropriate depending on the outcomes of the joint Council and DoP study.

Galston	Local Centre	B1	Galston is a Neighbourhood Centre with 4,189 sqm of floorspace. Within the centre, the predominant uses are: big box retail (35%) and Main Street Retail (20%). The centre has a potential floorspace supply of -3,792 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 3,741 sqm. Given Galston's existing status in the hierarchy, economic profile, size, location and infrastructure access alterations to the controls to address the supply-demand gap are not recommended. Recommended zoning for the centre is B2 – Local Centre.
Galston Rd-Hornsby Hts	Neighbourhood Centre	B1	Galston Rd, Hornsby Heights is a Neighbourhood Centre with 1,161 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (38%) and Main Street Retail (22%). The centre has a floorspace supply potential of -59sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 116 sqm. We do not recommend changing the planning controls to address this gap. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Hornsby	Major Centre	B3 B4 B5	<p>Hornsby is the sub-region's Major Centre and has a total of 419,696 sqm of employment floorspace. The centre is by far the centre in the Shire and in terms of floorspace accounts for: 63% of the short term accommodation, 59% of dispersed activities, 34% of local light industry, 54% of big box retail, 40% of Bulky Goods Retail and 48% of Main Street Retail. Within the centre, the predominant uses are: big box retail 34% and Main Street Retail; (21%). Hornsby centre has floorspace supply potential for 218,658 sqm. In light of forecast demand in the 2006-2031 period (including the accommodation of Subregional Strategy targets), the centre has excess supply of 33,592 sqm.</p> <p>Recommended zoning for the central commercial area (the east side of the railway line) encompassing Westfield up to Linda Street is B3 – Commercial Core. A dedicated commercial core is important given the need to increase the degree of office land use in the centre. B3 - Commercial core zoning or B4 – Mixed use zoning should also be considered on the west side, given that further commercial activity on the east side is compromised by residential development. B3 zoning here would be a more conservative option to try to 'secure' commercial development on the west side.</p> <p>Recommended zoning for the area north of Linda Street bound by Hunter and George Streets is B5 – Business Development. This will allow a range of commercial and industrial uses that require larger lot sizes to operate close to the centre. This area would also serve as land bank for the future expansion of the commercial core area to the north. Some B4 – mixed use zoning may be appropriate outside the commercial core where high density residential is desirable in addition to commercial operations. The industrial strip running along Jersey Street is recommended to be zoned B5 – Business Development.</p>

Hospital Precinct	Health Services Facility	SP2	The hospital precinct has 59,788 sqm of employment floorspace and accounts for substantial share of the Shire's special use floorspace (40%). Within the precinct, the predominant use is special use (57%). The precinct has floorspace supply potential of 23,936 sqm. In light of forecast demand in the 2006-2031 period, there is excess supply of 23,083 sqm. Recommended zoning for the precinct is SP2 – Health Services Facility. Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose.
Mt Ku-ring-gai Shops	Neighbourhood Centre	B1	The Mt Ku-ring gai shops area is a small Neighbourhood Centre with 1,114 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 486 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 469 after accommodating the forecast demand in the 2006-2031 period. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Malton Rd-North Epping	Neighbourhood Centre	B1	Malton Road, North Epping is a Neighbourhood Centre with 1,808 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 167 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 89sqm. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Mt Colah Shops	Neighbourhood Centre	B1	Mt Colah shops is a Neighbourhood Centre with 2,978 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 5,859 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 5,808 sqm after accommodating the forecast demand in the 2006-2031 period. The centre has capacity of more than ten times the demand forecast and some reduction in capacity is recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre. The status of this centre as Neighbourhood Centres reflects the relatively modest local residential catchments and limited non-residential development. The commercial areas of these centre could be zoned B2 Local Centre (as opposed to B1) as such a broader range of land uses may be appropriate in these more remote Neighbourhood Centre locations.
Mt Colah Stn	Neighbourhood Centre	B1	Mt Colah station is a Neighbourhood Centre with 1,502 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply of 438 sqm. In light of forecast demand in the 2006-2031 period, the centre has an excess supply of 301 sqm. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Myrtle St-Normanhurst	Neighbourhood Centre	B1	Myrtle Street, Normanhurst is a Neighbourhood Centre with 660 sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply shortfall of 180 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 197 sqm after accommodating the forecast demand in the 2006-2031 period. Given the very small shortfall, no adjustment to the planning controls is recommended zoning for the centre is B1 – Neighbourhood Centre.

Normanhurst	Neighbourhood Centre	B1	Normanhurst is a Neighbourhood Centre with 1,770sqm of employment floorspace. The centre has some small retail businesses and has potential floorspace supply shortfall of 454 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. The centre has a supply shortfall of 510 sqm after accommodating the forecast demand in the 2006-2031 period. Given the very small shortfall, no adjustment to the planning controls is recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Pennant Hills	Village	B2 B5 B6	<p>Pennant Hills is a Village Centre with 84,349 sqm of employment floorspace. The centre accounts for a significant share of the total office floorspace in the Shire with 9%. The centre also has a significant share of total residential floorspace (in employment zones) with 9% and 11% of short term accommodation floorspace. Within the centre, the predominant uses are: big box retail (26%) and Main Street Retail (22%). The centre has potential floorspace supply of 1,158 sqm. The centre has a shortfall of 211 sqm to accommodate forecast demand in the 2006-2031 period. We would not recommend adjusting the controls at this centre.</p> <p>Recommended zonings are: B2 for the 'traditional' centre (area generally north of Pennant Hills Road and West of the rail line); B5 for the triangular area generally south of Pennant Hills Road and West of the rail line; and B6 for areas that are immediately adjacent Pennant Hills Road, generally north of the Crescent. B6 may also be appropriate for land that is current commercially zoned, adjacent Pennant Hills Road and south of Fischer Avenue.</p> <p>NOTE: These recommendations are only intended to provide broad guidance regarding the spatial application of different land use zones within the centre. Further on the ground analysis is recommended to determine the optimal utilisation of the new Standard Instrument zones.</p>
Pennant Hills Rd-Thornleigh	Enterprise Corridor	B6 B5	<p>Pennant Hills Rd, Thornleigh is a Neighbourhood Centre with 12,941 sqm of employment floorspace. Within the centre, the predominant uses are: big box retail (27%) and Main Street Retail (26%). The centre has floorspace supply shortfall of 22 sqm. This apparent shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. The centre has excess supply of 3,908 sqm to accommodate the demand forecast in the period 2006-2031.</p> <p>Pennant Hills Road, Thornleigh is recommended as an Enterprise Corridor by virtue of its location on and exposure to Pennant Hills Road. The B6 Enterprise Corridor Zoning should be applied to those areas immediately adjacent to Pennant Hills Road (currently both Business B and C). Other adjacent employment land, located adjacent the rail line and not immediately adjacent Pennant Hills Road may be zoned B5 Business Development. The proposed Bulky Goods Retail development at 180-190 Pennant Hills Road should be within a proposed B6 Enterprise Corridor zone. Bulky Goods Retail should be included as a permissible development in the B6 zone. As such we do not feel that it would jeopardise the viability of the industrial precinct or the centre.</p>

Plympton Rd Shops-Epping	Neighbourhood Centre	B1	Plympton Road shops, Epping is a Neighbourhood Centre with 1522 sqm of employment floorspace and characterised by a selection of small retail and service businesses. The centre has floorspace supply shortfall of 25 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period, the centre has a supply shortfall of 120 sqm. Adjustment to the planning controls to accommodate the small supply demand gap is not recommended. Recommended zoning for the centre is B1 – Neighbourhood Centre.
Sefton Rd-Thornleigh	Neighbourhood Centre	B1	Sefton Road, Thornleigh is a Neighbourhood Centre with 1,292 sqm of employment floorspace. Within the centre, the predominant uses are local retail and services with a significant proportion of freight and logistics activity. The centre has floorspace supply potential of 8,353 sqm. After share adjustment, the centre has excess supply of 8,207 sqm. This centre has floorspace supply potential more than ten times the demand forecast. Recommended zoning the centre is B1 – Neighbourhood Centre.
Thornleigh	Village	B2 B5 B6	Thornleigh is a Village Centre with 63,204 sqm of employment floorspace. The centre accommodates a significant share of the Shire's total office and business park floorspace (9% and 9%). Within the centre, the key uses are big box retail (25%) and Main Street Retail (18%). The centre has a floorspace supply shortfall of 5,361 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. In light of forecast demand in the 2006-2031 period the centre has a supply shortfall of 8,992 sqm. The demand at Thornleigh is largely driven by growth in demand for office space at the centre. Increasing FSRs could address the demand supply gap. Recommended zoning is a combination of B2 - Local Centre for the area immediately adjacent to the station; B6 Enterprise Corridor for areas that are immediately adjacent Pennant Hills Road; and B5 Business Development for land located adjacent the rail line and not immediately adjacent Pennant Hills Road. NOTE: These recommendations are only intended to provide broad guidance regarding the spatial application of different land use zones within the centre. Further on the ground analysis is recommended to determine the optimal utilisation of the new Standard Instrument zones.
Waitara	Village	B2 B6	Waitara is a Village Centre with 33,929 sqm of employment floorspace. Within the centre the predominant land uses are: big box retail (32%) and Main Street Retail (24%). The centre has a floorspace supply shortfall of 4,678 sqm. This apparent existing shortfall is the result of some of the internal space of buildings not counting towards the floorspace in the FSR calculation under the existing controls. Some action to address the shortfall is advised for Waitara but this should compromise the growth of Hornsby – especially in terms of the re-positioning of Hornsby as an employment destination. In light of forecast demand in the 2006-2031 period the centre has a supply shortfall of 10,242 sqm. Alexandria Parade, Waitara is a Village Centre reflecting the size of the residential population within walking distance of this centre. The existing industrial land is recommended as an Enterprise Corridor by virtue of it's location on and exposure to the Pacific Highway. The northern portion of this area that is further from the Pacific Highway may be retained as industrial zoned land if there is thought to be a need to provide for a wider range of uses in the area.

West Pennant Hills	Small Village	B2	West Pennant Hills, on Pennant Hills Road, has been classified as a Small Village. In 2006, total employment floorspace on business zoned land was 7,569 sqm, which is a relatively small share of all floorspace across the LGA. Retailing in the primary land use within this centre, with some Local Light. There is scope to accommodate future demand within existing controls. Zone B2 – Local Centre and Zone B4 – Mixed Use are the most appropriate zone for this location. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land – attention should be given to rezoning some the existing employment land. There is sufficient capacity under existing controls to accommodate future demand.
Westleigh	Small Village	B2	Located on Duffy Avenue, this small centre consists primarily of Retail Main Street, and includes a supermarket. In 2006, total employment floorspace on business zoned land was 8,315 sqm. The centre accounts for a relatively small share of all floorspace across the LGA. Zone B2 – Local Centre is most appropriate zones for this location. While this centre has floorspace supply potential more than ten times the demand forecast this is also an area of high historical population growth. No action to reduce capacity is recommended.
Wiseman's Ferry	Neighbourhood Centre	B1	Wiseman's Ferry is one of many small Neighbourhood Centres, it also plays a role as a day-trip destination. In 2006, total employment floorspace on business zoned land was 3,622 sqm. The centre only account for a very small share of all floorspace across the LGA. There is insufficient potential floorspace within the centre to meet future demand, with a shortfall of 267 sqm. This reflects limited capacity within the existing controls. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Yallambee Road	Neighbourhood Centre	B1	Yallambee Rd contains a very small share of Hornsby LGA's total floorspace. In 2006, total employment floorspace on business zoned land was 624 sqm. Retailing is the primary land use. Demand forecasts indicated a small increase in the required floorspace, which is unable to be accommodated within the current controls. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.

Table 46. Application of Zones by Centre in Ku-ring-gai

KRG	Designation	Planning Controls	Notes
East Killara	Neighbourhood Centre	B1	East Killara is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 1,137sqm in this centre, which only accounts for a very small share of all floorspace across the LGA. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 601 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
East Lindfield	Neighbourhood Centre	B1	East Lindfield is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 1,309 sqm. The centre accounts for a very small share of all floorspace across the LGA. Within the centre the primary BLC is Retail Main Street, with some Local Light industry. There is insufficient potential floorspace within the centre to meet future demand, with unmet demand for 470 sqm. This reflects the relatively limited potential supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Eastern Rd-Turramurra	Neighbourhood Centre	B1	Eastern Road Turramurra is a small Neighbourhood Centre with a predominantly retail focus. In 2006, the centre had a total of 1,290sqm. After taking account of the forecast demand in the 2006-2031 period, this centre has an excess supply of 583 sqm. Recommended zoning for this centre is B1 – Neighbourhood Centre.
Fox Valley	Neighbourhood Centre	B1	Fox Valley is a small Neighbourhood Centre, located in proximity to the SAN hospital. In 2006, total employment floorspace on business zoned land, in this centre, was 2,863. Special Activities (31%) and Retail Main Street are the primary land uses within this centre. There is insufficient potential floorspace within the centre to meet future demand, with unmet demand for 409 sqm. This reflects the relatively limited potential supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Gordon	Town Centre	B2 B7 B4	<p>Gordon is the primary centre within Ku-ring-gai LGA and will be the focus for future retail, commercial and residential growth. In 2006, total employment floorspace on business zoned land was 99,034 sqm. Retail Big Box, Retail Main Street, Office and Business Park are the primary uses within Gordon Town Centre, with Gordon accommodating 38.2% of Ku-ring-gai LGA's total office floorspace. The centre also includes over 40% of the LGA's floorspace which is used for short-term accommodation, 35.6% of the LGA's Business Park and 28.5% of the LGA's Retail Big Box.</p> <p>There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 67,881 sqm. This reflects the relatively large potential supply of floorspace under the Draft LEP. While for Ku-ring-gai's principal centres, there is ample floorspace to accommodate 2031 forecast demand, some intensification around transport nodes may be desirable for broader planning purposes. In Gordon, increased FSRs may be appropriate. Zone B2 – Local Centre would be appropriate for the Main Street Retail areas. Zone B7 – Business park would be appropriate for the area north of Fitzsimmons Lane. Zone B4 – Mixed Use is recommended for the area north of Merriwa Street and South of Fitzsimmons Lane.</p>

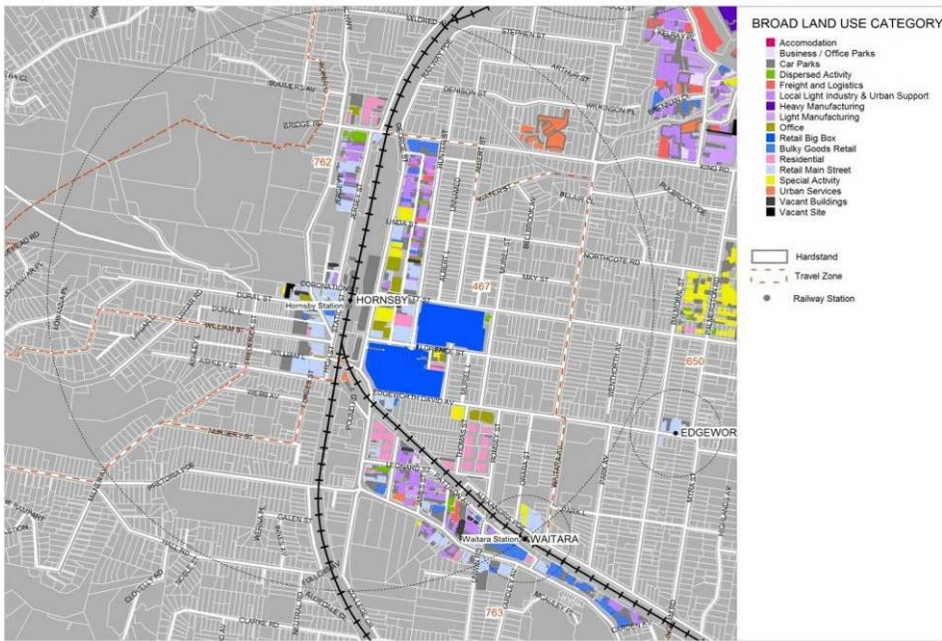
Hampden Ave -N Wahroonga	Neighbourhood Centre	B1	Hampden Avenue Shop, North Wahroonga is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 868 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Land uses within the centre are primarily Retail Main Street and Local Light. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,822 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Killara	Neighbourhood Centre	B1	Killara is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 378sqm. The centre accounts for a very small share of all floorspace across the LGA. Retail Main Street is the primary land use. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 403 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.
Lindfield	Village	B2	Lindfield, located on the train line, contains a range of retailing to meet the needs of local residents. In 2006, total employment floorspace on business zoned land, in the centre, was 37,631 sqm. Lindfield accounts for 16% of the LGA's Special land uses, and approximately 10% of the LGA's Retail Main Street and Dispersed activities. Within the centre, the primary land use is Retail Main Street. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 24,737 sqm. This reflects the large potential supply of floorspace. Zone B2 – Local Centre would be appropriate for this location.
North Turramurra	Neighbourhood Centre	B2	North Turramurra is one of many Neighbourhood Centres, and it contains a range of retailers and service providers to meet the needs of local residents. In 2006, total employment floorspace on business zoned land, in this centre, was 4,989 sqm. Retail Main Street is the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 652 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B2 – Local Centre would be appropriate for this location.
Princes St-Turramurra	Neighbourhood Centre	B1	Princess Street Turramurra is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 1,328 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retail Main Street is the primary land use within the centre. There is sufficient potential floorspace to meet future demand in this location, with excess capacity of 417 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.

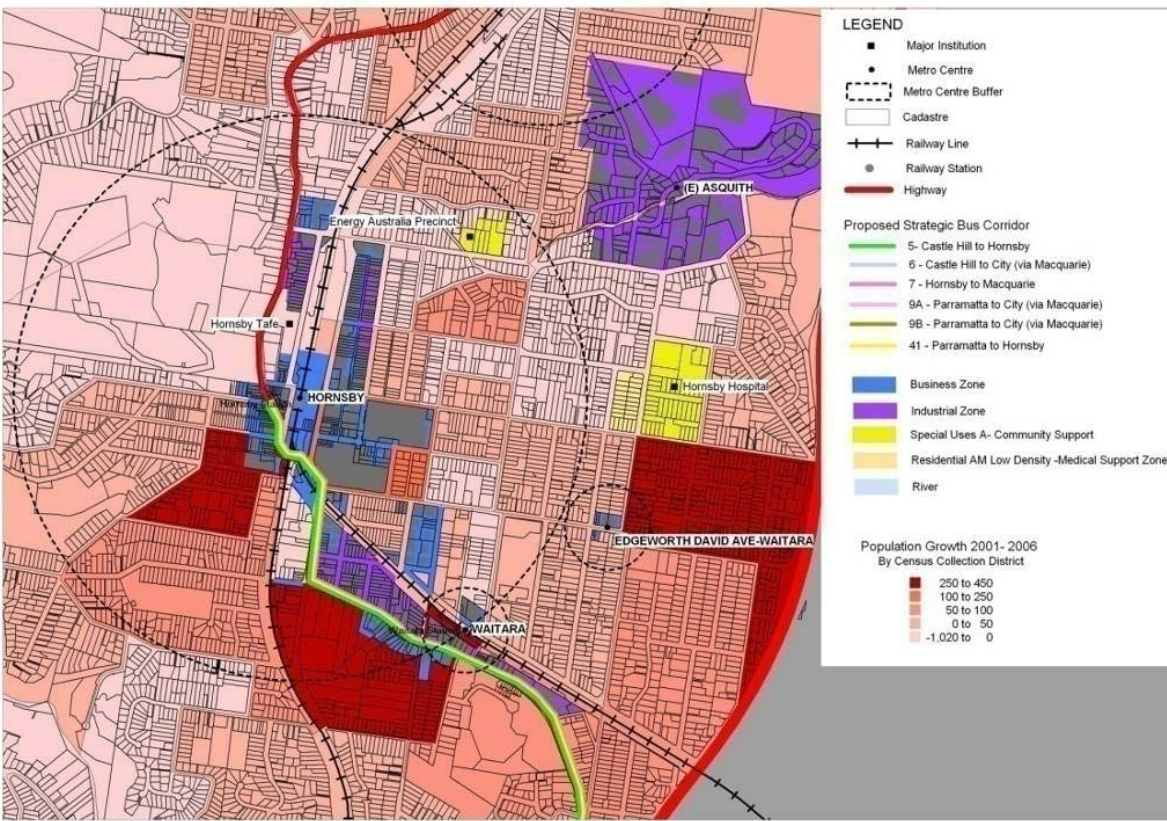
Pymble	Small Village	B2	Located on the train line, Pymble accommodates predominantly retailers and service providers, however, there are also some office buildings within the centre. In 2006, total employment floorspace on business zoned land was 18,775 sqm. Pymble accommodates over 5% of the LGA's floorspace within the following categories: Business Park, Dispersed activities, Office, Retail Main Street and Special use. Within the centre the primary land use is Retail Main Street. Office accounts for 12.8% of floorspace within the centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 10,004 sqm. This reflects the relatively low forecast of future demand within this centre. The centre contains some office buildings and potential for further office space should be considered in the application of zoning. Zone B2 – Local Centre would be appropriate
Pymble Office Park	Business Park	B7	Pymble office park is located in proximity to the junction of Lane Cove Road and Pacific Highway. It accommodates a range of businesses in modern commercial buildings. In 2006, total employment floorspace in this area, on business zoned land, was 88,999 sqm. The key land uses are Freight and Logistics, Office, Business Park and Local Light. The area accounts for one third of the LGA's Office and Business Park floorspace. Considering future demand and potential supply, there is a shortfall of 19,412 sqm in this area. This is driven by increasing office based employment. We recommend increasing FSRs to accommodate this shortfall. Zone B7 – Business park is recommended with retail restricted to neighbourhood shops.
Roseville	Small Village	B2	Roseville centre is divided by Pacific Highway and the train line. Roseville Cinema is a key attractor to this centre. In 2006, total employment floorspace on business zoned land was 17,528 sqm. Retail Main Street is the primary land use within the centre. Roseville accounts for approximately 5% of the LGA's retail floorspace. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 15,907 sqm. This reflects the forecast of negative future demand within this centre (-165sqm). This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to reducing capacity at this centre. Zone B2 – Local Centre would be appropriate for this location.
Roseville Chase	Neighbourhood Centre	B1	Roseville Chase is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre, was 2,383 sqm. The centre accounts for a very small share of all floorspace across the LGA. Retail Main Street is primary land use. There is a very small shortfall of 19 sqm when capacity against the demand forecast. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.


Seventh Day Adventist Site	Health Services Facility	SP2	<p>Recommended zoning for the hospital precincts (both Hornsby and the SAN) is Infrastructure zoning: SP2 (Health Services Facility). Permissible land uses would then be: The purpose shown on the Land Zoning Map, including any development that is ordinarily incidental or ancillary to development for that purpose. It would be the role of the DOP to determine whether the retail, commercial and residential uses proposed are "ordinarily incidental or ancillary to development".</p> <p>In terms of the proposed expansion of the precinct, the question is whether this development and/or the associated retail, commercial and residential components are better accommodated in existing higher order centres. We feel that a specialised centre status for the SAN site is not justified and would risk encouraging out of centre development that may adversely impact on the centres strategy.</p>
South Turramurra	Neighbourhood Centre	B1	<p>South Turramurra is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 1,210 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing was the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,829 sqm. This centre has floorspace supply potential more than ten times the demand forecast – attention should be given to rezoning some of the existing employment land. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
St Ives	Village	B2	<p>St Ives is the key location offering comparison goods retailing within Ku-ring-gai LGA. It consists of an enclosed shopping centre and some Main Street Retailing. St Ives Village Shopping centre performs strongly, with a relatively high retail turnover density (RTD). In 2006, total employment floorspace on business zoned land was 47,122 sqm. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 37,946 sqm. This reflects the relatively low forecast of future demand within this centre following share adjustment. While there may be pressure for increasing floorspace, particularly at the shopping centre based on demand for retail, this is not in line with the Metropolitan or Subregional Strategies which seek to locate retailing in areas which are easily accessible by public transport. Zone B2 – Local Centre would allow for appropriate uses in this location.</p>
St Ives Chase	Neighbourhood Centre	B1	<p>St Ives Chase is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre was 927 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing was the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with a supply shortfall of 78 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>

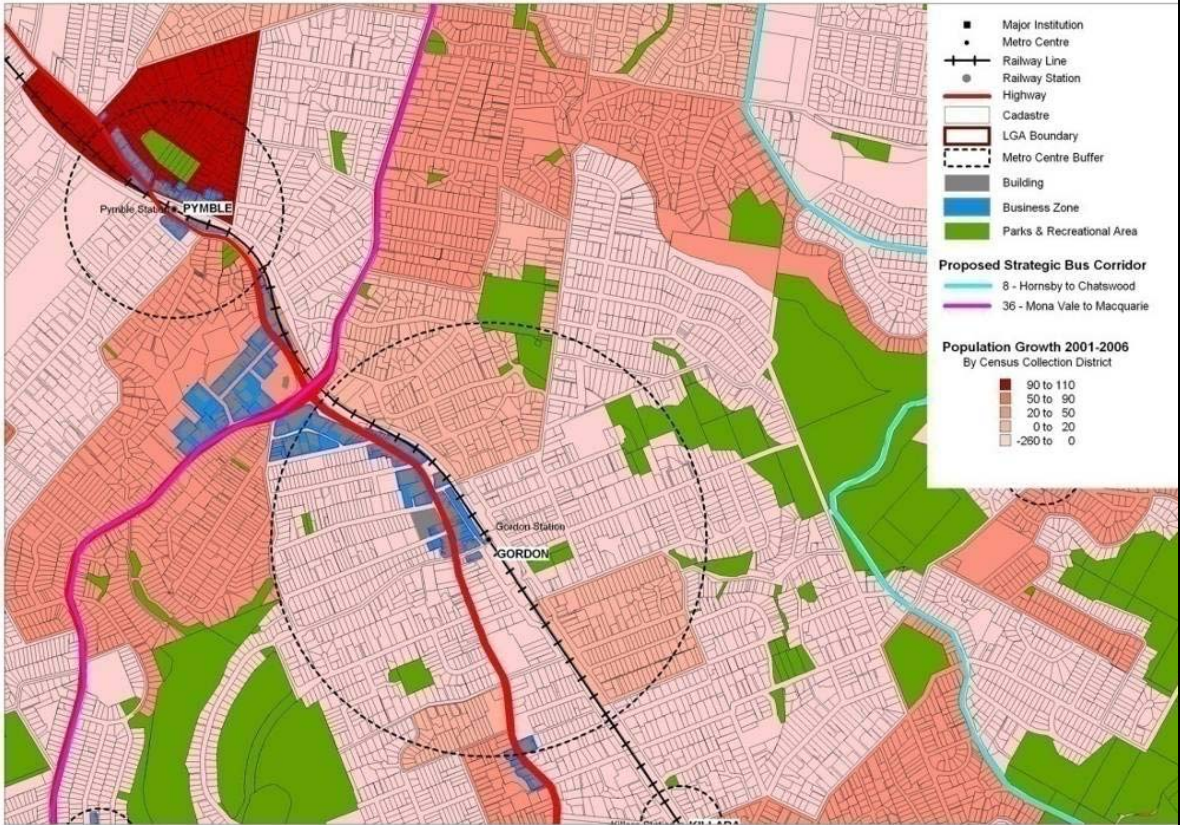
St Ives North	Neighbourhood Centre	B1	<p>St Ives North is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 2,092 sqm.</p> <p>The centre accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. St Ives North has sufficient potential floorspace within the centre to meet future demand, with excess capacity of 1,841 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
Turramurra	Village	B2	<p>Located on the train line, Turramurra offers a range of retailing including a supermarket. In 2006, total employment floorspace on business zoned land was 28,712 sqm. Retailing is the primary land use, with some Local Light, Business Park and Office. Turramurra accommodates approximately 8% of the LGA's retail floorspace and over 10% of the LGA's Dispersed activities. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 51,264 sqm. Given that capacity is ten times the demand forecast in the 2006-2031 period, attention should be given to reducing capacity at this centre. Zone B2 – Local Centre would allow for appropriate uses in this location.</p>
Wahroonga	Small Village	B2	<p>Located on the train line, Wahroonga offers a range of retailing and encompasses high quality open space. In 2006, total employment floorspace on business zoned land, in this centre, was 11,510 sqm. Retail Main Street is a key land use. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 4,667 sqm. This reflects the relatively large potential supply of floorspace. Zone B2 – Local Centre is the most appropriate zone for this location.</p>
West Gordon	Neighbourhood Centre	B1	<p>West Gordon is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land, in this centre was 961 sqm. The centre only accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is insufficient potential floorspace within the centre to meet future demand, with a capacity shortfall of 236 sqm. This reflects a relatively small demand forecast, but fairly limited supply. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
West Lindfield	Neighbourhood Centre	B1	<p>West Lindfield is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 4,484sqm. The centre accounts for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is insufficient potential floorspace within the centre to meet future demand, with a capacity shortfall of 334 sqm. Zone B1 – Neighbourhood Centre is the most appropriate zone for this location.</p>
West Pymble	Neighbourhood Centre	B1	<p>West Pymble is one of many small Neighbourhood Centres. In 2006, total employment floorspace on business zoned land was 3,622 sqm.. The centre only account for a very small share of all floorspace across the LGA. Retailing is the primary land use within this centre. There is sufficient potential floorspace within the centre to meet future demand, with excess capacity of 3,832 sqm. This reflects the relatively low forecast of future demand within this centre. Zone B1 – Neighbourhood Centre would allow for appropriate uses in this location.</p>


Appendix A – Assessment of Key Centres (Village and Larger)

Hornsby: Major Centre - 3,000 new jobs to 2031																																															
Available Floor	Scenario 1	176,249 sqm																																													
	Scenario 2	382,166 sqm																																													
	Scenario 3	205,989 sqm																																													
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">• Dominated by the Westfield development 'Retail Big Box' category• 'Special Activities' along George Street including the library and recreational facilities and also in proximity to Hospital.• Low scale retail characterises the western side of Hornsby, which is 'Retail Main Street'• Considerable number of residential lots in Hornsby centre• Light industrial uses support the centre along Jersey and Hunter Streets																																													
	Vacancies	<ul style="list-style-type: none">• A small number of vacancies were noted - some in Waitara, and one on both Dural and Hunter Streets.• Vacant Sites accounted for 5,783sqm or 5% of all vacant unconstrained sites across the LGA.																																													
Current Attributes	Share of LGA Occupied Employment FS by BLC	<table><tr><th>Broad Land Use Category</th><th>sqm</th><th>%</th></tr><tr><td>Accommodation - Short Term</td><td>0</td><td>0.0%</td></tr><tr><td>Business / Office Parks</td><td>631</td><td>0.7%</td></tr><tr><td>Dispersed Activities</td><td>6,406</td><td>35.2%</td></tr><tr><td>Freight and Logistics</td><td>4,025</td><td>1.9%</td></tr><tr><td>Local light industrial and urban support</td><td>39,851</td><td>28.9%</td></tr><tr><td>Manufacturing - Heavy</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Light</td><td>929</td><td>1.2%</td></tr><tr><td>Office</td><td>27,490</td><td>32.5%</td></tr><tr><td>Retail - Big Box</td><td>239,852</td><td>78.8%</td></tr><tr><td>Bulky Goods Retail</td><td>13,518</td><td>16.8%</td></tr><tr><td>Residential</td><td>8,950</td><td>94.6%</td></tr><tr><td>Retail - Main Street</td><td>60,017</td><td>28.3%</td></tr><tr><td>Special Activities</td><td>12,789</td><td>15.9%</td></tr><tr><td>Urban Services</td><td>5,239</td><td>17.5%</td></tr></table>	Broad Land Use Category	sqm	%	Accommodation - Short Term	0	0.0%	Business / Office Parks	631	0.7%	Dispersed Activities	6,406	35.2%	Freight and Logistics	4,025	1.9%	Local light industrial and urban support	39,851	28.9%	Manufacturing - Heavy	0	0.0%	Manufacturing - Light	929	1.2%	Office	27,490	32.5%	Retail - Big Box	239,852	78.8%	Bulky Goods Retail	13,518	16.8%	Residential	8,950	94.6%	Retail - Main Street	60,017	28.3%	Special Activities	12,789	15.9%	Urban Services	5,239	17.5%
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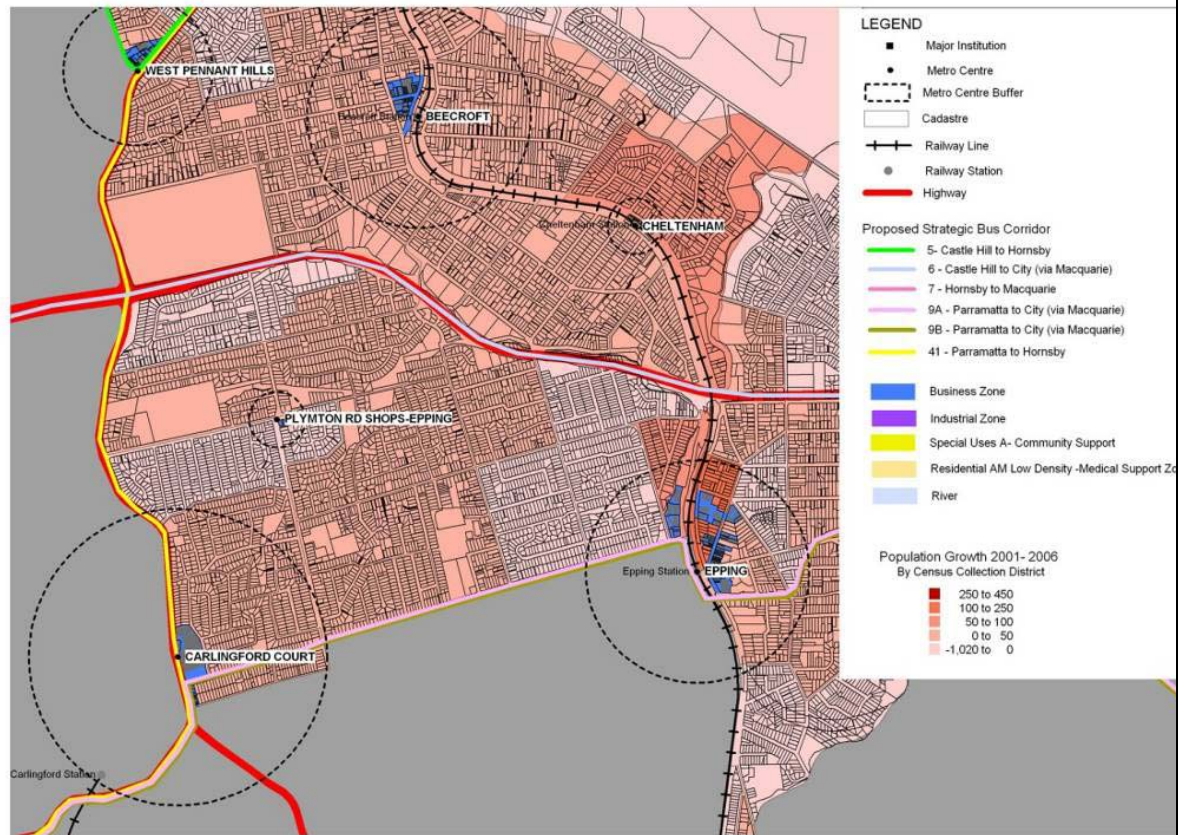
	Total	419,696	29.5%
Vacancies	Vacant Floorspace	56,372	33.3%
	Vacant Unconstrained Land	5,783	4.9%
Key attributes	 <p>LEGEND</p> <ul style="list-style-type: none"> Major Institution Metro Centre Metro Centre Buffer Cadastral Railway Line Railway Station Highway <p>Proposed Strategic Bus Corridor</p> <ul style="list-style-type: none"> 5- Castle Hill to Hornsby 6 - Castle Hill to City (via Macquarie) 7 - Hornsby to Macquarie 9A - Parramatta to City (via Macquarie) 9B - Parramatta to City (via Macquarie) 41 - Parramatta to Hornsby <p>Business Zone</p> <p>Industrial Zone</p> <p>Special Uses A- Community Support</p> <p>Residential AM Low Density-Medical Support Zone</p> <p>River</p> <p>Population Growth 2001- 2006 By Census Collection District</p> <ul style="list-style-type: none"> 250 to 450 100 to 250 50 to 100 0 to 50 -1,020 to 0 		
	<ul style="list-style-type: none"> Good public transport connections, with further investment occurring to provide an additional platform at Hornsby Station TAFE and Council buildings including Library Large enclosed shopping centre and pedestrian mall Small amount of adjacent industrial land along Hunter and Jersey Street. The sub regional strategies identify an opportunity to broaden permissible uses in these locations. High density residential development occurring in proximity to the centre Small scale retailing on western side of station Employment lands within Hornsby Major Centre are located within TZs 467,762 and 763. In this area, 2001 employment numbers show a relative concentration of employment in 'Retail Trade', 'Education' and 'Government Administration and Defence', reflecting Hornsby's role a retail centre, as well as the presence of the TAFE and government buildings including the Council Chambers. 		

Gordon: Town Centre																																																		
Available Floor	Scenario 1	46,452 sqm																																																
	Scenario 2	129,931 sqm																																																
	Scenario 3	85,729 sqm																																																
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">Gordon accounts for 26.1% of Ku-ring-gai LGA's employment floorspace.'Retail Main Street' activity along Pacific Highway and the Gordon Centre, 'Big Box Retail'To the north of the centre is the Pymble /Gordon business area which consists of a large amount of 'Office' activityOther uses include 'Residential', 'Dispersed Activities' and 'Local Light Industrial'																																																
	Vacancies	<ul style="list-style-type: none">A significant amount of vacant floorspace is located within Gordon, accounting for 44.2% of all vacant floorspace within Ku-ring-gai LGA.Vacant sites equate to 1,637sqm representing 22.5% of all vacant land area in Ku-ring-gai LGA																																																
Current Attributes	Share of LGA Occupied Employment FS by BLC	<table><tr><th>Broad Land Use Category</th><th>sqm</th><th>%</th></tr><tr><td>Accommodation - Short Term</td><td>0</td><td>-</td></tr><tr><td>Business / Office Parks</td><td>0</td><td>0.0%</td></tr><tr><td>Dispersed Activities</td><td>3,018</td><td>35.2%</td></tr><tr><td>Freight and Logistics</td><td>0</td><td>0.0%</td></tr><tr><td>Local light industrial and urban support</td><td>3,298</td><td>27.1%</td></tr><tr><td>Manufacturing - Heavy</td><td>0</td><td>-</td></tr><tr><td>Manufacturing - Light</td><td>0</td><td>-</td></tr><tr><td>Office</td><td>52,316</td><td>37.4%</td></tr><tr><td>Retail - Big Box</td><td>13,391</td><td>28.7%</td></tr><tr><td>Bulky Goods Retail</td><td>439</td><td>34.3%</td></tr><tr><td>Residential</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Main Street</td><td>26,573</td><td>18.8%</td></tr><tr><td>Special Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Urban Services</td><td>0</td><td>0.0%</td></tr><tr><td>Total</td><td>99,034</td><td>26.1%</td></tr></table>	Broad Land Use Category	sqm	%	Accommodation - Short Term	0	-	Business / Office Parks	0	0.0%	Dispersed Activities	3,018	35.2%	Freight and Logistics	0	0.0%	Local light industrial and urban support	3,298	27.1%	Manufacturing - Heavy	0	-	Manufacturing - Light	0	-	Office	52,316	37.4%	Retail - Big Box	13,391	28.7%	Bulky Goods Retail	439	34.3%	Residential	0	0.0%	Retail - Main Street	26,573	18.8%	Special Activities	0	0.0%	Urban Services	0	0.0%	Total	99,034	26.1%
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		Retail - Main Street	26,573	18.8%																																														
		Special Activities	0	0.0%																																														
	Urban Services	0	0.0%																																															
Total	99,034	26.1%																																																


Vacancies	Vacant Floorspace	10,967	44.2%
	Vacant Unconstrained Land	1,637	22.5%
Key attributes	 <ul style="list-style-type: none"> • Train line • Shopping centre including supermarket • Public parking available • Council building including a library • Commercial area located to the north of the centre • TZ 773, which encompasses the retailing centre of Gordon, as well as the commercial area to the north, employed approximately 2,400 people in 2001. Industry strengths in this area include Communication Services (LQ 4.4) and Government Administration and Defence, reflecting the location of the Council offices. 		

Epping: Town Centre				
Available Floor	Scenario 1	23,854 sqm		
	Scenario 2	21,831 sqm		
	Scenario 3	5,167 sqm		
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">Epping accounts for 38.1% of the LGA's floorspace within the office land use category, while only accounting for 4.4% of total floorspace.A significant amount of 'Office' BLC'Retail Main Street' is located opposite the eastern exit of the station, and along Oxford St.'Dispersed Activity' includes medical services and places of worship.Within the centre, but outside the LGA (Travel Zone 828), there are additional 'Retail Main Street' uses, including a supermarket. In the same area, there is also the Epping Club and Epping Hotel.		
	Vacancies	<ul style="list-style-type: none">There is very limited capacity at Epping in terms of vacant floorspace or vacant sites		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	0.0%
		Business / Office Parks	0	0.0%
		Dispersed Activities	6,699	36.8%
		Freight and Logistics	16,227	7.5%
		Local light industrial and urban support	324	0.2%
		Manufacturing - Heavy	0	0.0%
		Manufacturing - Light	0	0.0%
		Office	32,272	38.1%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	6,818	3.2%
		Special Activities	172	0.2%
		Urban Services	38	0.1%
	Total	62,550	4.4%	
	Vacancies	Vacant Floorspace	2,721	1.6%
		Vacant Unconstrained Land	492	0.4%

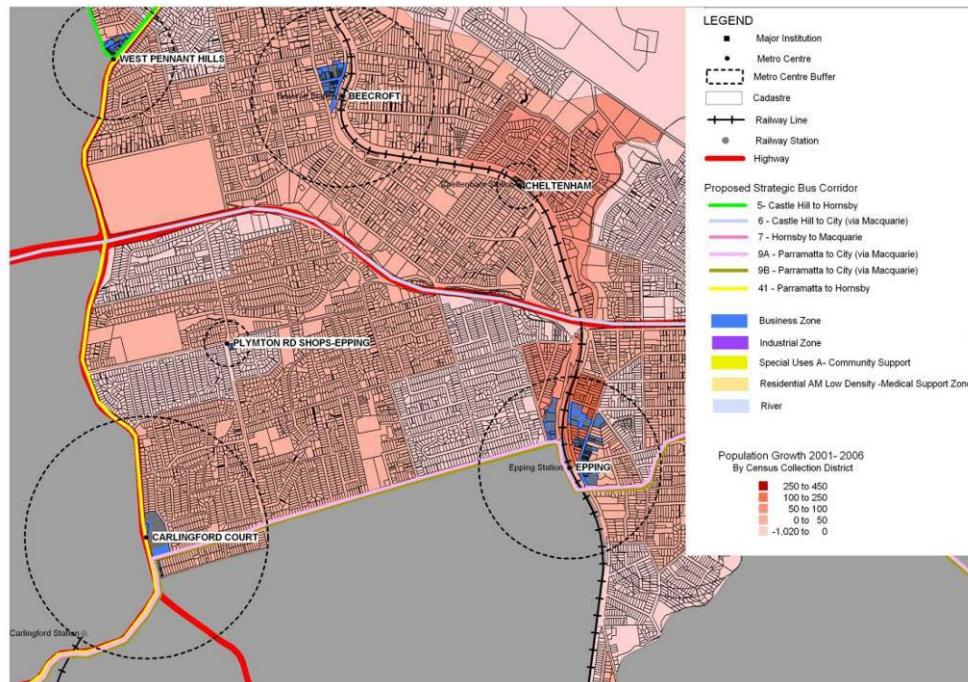
Key attributes




- Significant investment in infrastructure – new rail connection
- Proximity to Macquarie Park where significant growth is expected to occur
- 20 km (an estimated 25 minutes travel time) from Sydney CBD
- Centre is split between LGAs
- In 2001, TZs 829 and 830 employed approximately 2,100 people, within a concentration of employment in the 'Finance and Insurance' industry.

Carlingford Court: Stand Alone Shopping Centre				
Available Floor	Scenario 1	32,219 sqm		
	Scenario 2	3,294 sqm		
	Scenario 3	-5,100 sqm		
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">'Retail Big Box' is the primary broad land use category within this centre		
	Vacancies	<ul style="list-style-type: none">Very minimal vacancies		
	Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm
Accommodation - Short Term			0	0.0%
Business / Office Parks			0	0.0%
Dispersed Activities			0	0.0%
Freight and Logistics			0	0.0%
Local light industrial and urban support			375	0.3%
Manufacturing - Heavy			0	0.0%
Manufacturing - Light			0	0.0%
Office			0	0.0%
Retail - Big Box			41,520	13.6%
Bulky Goods Retail			0	0.0%
Residential			0	0.0%
Retail - Main Street			3,605	1.7%
Special Activities			0	0.0%
Urban Services			0	0.0%
Total			45,499	3.2%
Vacancies		Vacant Floorspace	724	0.4%
		Vacant Unconstrained Land	0	0%

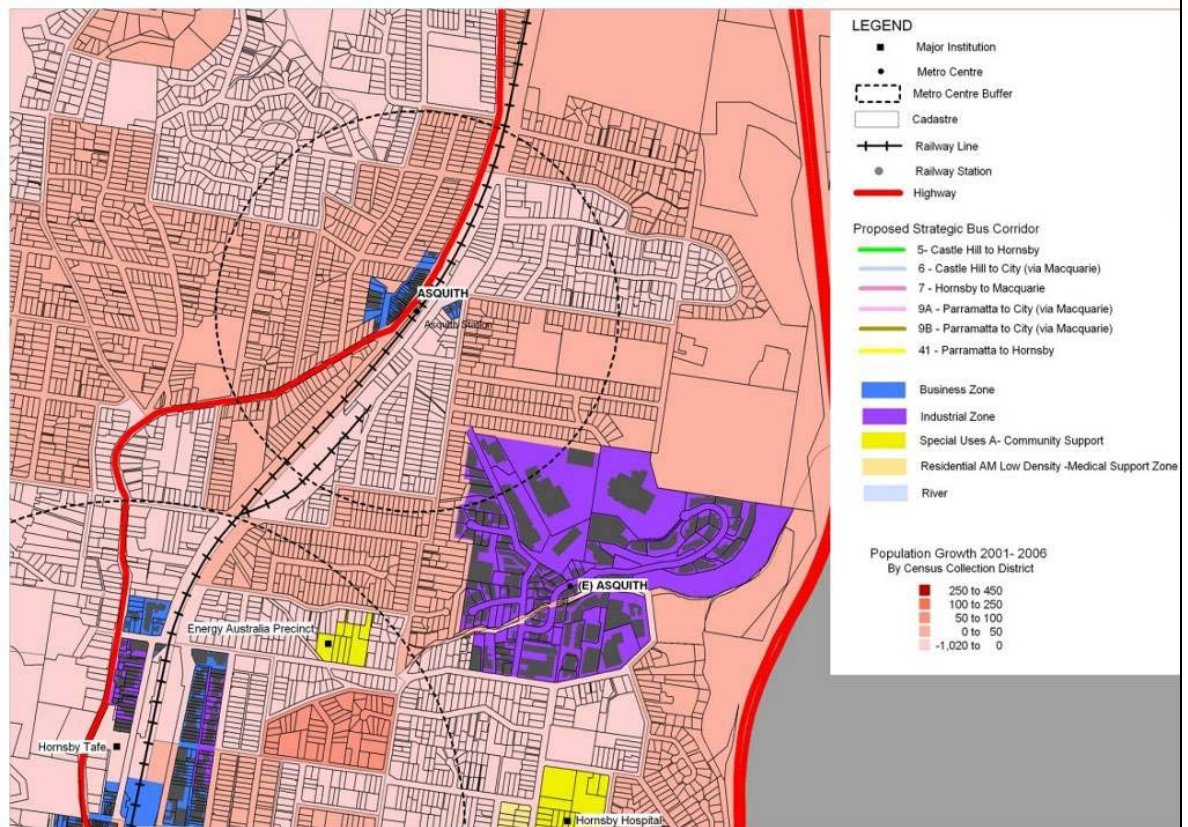
Key attributes




- Located along the boundary of the LGA
- Identified in the sub regional strategy as a stand-alone shopping centre

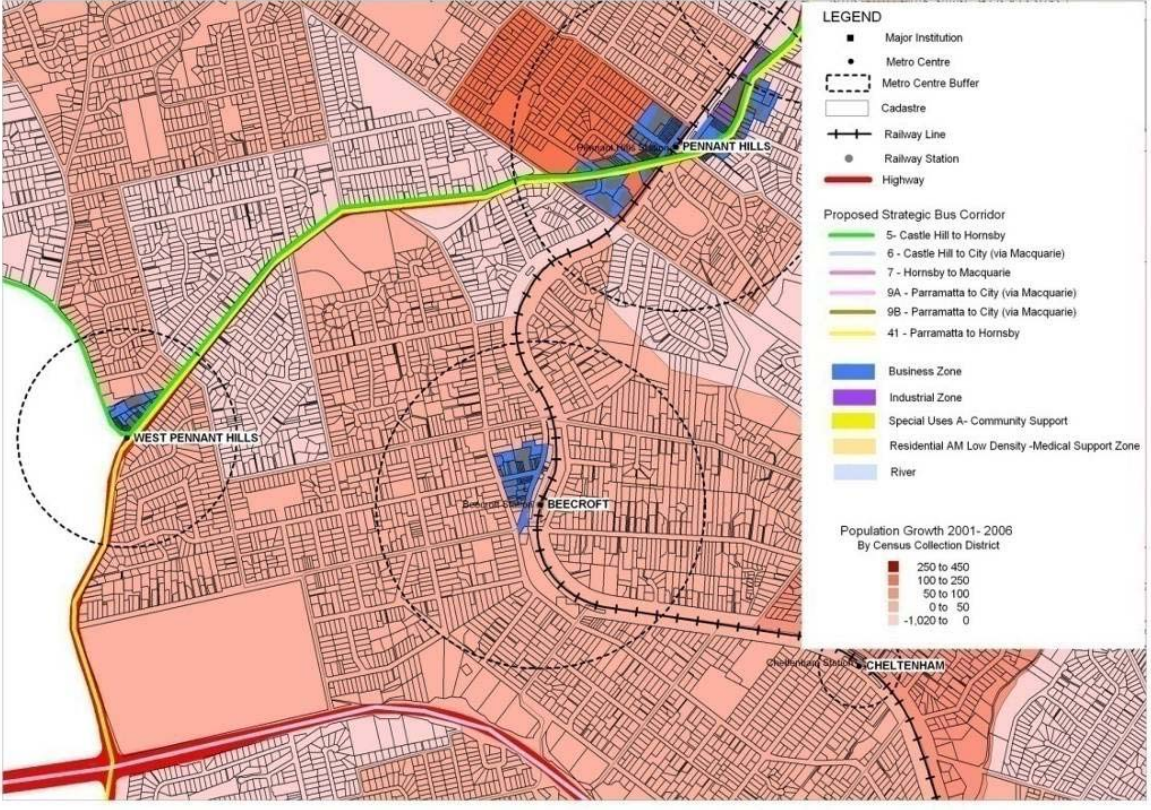
Asquith: Village				
Available Floor	Scenario 1	2,747 sqm		
	Scenario 2	19,305 sqm		
	Scenario 3	13,610 sqm		
Current Land Use	BLC	 <p>• Land use within Asquith is primarily 'Retail Main Street'</p>		
	Vacancies	• The audit recorded 1,008sqm of vacant floorspace and 702sqm of vacant land		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	0.0%
		Business / Office Parks	0	0.0%
		Dispersed Activities	0	0.0%
		Freight and Logistics	0	0.0%
		Local light industrial and urban support	0	0.0%
		Manufacturing - Heavy	0	0.0%
		Manufacturing - Light	0	0.0%
		Office	0	0.0%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	7,402	3.5%
		Special Activities	0	0.0%
		Urban Services	0	0.0%
		Total	7,402	0.5%
	Vacancies	Vacant Floorspace	1,008	0.6%
		Vacant Unconstrained Land	702	0.6%

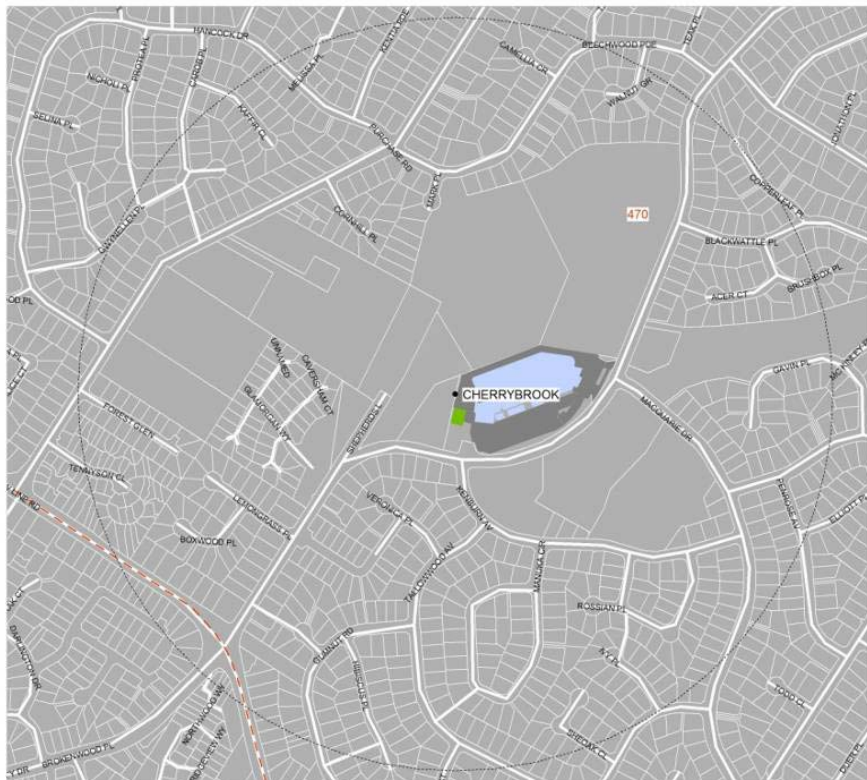
Key attributes

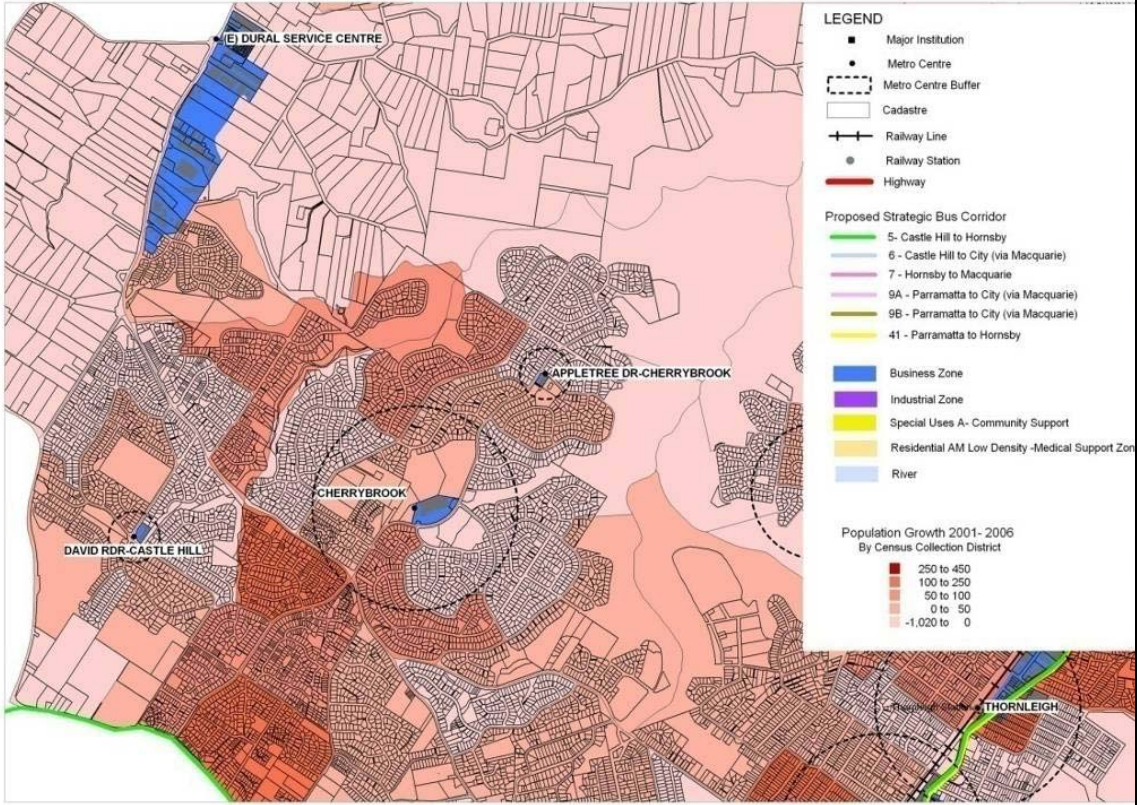


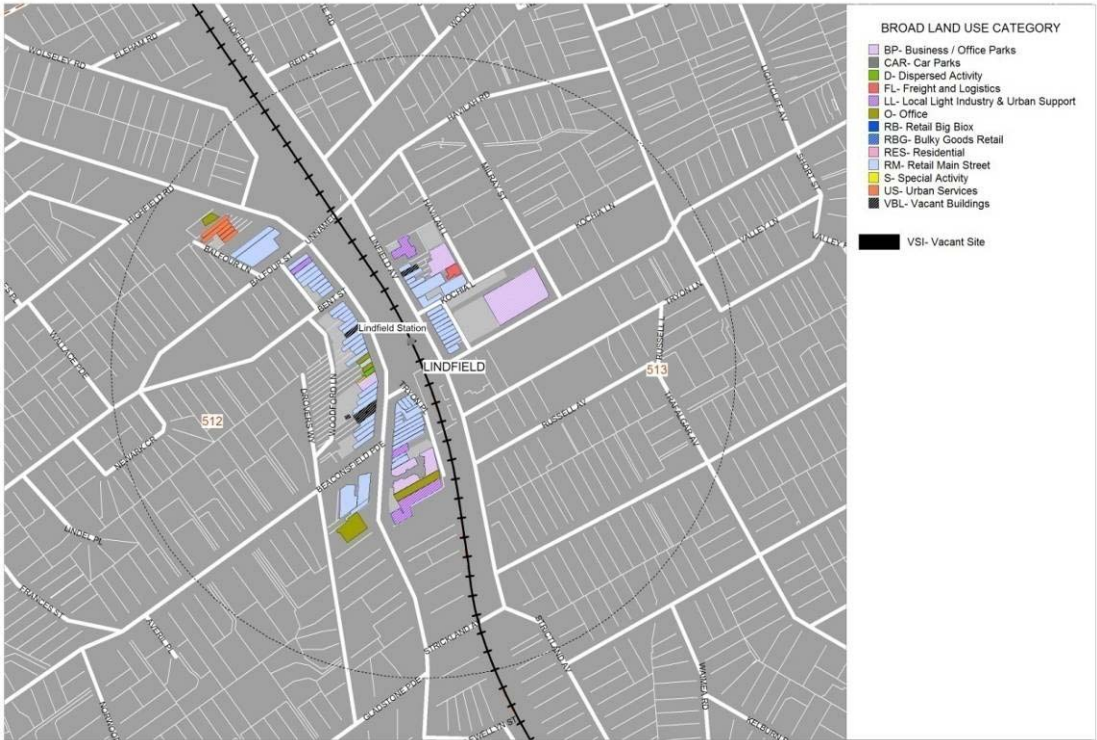
- Poorly performing centre, in close proximity to Hornsby
- Provides local services, including doctor's surgery, post office and dry cleaners.
- Train line
- Entry to F3 south-bound from Ku-ring-gai Chase Road
- Proximity to employment lands
- TZ 692 employed approximately 900 people in 2001, with apparent strengths in a range of industry sectors, however in terms of the absolute numbers; these represent a small number of employees. The travel zone also covers an area significant wider than Asquith centre.

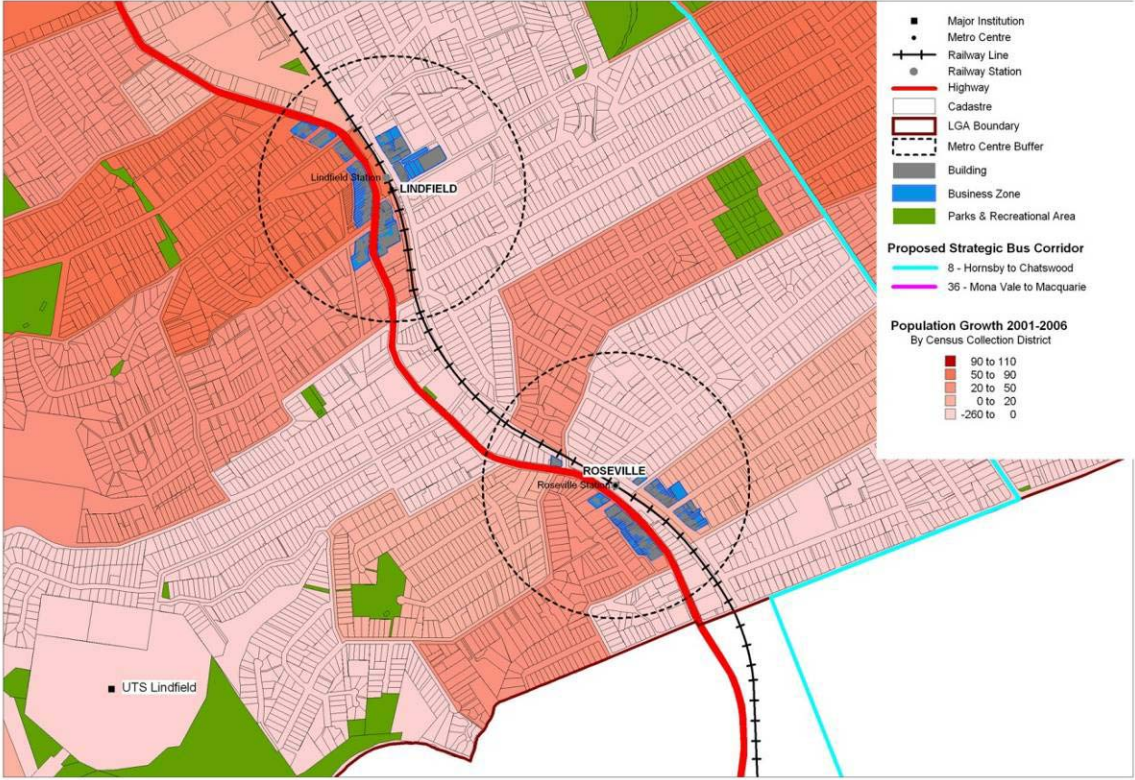
Beecroft: Village																																																		
Available Floor	Scenario 1	4,303 sqm																																																
	Scenario 2	15,813 sqm																																																
	Scenario 3	10,301 sqm																																																
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">• 'Retail Main Street' is the Broad Land Use within Beecroft.• Beecroft accounts for less than 1% of Hornsby LGA's total floorspace																																																
	Vacancies	<ul style="list-style-type: none">• There is minimal capacity within the centre in terms of vacant sites or floorspace																																																
	Current Attributes	Share of LGA Occupied Employment FS by BLC	<table><tr><th>Broad Land Use Category</th><th>sqm</th><th>%</th></tr><tr><td>Accommodation - Short Term</td><td>0</td><td>0.0%</td></tr><tr><td>Business / Office Parks</td><td>0</td><td>0.0%</td></tr><tr><td>Dispersed Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Freight and Logistics</td><td>0</td><td>0.0%</td></tr><tr><td>Local light industrial and urban support</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Heavy</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Light</td><td>0</td><td>0.0%</td></tr><tr><td>Office</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Big Box</td><td>0</td><td>0.0%</td></tr><tr><td>Bulky Goods Retail</td><td>0</td><td>0.0%</td></tr><tr><td>Residential</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Main Street</td><td>11,528</td><td>5.4%</td></tr><tr><td>Special Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Urban Services</td><td>0</td><td>0.0%</td></tr><tr><td>Total</td><td>11,528</td><td>0.8%</td></tr></table>	Broad Land Use Category	sqm	%	Accommodation - Short Term	0	0.0%	Business / Office Parks	0	0.0%	Dispersed Activities	0	0.0%	Freight and Logistics	0	0.0%	Local light industrial and urban support	0	0.0%	Manufacturing - Heavy	0	0.0%	Manufacturing - Light	0	0.0%	Office	0	0.0%	Retail - Big Box	0	0.0%	Bulky Goods Retail	0	0.0%	Residential	0	0.0%	Retail - Main Street	11,528	5.4%	Special Activities	0	0.0%	Urban Services	0	0.0%	Total	11,528
Broad Land Use Category		sqm	%																																															
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Total	11,528	0.8%																																																


Vacancies	Vacant Floorspace	428	0.3%
	Vacant Unconstrained Land	1,028	0.9%
Key attributes	 <p>LEGEND</p> <ul style="list-style-type: none"> Major Institution Metro Centre Metro Centre Buffer Cadastre Railway Line Railway Station Highway <p>Proposed Strategic Bus Corridor</p> <ul style="list-style-type: none"> 5- Castle Hill to Hornsby 6 - Castle Hill to City (via Macquarie) 7 - Hornsby to Macquarie 9A - Parramatta to City (via Macquarie) 9B - Parramatta to City (via Macquarie) 41 - Parramatta to Hornsby <p>Business Zone</p> <p>Industrial Zone</p> <p>Special Uses A- Community Support</p> <p>Residential AM Low Density -Medical Support Zone</p> <p>River</p> <p>Population Growth 2001- 2006 By Census Collection District</p> <ul style="list-style-type: none"> 250 to 450 100 to 250 50 to 100 0 to 50 -1,020 to 0 		
	<ul style="list-style-type: none"> • Train line • Good access to the M2 via Beecroft Road • Good quality housing stock • Close to open space and sporting facilities (such as Pennant Hills Park, Cheltenham Park and Pennant Hills Golf Course). • The travel zone in which Beecroft is located covers a broad area which includes West Pennant Hills. As such employment numbers do not provide a clear picture of the nature of employment within Beecroft. 		

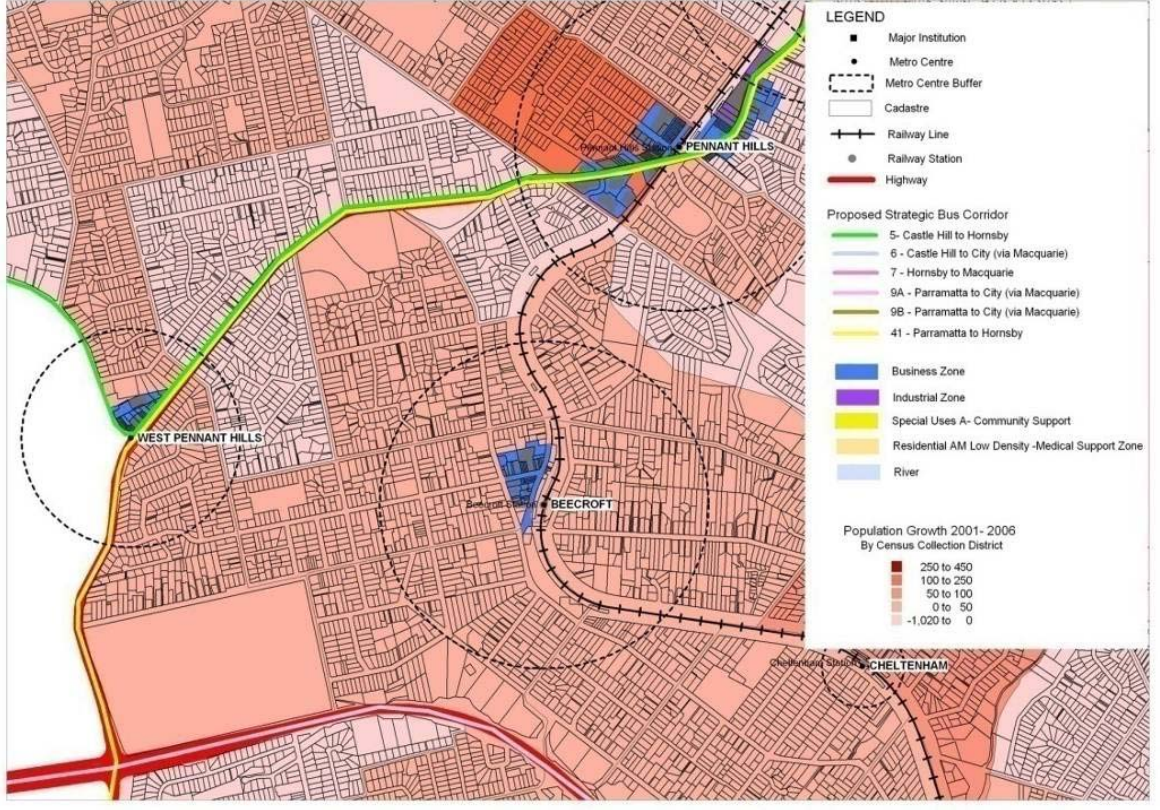
Cherrybrook: Village																																																			
Available Floor	Scenario 1	1,859 sqm																																																	
	Scenario 2	24,000 sqm																																																	
	Scenario 3	17,093 sqm																																																	
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">• 'Retail Main Street' is the primary land use within Cherrybrook Centre• Cherrybrook accounts for less than 1% of Hornsby LGA's total floorspace																																																	
	Vacancies	<ul style="list-style-type: none">• No vacant sites or buildings were recorded within the centre																																																	
	Current Attributes	Share of LGA Occupied Employment FS by BLC	<table><thead><tr><th>Broad Land Use Category</th><th>sqm</th><th>%</th></tr></thead><tbody><tr><td>Accommodation - Short Term</td><td>0</td><td>0.0%</td></tr><tr><td>Business / Office Parks</td><td>0</td><td>0.0%</td></tr><tr><td>Dispersed Activities</td><td>461</td><td>2.5%</td></tr><tr><td>Freight and Logistics</td><td>0</td><td>0.0%</td></tr><tr><td>Local light industrial and urban support</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Heavy</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Light</td><td>0</td><td>0.0%</td></tr><tr><td>Office</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Big Box</td><td>11,933</td><td>3.9%</td></tr><tr><td>Bulky Goods Retail</td><td>0</td><td>0.0%</td></tr><tr><td>Residential</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Main Street</td><td>0</td><td>0.0%</td></tr><tr><td>Special Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Urban Services</td><td>0</td><td>0.0%</td></tr><tr><td>Total</td><td>12,393</td><td>0.9%</td></tr></tbody></table>	Broad Land Use Category	sqm	%	Accommodation - Short Term	0	0.0%	Business / Office Parks	0	0.0%	Dispersed Activities	461	2.5%	Freight and Logistics	0	0.0%	Local light industrial and urban support	0	0.0%	Manufacturing - Heavy	0	0.0%	Manufacturing - Light	0	0.0%	Office	0	0.0%	Retail - Big Box	11,933	3.9%	Bulky Goods Retail	0	0.0%	Residential	0	0.0%	Retail - Main Street	0	0.0%	Special Activities	0	0.0%	Urban Services	0	0.0%	Total	12,393	0.9%
Broad Land Use Category		sqm	%																																																
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Total	12,393	0.9%																																																	


Vacancies	Vacant Floorspace	0	0%
	Vacant Unconstrained Land	0	0%
Key attributes	 <ul style="list-style-type: none"> Good quality housing stock Close to open space (such as adjacent sporting fields and Berowra Valley Regional Park). The travel zone in which Cherrybrook is located covers a broad area and as such employment numbers do not provide a clear picture of the nature of employment within the centre. There is likely to be a significant amount of out of centre employment within travel zone. 		

Lindfield: Village				
Available Floor	Scenario 1	16,974 sqm		
	Scenario 2	47,366 sqm		
	Scenario 3	31,714 sqm		
Current Land Use	BLC	 <p>The primary land use within Lindfield centre is Retail Main Street, with some office and office park uses.</p> <ul style="list-style-type: none"> Lindfield accounts for 9.9% of Ku-ring-gai LGA's total floorspace. 		
	Vacancies	<ul style="list-style-type: none"> At the time of the audit, there was 1,772sqm of vacant floorspace within Lindfield centre. 		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	-
		Business / Office Parks	12,751	76.2%
		Dispersed Activities	93	1.1%
		Freight and Logistics	474	8.0%
		Local light industrial and urban support	2,682	22.0%
		Manufacturing - Heavy	0	-
		Manufacturing - Light	0	-
		Office	4,064	2.9%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	16,415	11.6%
		Special Activities	59	2.5%
		Urban Services	1,092	29.6%
		Total	37,631	9.9%
	Vacancies	Vacant Floorspace	1,772sqm	7.1%

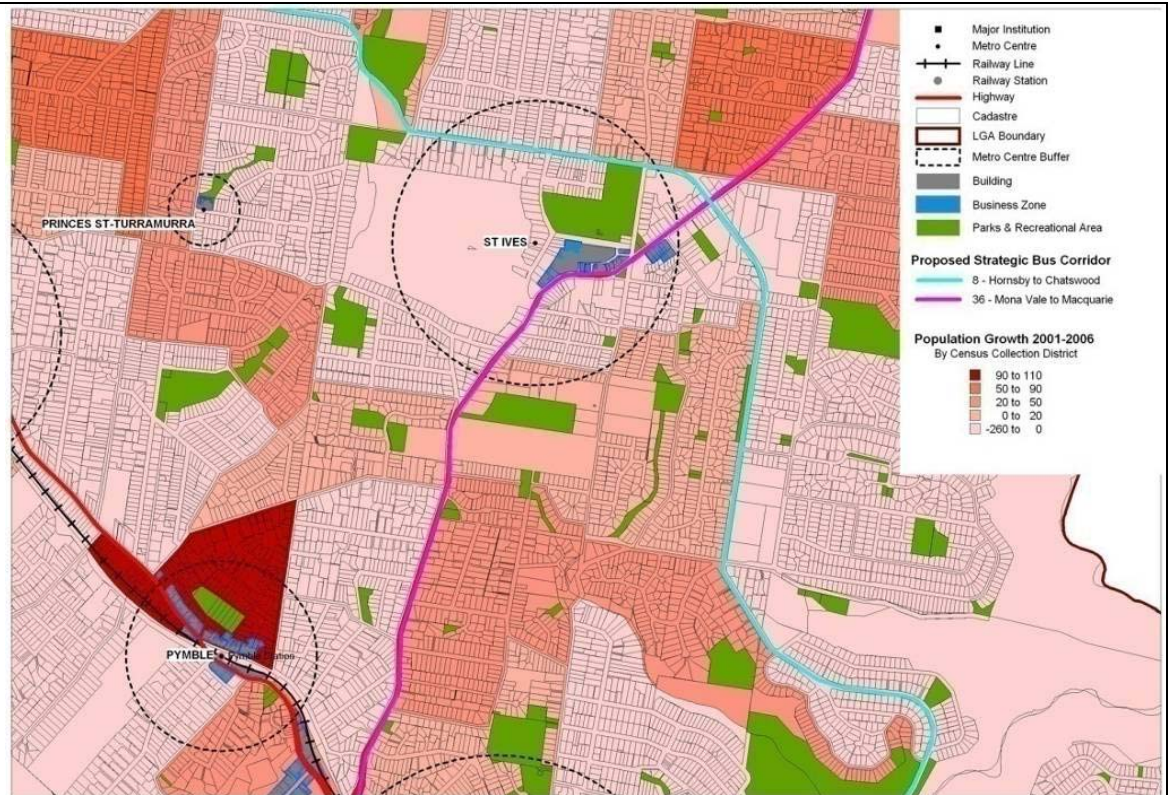
	Vacant Unconstrained Land	0	-
Key attributes	 <p> ■ Major Institution ● Metro Centre + Railway Line ● Railway Station — Highway — Cadastre — LGA Boundary - - - Metro Centre Buffer ■ Building ■ Business Zone ■ Parks & Recreational Area </p> <p> Proposed Strategic Bus Corridor 8 - Hornsby to Chatswood 36 - Mona Vale to Macquarie </p> <p> Population Growth 2001-2006 By Census Collection District ■ 90 to 110 ■ 50 to 90 ■ 20 to 50 ■ 0 to 20 ■ -260 to 0 </p> <ul style="list-style-type: none"> • Train line • Close to Chatswood and Sydney's CBD • High quality housing stock and relatively affluent demographic • Business zoned land within Lindfield is split between TZs 512 and 513, and only makes up a small proportion of the area included within these TZs. 		

Pennant Hills: Village			
Available Floor	Scenario 1	42,454 sqm	
	Scenario 2	18,725 sqm	
	Scenario 3	512 sqm	
Current Land Use	BLC	 <ul style="list-style-type: none"> Various land uses are located within Pennant Hills, including Business/Office Park, Retail Main Street and Bulky Goods Retail. Pennant Hills accounts for 5.9% of Hornsby LGA's total floorspace 	
	Vacancies	<ul style="list-style-type: none"> Vacant floorspace accounts for 2,848sqm and vacant land accounts for 1,492sqm. 	
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm
		Accommodation - Short Term	8,918
		Business / Office Parks	30,664
		Dispersed Activities	152
		Freight and Logistics	0
		Local light industrial and urban support	2,310
		Manufacturing - Heavy	0
		Manufacturing - Light	122
		Office	1,994
		Retail - Big Box	0
		Bulky Goods Retail	12,914
		Residential	0
		Retail - Main Street	25,568
		Special Activities	0
		Urban Services	1,707
		Total	84,349
			5.9%


Vacancies	Vacant Floorspace	2,848	1.7%
	Vacant Unconstrained Land	1,491	1.3%
Key attributes	 <p>LEGEND</p> <ul style="list-style-type: none"> Major Institution Metro Centre Metro Centre Buffer Cadastre Railway Line Railway Station Highway <p>Proposed Strategic Bus Corridor</p> <ul style="list-style-type: none"> 5 - Castle Hill to Hornsby 6 - Castle Hill to City (via Macquarie) 7 - Hornsby to Macquarie 9A - Parramatta to City (via Macquarie) 9B - Parramatta to City (via Macquarie) 41 - Parramatta to Hornsby <p>Land Use Zones</p> <ul style="list-style-type: none"> Business Zone Industrial Zone Special Uses A- Community Support Residential AM Low Density -Medical Support Zone River <p>Population Growth 2001-2006 By Census Collection District</p> <ul style="list-style-type: none"> 250 to 450 100 to 250 50 to 100 0 to 50 -1,020 to 0 		
	<ul style="list-style-type: none"> Train line Good access to the CBD via the M2 Sporting Facilities (Pennant Hills Park) The travel zone in which Pennant Hills is located, covers a broad area and as such employment numbers do not provide a clear picture of the nature of employment within the centre. This travel zone also encompasses Thornleigh and Westleigh. Total employment in 2001 was approximately 4,000. 		

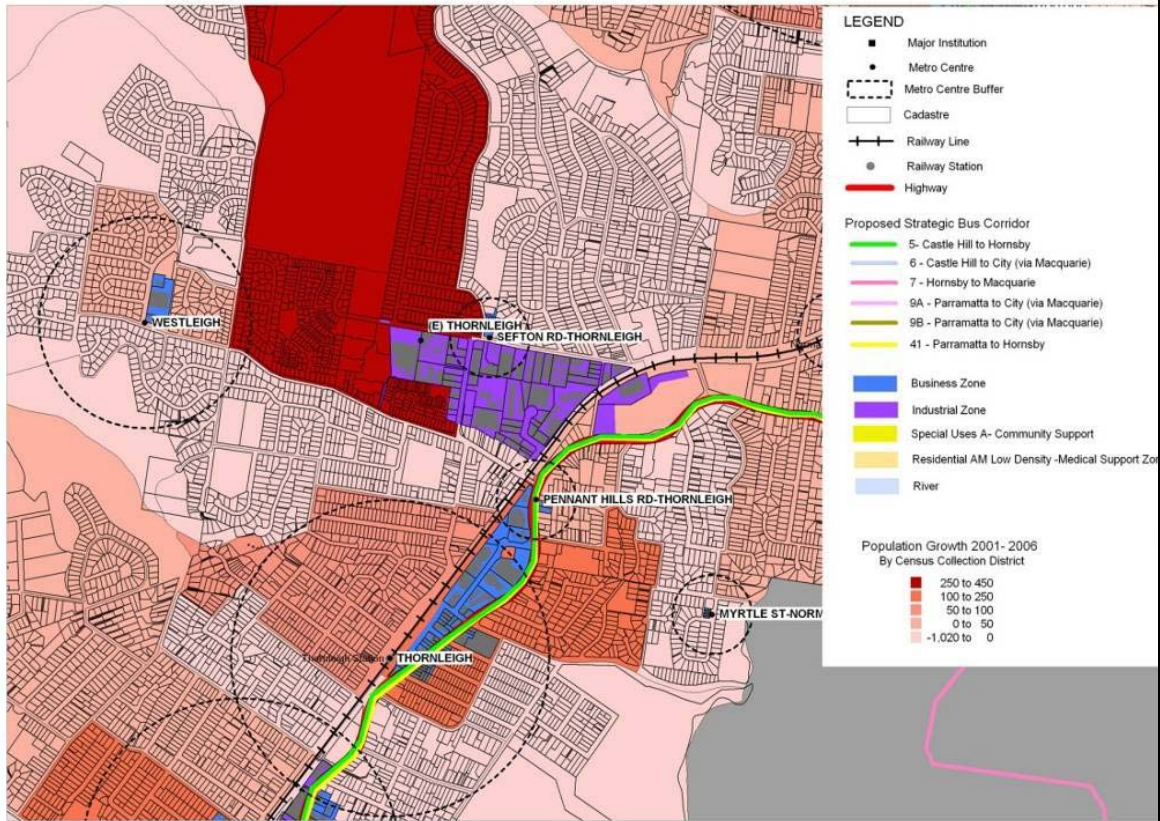
St Ives: Village				
Available Floor	Scenario 1	18,294 sqm		
	Scenario 2	55,554 sqm		
	Scenario 3	36,302 sqm		
Current Land Use	BLC	 <ul style="list-style-type: none"> Primary land uses include 'Retail Main Street' and 'Retail Big Box'. Floorspace within St Ives accounts for 12.4% of total floor space within Ku-ring-gai LGA. 		
	Vacancies	<ul style="list-style-type: none"> At the time of the audit there was 651sqm of vacant floorspace 		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	-
		Business / Office Parks	0	0.0%
		Dispersed Activities	0	0.0%
		Freight and Logistics	0	0.0%
		Local light industrial and urban support	639	5.3%
		Manufacturing - Heavy	0	-
		Manufacturing - Light	0	-
		Office	1,481	1.1%
		Retail - Big Box	32,988	70.7%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	11,912	8.4%
		Special Activities	101	4.3%
		Urban Services	0	0.0%
		Total	47,122	12.4%
	Vacancies	Vacant Floorspace	651	2.6%
		Vacant Unconstrained Land	0	0%


Key attributes



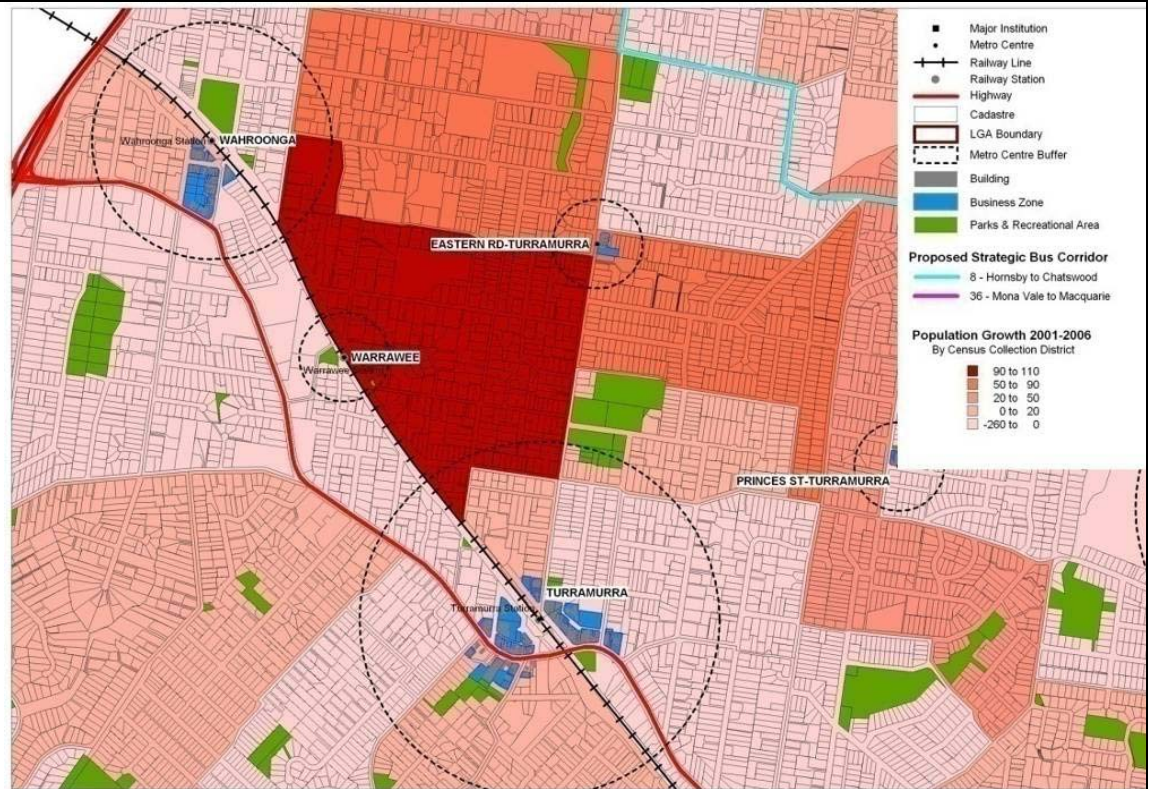
- Well performing shopping centre in a relatively affluent area
- High quality housing stock
- Access to open space (St Ives Village Green and Pymble Golf Course)
- Poor public transport access
- Some Council owned carparking
- St Ives is mostly located within TZ 528, which in 2001, had approximately 800 retail employees

Thornleigh: Village																																																		
Available Floor	Scenario 1	49,899 sqm																																																
	Scenario 2	5,596 sqm																																																
	Scenario 3	-6,287 sqm																																																
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">Key land uses within Thornleigh include Office, Retail Main Street and Retail Big Box, as well as Business/Office Park and Local Light Industry.Thornleigh accounts for 4.4% of Hornsby LGA's total floorspace																																																
	Vacancies	<ul style="list-style-type: none">At the time of the audit, there was 5,204sqm of vacant floorspace within Thornleigh																																																
	Current Attributes	Share of LGA Occupied Employment FS by BLC	<table><thead><tr><th>Broad Land Use Category</th><th>sqm</th><th>%</th></tr></thead><tbody><tr><td>Accommodation - Short Term</td><td>0</td><td>0.0%</td></tr><tr><td>Business / Office Parks</td><td>4,637</td><td>5.1%</td></tr><tr><td>Dispersed Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Freight and Logistics</td><td>396</td><td>0.2%</td></tr><tr><td>Local light industrial and urban support</td><td>4,785</td><td>3.5%</td></tr><tr><td>Manufacturing - Heavy</td><td>0</td><td>0.0%</td></tr><tr><td>Manufacturing - Light</td><td>791</td><td>1.0%</td></tr><tr><td>Office</td><td>17,283</td><td>20.4%</td></tr><tr><td>Retail - Big Box</td><td>11,254</td><td>3.7%</td></tr><tr><td>Bulky Goods Retail</td><td>7,269</td><td>9.0%</td></tr><tr><td>Residential</td><td>0</td><td>0.0%</td></tr><tr><td>Retail - Main Street</td><td>16,312</td><td>7.7%</td></tr><tr><td>Special Activities</td><td>0</td><td>0.0%</td></tr><tr><td>Urban Services</td><td>478</td><td>1.6%</td></tr><tr><td>Total</td><td>63,204</td><td>4.4%</td></tr></tbody></table>	Broad Land Use Category	sqm	%	Accommodation - Short Term	0	0.0%	Business / Office Parks	4,637	5.1%	Dispersed Activities	0	0.0%	Freight and Logistics	396	0.2%	Local light industrial and urban support	4,785	3.5%	Manufacturing - Heavy	0	0.0%	Manufacturing - Light	791	1.0%	Office	17,283	20.4%	Retail - Big Box	11,254	3.7%	Bulky Goods Retail	7,269	9.0%	Residential	0	0.0%	Retail - Main Street	16,312	7.7%	Special Activities	0	0.0%	Urban Services	478	1.6%	Total	63,204
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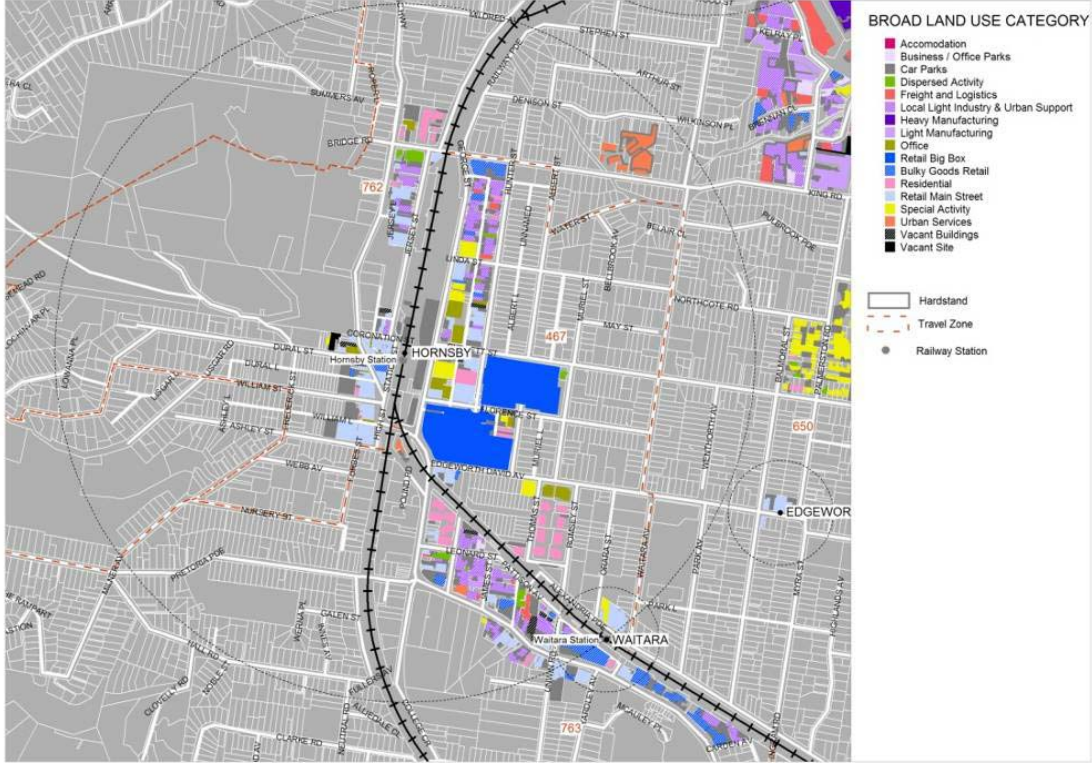
	Vacancies	Vacant Floorspace	5,204	3.1%
		Vacant Unconstrained Land	0	0%
Key attributes	 <p>LEGEND</p> <ul style="list-style-type: none"> Major Institution Metro Centre Metro Centre Buffer Cadastral Railway Line Railway Station Highway <p>Proposed Strategic Bus Corridor</p> <ul style="list-style-type: none"> 5 - Castle Hill to Hornsby 6 - Castle Hill to City (via Macquarie) 7 - Hornsby to Macquarie 9A - Parramatta to City (via Macquarie) 9B - Parramatta to City (via Macquarie) 41 - Parramatta to Hornsby <p>Business Zone</p> <ul style="list-style-type: none"> Industrial Zone Special Uses A- Community Support Residential AM Low Density - Medical Support Zone River <p>Population Growth 2001-2006 By Census Collection District</p> <ul style="list-style-type: none"> 250 to 450 100 to 250 50 to 100 0 to 50 -1,020 to 0 			
	<ul style="list-style-type: none"> • Train line • Close to employment lands • The travel zone in which Thornleigh is located, covers a broad area and as such employment numbers do not provide a clear picture of the nature of employment within the centre. This travel zone also encompasses Pennant Hills and Westleigh. Total employment in 2001 was approximately 4,000. 			

Turramurra: Village				
Available Floor	Scenario 1	13,166 sqm		
	Scenario 2	68,980 sqm		
	Scenario 3	49,352 sqm		
Current Land Use	BLC	 <ul style="list-style-type: none"> The primary broad land use within the centre is 'Retail Main Street' including a supermarket, cafes and restaurants, and local service providers, with a small amount of 'Special Activities' which encompasses uses such as the Senior Citizen Centre. Turramurra accounts for 7.6 % of the floorspace within Ku-ring-gai LGA. 		
	Vacancies	<ul style="list-style-type: none"> There is 1,932sqm of vacant land in Turramurra which represents 26.5% of all vacant land recorded by the LGA in the audit. A significant amount of vacant floorspace was recorded in Turramurra at the time of the audit 		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	-
		Business / Office Parks	0	0.0%
		Dispersed Activities	1,570	18.3%
		Freight and Logistics	0	0.0%
		Local light industrial and urban support	628	5.2%
		Manufacturing - Heavy	0	-
		Manufacturing - Light	0	-
		Office	1,031	0.7%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	177	13.8%
		Residential	0	0.0%
		Retail - Main Street	23,199	16.4%
		Special Activities	1,755	74.9%
		Urban Services	351	9.5%
		Total	28,712	7.6%
	Vacancies	Vacant Floorspace	4,758	19.2%
		Vacant Unconstrained Land	1,932	26.5%

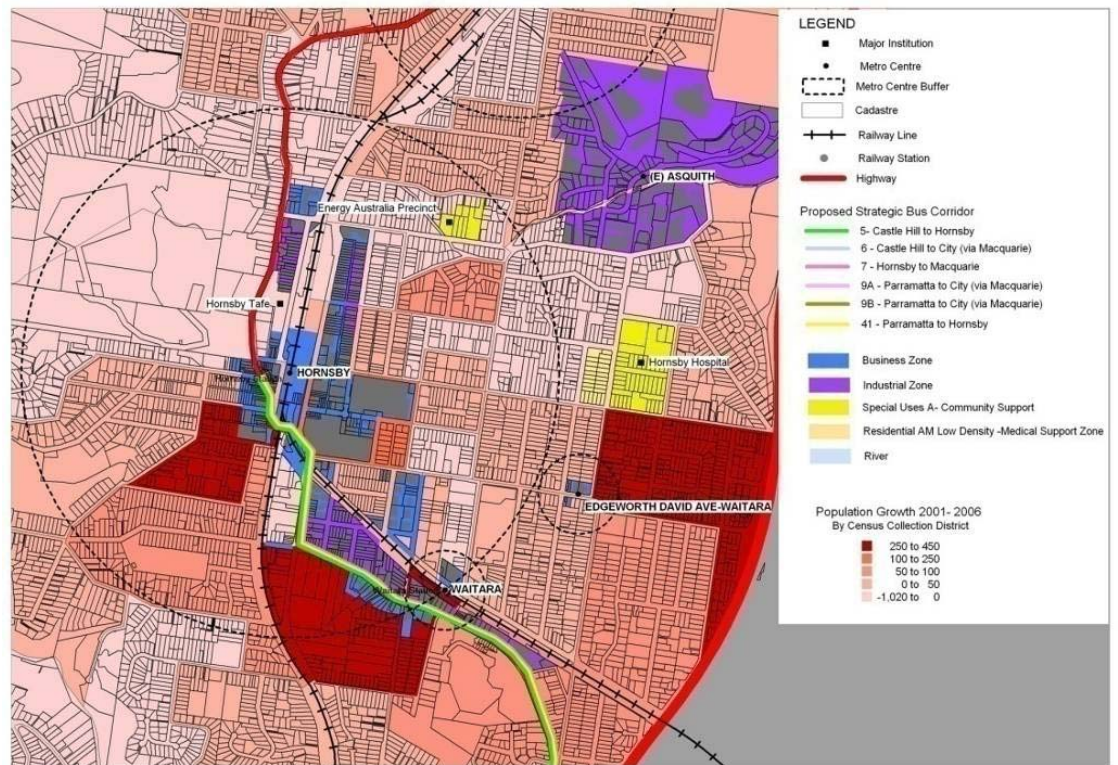
Key attributes




- Train line
- Community facilities including a Senior Citizens Centre and Health Centre.
- Access to the F3
- High quality housing stock
- Public carpark
- Turrumurra is divided into two travel zones, 522 and 525, both of which cover a broad area, hence it is difficult to determine precise employment numbers for these centres.

Waitara: Village				
Available Floor	Scenario 1	5,303 sqm		
	Scenario 2	1,277 sqm		
	Scenario 3	-5,537 sqm		
Current Land Use	BLC			
	Vacancies	<ul style="list-style-type: none"> There are no vacancies within Waitara 		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
		Accommodation - Short Term	0	0.0%
		Business / Office Parks	0	0.0%
		Dispersed Activities	0	0.0%
		Freight and Logistics	0	0.0%
		Local light industrial and urban support	3,338	2.4%
		Manufacturing - Heavy	0	0.0%
		Manufacturing - Light	0	0.0%
		Office	0	0.0%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	17,180	21.4%
		Residential	0	0.0%
		Retail - Main Street	11,374	5.4%
		Special Activities	2,037	2.5%
		Urban Services	0	0.0%
		Total	33,929	2.4%
	Vacancies	Vacant Floorspace	0	0%
		Vacant Unconstrained Land	93	0.1%

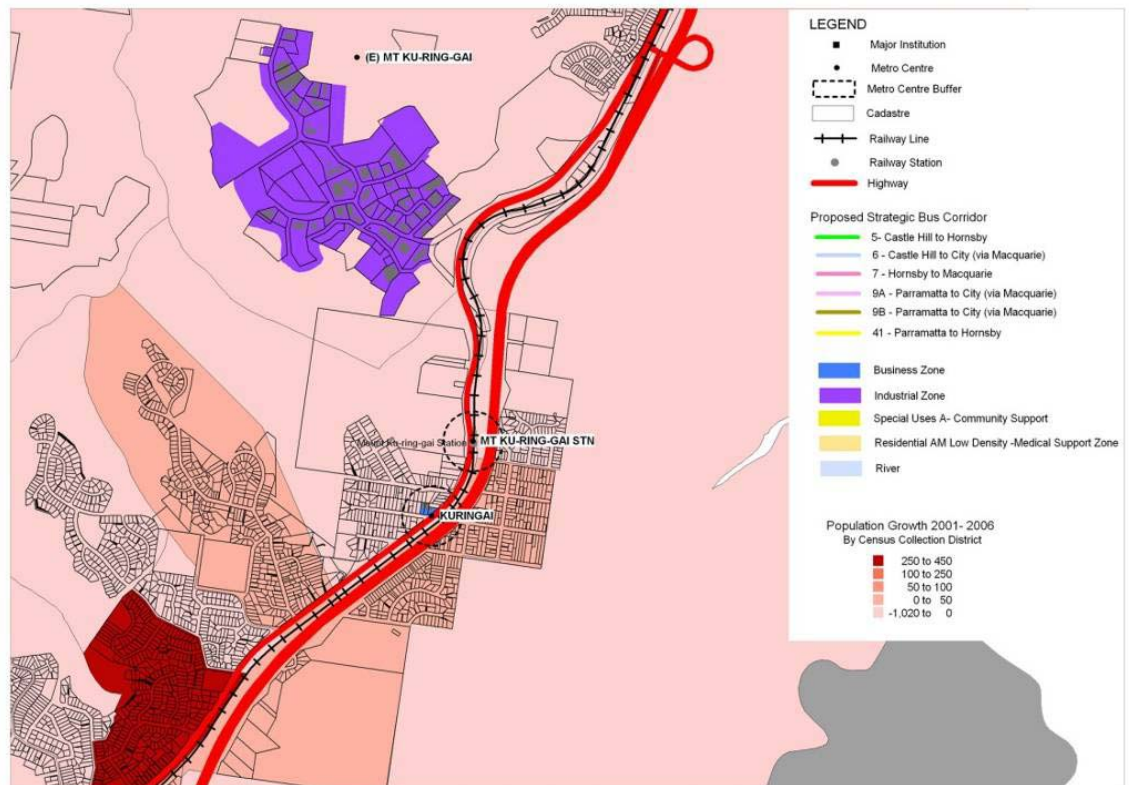
Key attributes



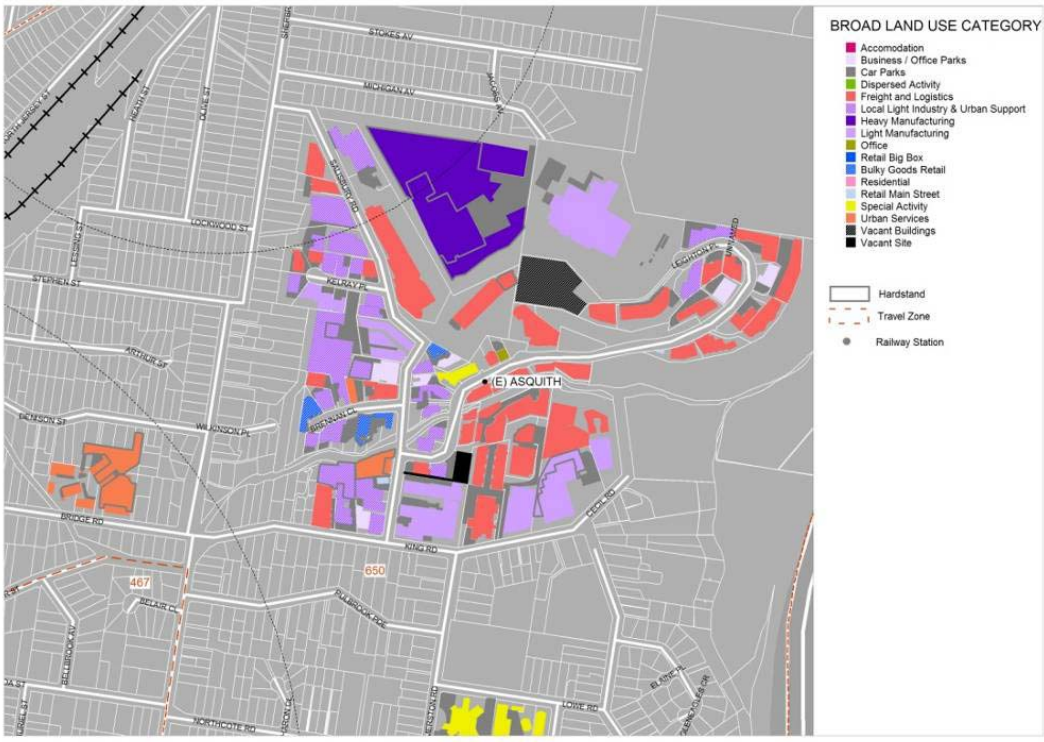
- Significant high density residential development
- Close proximity to Hornsby Centre
- Rail-line
- Access to the F3
- Good access to a range of public, private and catholic schools.
- The suburb is divided by the train line and Pacific Highway
- Waitara is located within Travel Zone 763 which employed approximately 1,800 people in 2001, with a relative concentration of employment in 'Education' located in Special Use Zones.

Mt Ku-ring-gai: Employment Lands				
Available Floor	Scenario 1	93,729 sqm		
	Scenario 2	467,748 sqm		
	Scenario 3	354,276 sqm		
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">Land uses are dominated by 'Freight and Logistics', 'Local Light Industry' and 'Light Manufacturing'. 'Urban Services' located at Mt Ku-ring-gai include the Shorelink bus depot.		
	Vacancies	<ul style="list-style-type: none">25.0% of unconstrained vacant sites across Hornsby LGA, are located in Mt Ku-ring-gai		
	Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm
Accommodation - Short Term			0	0.0%
Business / Office Parks			8,062	8.9%
Dispersed Activities			539	3.0%
Freight and Logistics			52,333	24.2%
Local light industrial and urban support			14,926	10.8%
Manufacturing - Heavy			5,638	8.6%
Manufacturing - Light			26,299	33.8%
Office			0	0.0%
Retail - Big Box			0	0.0%
Bulky Goods Retail			3,236	4.0%
Residential			0	0.0%
Retail - Main Street			1,042	0.5%
Special Activities			0	0.0%
Urban Services			3,631	12.1%
Total			115,705	8.1%
Vacancies		Vacant Floorspace	9,958	5.9%
		Vacant Unconstrained Land	171,333 in total 29,505 unconstrained	25.0%

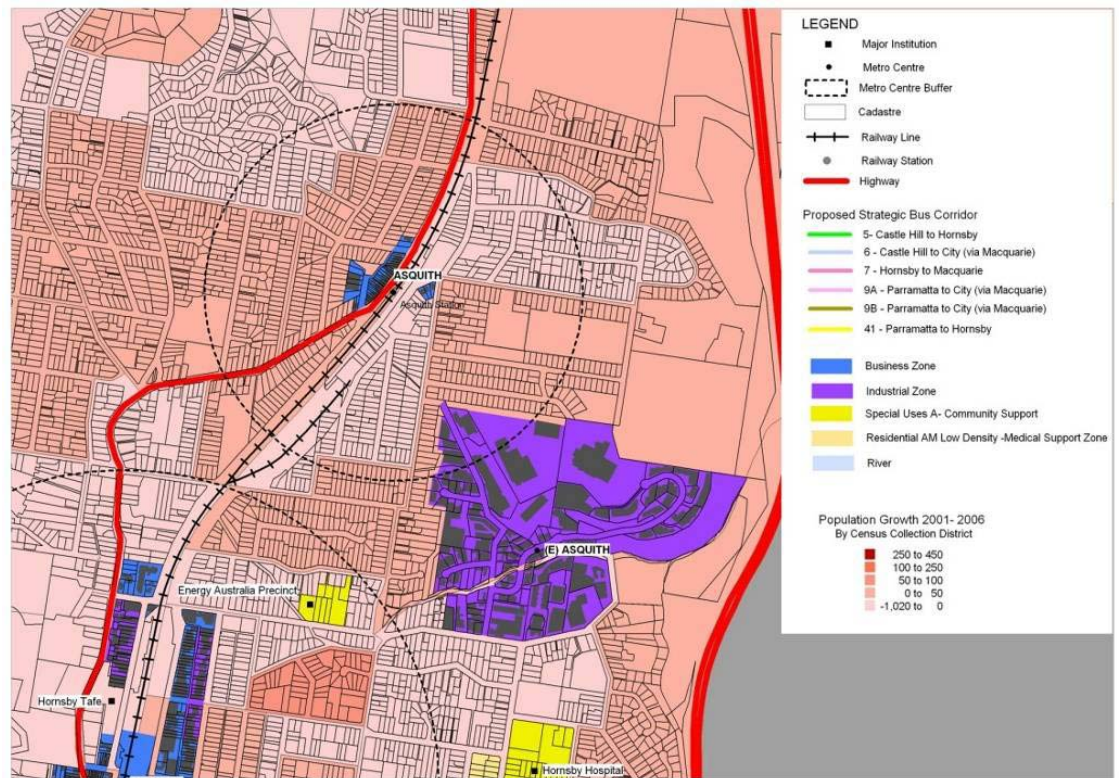
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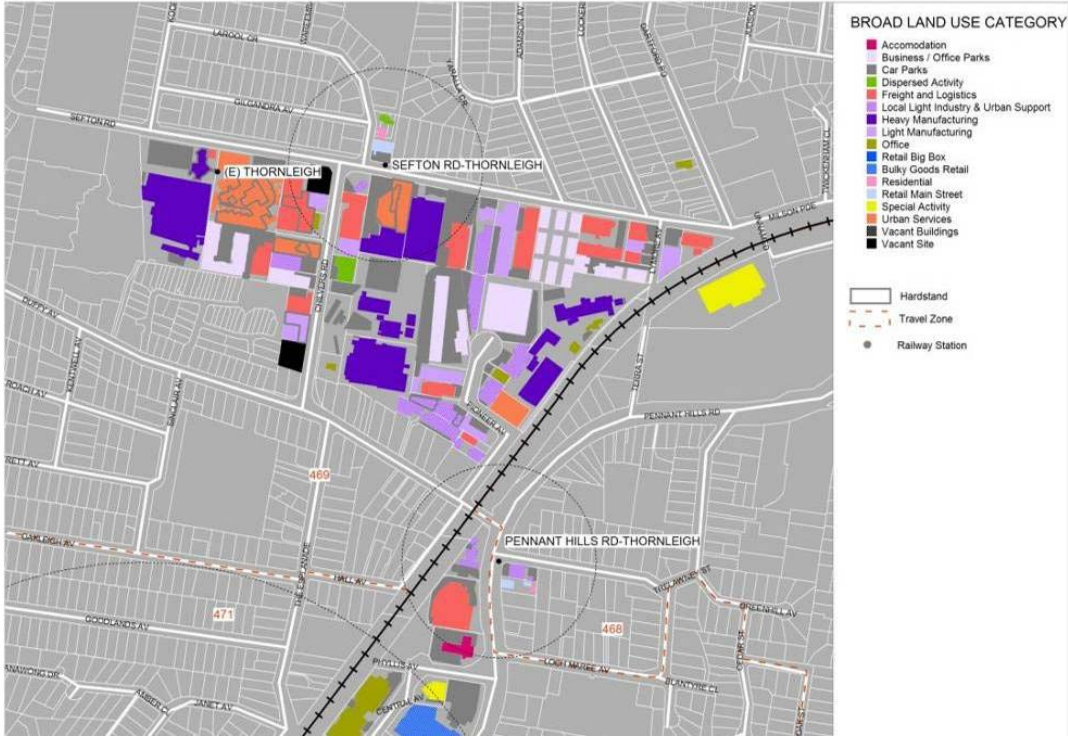
- Easy access to Pacific Highway and the F3.
- Separated from residential uses.
- Much recent development has occurred in this area, and some of the building stock is new.
- Previous employment lands studies, as well as the Draft North Subregional Strategy, highlight that this area is constrained by Berowra Valley Regional Park and land zoned for environmental protection.
- Mt Ku-ring-gai is located within travel zone 465. This covers a broad area and employees approximately 1,800 people in 2001. Relative concentrations of employment occur in manufacturing, wholesale trade and construction.

Asquith: Employment Lands			
Available Floor	Scenario 1	134,311 sqm	
	Scenario 2	267,493 sqm	
	Scenario 3	178,947 sqm	
Current Land Use	BLC		
		<ul style="list-style-type: none"> 'Freight and Logistics' features strongly in this area along with 'Light Manufacturing', 'Local Light Industry' and 'Heavy Manufacturing'. Additionally, some 'Bulky Goods Retail' has been identified within the area. Asquith Employment Lands account for 14.5% of floorspace within the Hornsby LGA. 	
Current Attributes	Vacancies	<ul style="list-style-type: none"> A significant amount of capacity is available at Asquith in terms of both vacant land and floorspace 	
	Share of LGA Occupied Employment FS by BLC	Land Use	sqm
		Accommodation - Short Term	0
		Business / Office Parks	10,492
		Dispersed Activities	0
		Freight and Logistics	95,090
		Local light industrial and urban support	47,941
		Manufacturing - Heavy	13,521
		Manufacturing - Light	34,107
		Office	509
		Retail - Big Box	0
		Bulky Goods Retail	2,253
		Residential	0
		Retail - Main Street	243
		Special Activities	1,179
		Urban Services	827
		Total	206,161
	Vacancies	%	14.5%
	Vacancies	Vacant Floorspace	43,604
		Vacant Unconstrained Land	42,531
			25.7%
			36.1%


Key attributes



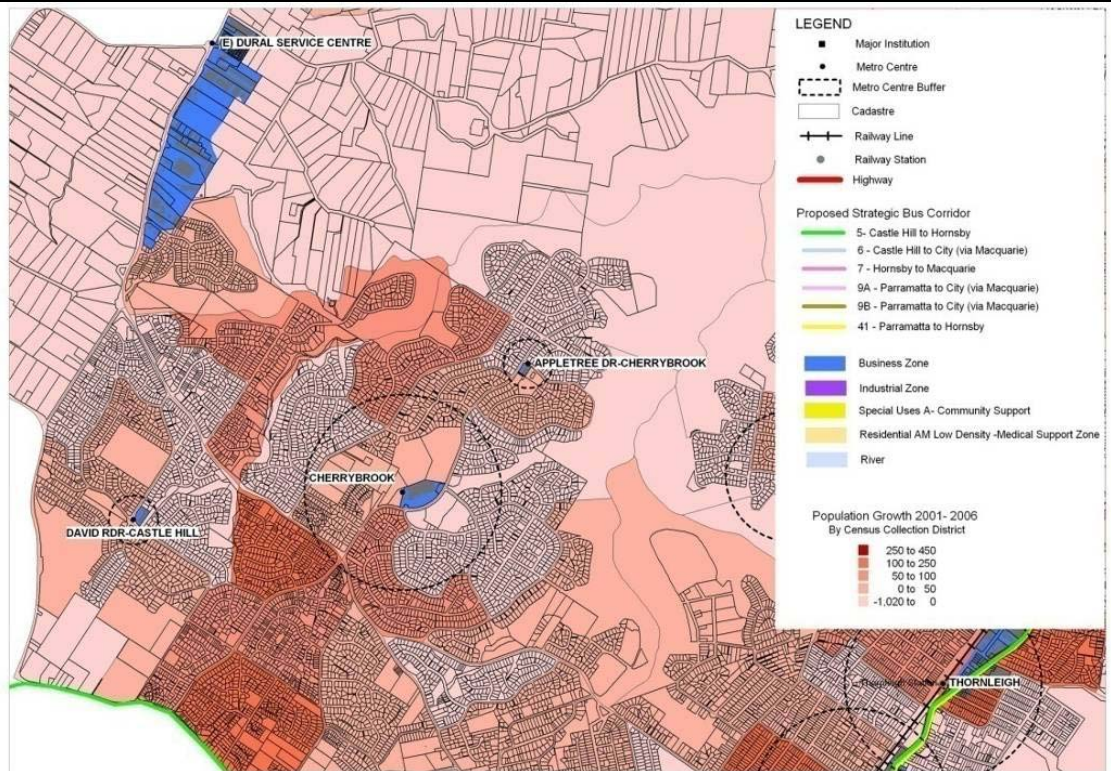
- Located primarily along Leighton Place, Salisbury and King Roads.
- Vehicles travelling to and from Asquith Employment Lands, must travel through residential areas. At the time of the audit, one vacant building and one vacant site were recorded. Topography may influence the types of businesses that seek to locate here in future, and like Mt Ku-ring-gai, expansion of these employment lands is limited by environmental constraints.
- The travel zone in which Asquith is located (650), covers a broad area including Hornsby Hospital.

Thornleigh: Employment Lands				
Available Floor	Scenario 1	47,866 sqm		
	Scenario 2	94,372 sqm		
	Scenario 3	51,637 sqm		
Current Land Use	BLC	 <ul style="list-style-type: none"> • Uses within this area include 'Light Manufacturing', 'Local Light Industry', 'Urban Services', 'Freight and Logistics' and 'Heavy Manufacturing'. Activities located here support the local population and include a Council depot and concrete batching plant. • Approximately 10% of all audited floorspace in Hornsby LGA is located within Thornleigh employment lands 		
	Vacancies	<ul style="list-style-type: none"> • 8.1% of Hornsby LGA's vacant floorspace is located in Thornleigh 		
	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm	%
Current Attributes		Accommodation - Short Term	0	0.0%
		Business / Office Parks	28,130	31.0%
		Dispersed Activities	1,011	5.5%
		Freight and Logistics	22,966	10.6%
		Local light industrial and urban support	14,148	10.2%
		Manufacturing - Heavy	46,751	70.9%
		Manufacturing - Light	13,644	17.5%
		Office	1,344	1.6%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	0	0.0%
		Special Activities	4,319	5.4%
		Urban Services	8,047	26.8%
		Total	140,360	9.9%

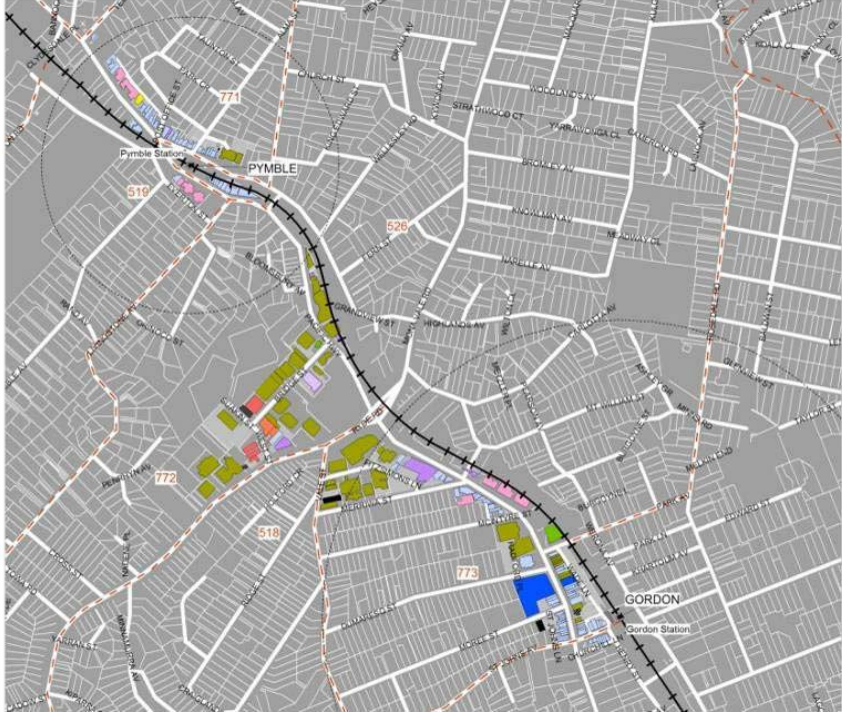
Vacancies	Vacant Floorspace	13,733	8.1%
	Vacant Unconstrained Land	1,619	1.4%
Key attributes	<p>LEGEND</p> <ul style="list-style-type: none"> Major Institution Metro Centre Metro Centre Buffer Cadastral Railway Line Railway Station Highway <p>Proposed Strategic Bus Corridor</p> <ul style="list-style-type: none"> 5- Castle Hill to Hornsby 6 - Castle Hill to City (via Macquarie) 7 - Hornsby to Macquarie 9A - Parramatta to City (via Macquarie) 9B - Parramatta to City (via Macquarie) 41 - Parramatta to Hornsby <p>Business Zone</p> <p>Industrial Zone</p> <p>Special Uses A- Community Support</p> <p>Residential AM Low Density -Medical Support Zone</p> <p>River</p> <p>Population Growth 2001-2006 By Census Collection District</p> <ul style="list-style-type: none"> 250 to 450 100 to 250 50 to 100 0 to 50 -1,020 to 0 		
	<ul style="list-style-type: none"> The Draft North Subregional Strategy notes the important role that Thornleigh plays in providing urban services and in accommodating local light industry. Surrounded by low density residential areas and bounded by a train line on one side. The proximity of residential development may constrain industrial development at this location in future, as vehicles travelling to and from Sefton Rd - Thornleigh must pass through residential areas. 		

Dural Service Centre: Employment Lands				
Available Floor	Scenario 1	53,853 sqm		
	Scenario 2	195,640 sqm		
	Scenario 3	144,245 sqm		
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">• Bulky Goods Retail' features in this area, along with 'Freight and Logistics' and 'Urban Services'.• Additional uses identified include 'Local Light Industry', 'Business/Office Parks'. 'Light Manufacturing' and 'Special Activities'.		
	Vacancies	<ul style="list-style-type: none">• Significant capacity exists at Dural Service Centre in terms of both vacant sites and vacant floorspace		
	Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm
Accommodation - Short Term			0	0.0%
Business / Office Parks			8,186	9.0%
Dispersed Activities			678	3.7%
Freight and Logistics			13,884	6.4%
Local light industrial and urban support			2,493	1.8%
Manufacturing - Heavy			0	0.0%
Manufacturing - Light			560	0.7%
Office			3,301	3.9%
Retail - Big Box			0	0.0%
Bulky Goods Retail			23,388	29.1%
Residential			0	0.0%
Retail - Main Street			8,461	4.0%
Special Activities			1,307	1.6%
Urban Services			9,676	32.2%
Total			71,934	5.1%
Vacancies		Vacant Floorspace	28,150	16.6%
		Vacant Unconstrained Land	21,724	18.4%

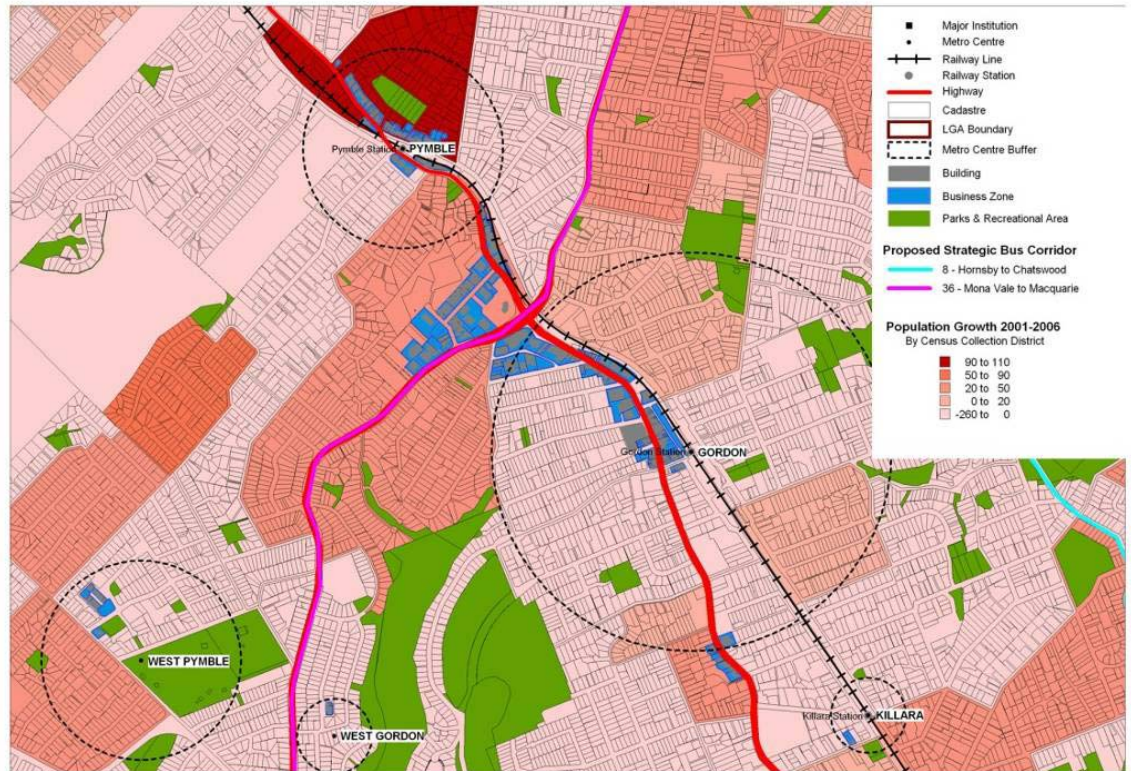
Key attributes




- Area is undergoing change
- Desirable rural residential location
- The Dural Service Centre (DSC) was originally envisaged as a centre for rural business and local services for the local resident population. However, over the years land use in the area has moved away from a 'rural service' focus and many businesses now serve a much broader market than the immediately surrounding rural area.
- There are arguments that the current limitations of the planning controls may now be constraining the centres economic potential and that a broader
- The diversity of uses present indicates a lack of clarity in the role of this area. This issue will be considered within the broader picture of supply and demand for employment lands across the whole study area.
- The Subregional Strategy identifies the DSC as land with potential to allow for a wider range of employment uses.

Pymble Office Park				
Available Floor	Scenario 1	34,386 sqm		
	Scenario 2	23,462 sqm		
	Scenario 3	2,963 sqm		
Current Land Use	BLC	 <ul style="list-style-type: none"> The primary land use within this area is 'office', with some 'freight and logistics' activities. This area account for 23.5% of Ku-ring-gai LGA's employment floorspace. 		
	Vacancies	<ul style="list-style-type: none"> 3,386sqm of vacant floorspace is located within this area 		
Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	Pymble Office Park	%
		Accommodation - Short Term	0	-
		Business / Office Parks	3,986	23.8%
		Dispersed Activities	500	5.8%
		Freight and Logistics	5,488	92.0%
		Local light industrial and urban support	1,396	11.5%
		Manufacturing - Heavy	0	-
		Manufacturing - Light	0	-
		Office	75,440	53.9%
		Retail - Big Box	0	0.0%
		Bulky Goods Retail	0	0.0%
		Residential	0	0.0%
		Retail - Main Street	654	0.5%
		Special Activities	0	0.0%
		Urban Services	1,536	41.6%
		Total	88,999	23.5%
	Vacancies	Vacant Floorspace	3,386	13.6%
		Vacant Unconstrained Land	0	0%

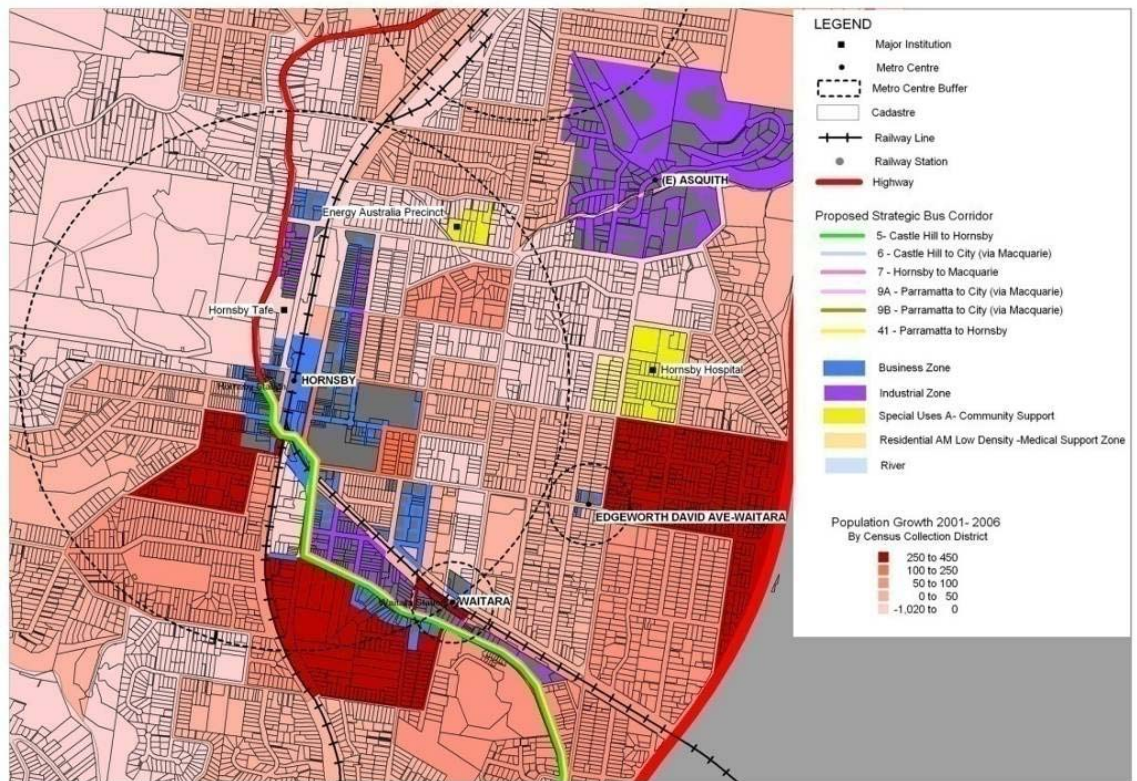
Key attributes



- Located between two train stations
- Well connected by road to Macquarie Park, the Northern Beaches and Sydney's CBD
- Close to Gordon centre which provides retailing and services for employees

Hornsby Hospital: Health Precinct				
Available Floor	Scenario 1	11,423 sqm		
	Scenario 2	42,844 sqm		
	Scenario 3	23,936 sqm		
Current Land Use	BLC	<div></div> <ul style="list-style-type: none">The area is dominated by 'Special Activity' BLC, which includes the hospital and numerous medical practitioners and specialists on Balmoral Street. Some 'Dispersed Activity' and 'Residential' BLCs occur.		
	Vacancies	<ul style="list-style-type: none">Effectively no vacancies		
	Current Attributes	Share of LGA Occupied Employment FS by BLC	Broad Land Use Category	sqm
Accommodation - Short Term			0	0.0%
Business / Office Parks			0	0.0%
Dispersed Activities			1,099	6.0%
Freight and Logistics			0	0.0%
Local light industrial and urban support			0	0.0%
Manufacturing - Heavy			0	0.0%
Manufacturing - Light			0	0.0%
Office			0	0.0%
Retail - Big Box			0	0.0%
Bulky Goods Retail			0	0.0%
Residential			219	2.3%
Retail - Main Street			0	0.0%
Special Activities			58,469	72.5%
Urban Services			0	0.0%
Total		59,788	4.2%	
Vacancies		Vacant Floorspace	37	0%
	Vacant Unconstrained Land	0	0%	

Key attributes



- The hospital itself is bounded by Palmerston, Lowe, and Derby Road and Burdett Street. It was established in 1933 and provides a range of services including for emergency services, services for children and adolescents, rehabilitation, maternity care, allied health services and mental health services. A new \$23 million Maternity, Paediatrics and Emergency building has been completed, and was opened in March 2007.
- A number of other medical practices are located in the streets surrounding Hornsby Hospital, providing complementary services.

Appendix B – Employment Densities

Employment Density Benchmarks

Typical Floorspace and Workspace Ratios for Industrial Uses

Activity	Sector	Jobs	SQM Floorspace for Every Job	Floorspace	Floorspace to Site Area Ratio	Site Area (Business)
Manufacturing						
	Meat and dairy products	1	100	100	50%	200
	Other food products	1	80	80	50%	161
	Beverages, tobacco products	1	80	80	50%	161
	Textiles	1	60	60	50%	120
	Clothing and footwear	1	90	90	50%	180
	Wood and wood products	1	45	45	50%	90
	Paper, printing and publishing	1	70	70	50%	140
	Petroleum and coal products	1	200	200	50%	400
	Chemicals	1	200	200	50%	400
	Rubber and plastic products	1	150	150	50%	300
	Non-metallic mineral products	1	80	80	50%	160
	Basic metals and products	1	120	120	50%	240
	Fabricated metal products	1	30	30	50%	60
	Transport equipment	1	50	50	50%	100
	Other machinery and equipment	1	60	60	50%	120
	Miscellaneous manufacturing	1	65	65	50%	130
Freight Oriented						
	Wholesale trade	1	220	220	30%	733
	Transport and storage	1	220	220	30%	733
	Sub-Total	2		440		1,467
Service Industry						
	Construction	1	150	150	60%	250
	Repairs	1	55	55	60%	92
Utilities						
	Electricity, gas and water	1	120	120	30%	400
	Communication services	1	120	120	40%	300
Total Industrial		22		2,366		5,470

Source: SGS Composite

Typical Floorspace and Workspace Ratios for Retail/Commercial Uses

Activity	Sector	Jobs	SQM Floorspace for Every Job	Floorspace	Floorspace to Site Area Ratio	Site Area (Business)
Office						
	Finance and insurance	1	25	25	100%	25
	Property and business services	1	25	25	100%	25
	Government administration	1	35	35	100%	35
Retail						
	Supermarkets	1	30	30	40%	76
	Department Stores	1	57	57	40%	143
	Other Food	1	13	13	40%	33
	Clothing and Soft Goods	1	32	32	40%	81
	Household Goods	1	58	58	40%	144
	Other Retail	1	29	29	40%	73
Hospitality						
	Hospitality and Services	1	29	29	40%	73
	Accommodation	1	29	29	40%	73
	Sub-Total	2		58		145
Total Activity Centre		11		364		781

Source: SGS Composite

The tables above are derived from various land uses studies undertaken by SGS Economics and Planning. Experience in other land use audits suggests that the floor area per employee estimates are widely applicable, but that the floor space to site area ratios (FSR) vary widely with local market conditions. In particular, they are much lower (i.e. use more land for the same floor area) in lower cost regional centres and metropolitan fringe locations. Similarly, areas where supply is restricted and demand is high, would typically expect to yield higher land uses densities, than areas with less demand and greater supply of land for employment uses.

Studies undertaken by the City of Sydney (2001), Arup Economics + Planning (2001) and Gerald Eve (2001) reveal that higher office workspace ratios are evident in the ICT, Finance and Business Services sectors, whilst manufacturing offices record the lowest densities because of the costs of occupation generally tend to be lower in industrial parks, ports and larger manufacturing plants.

Generally sectors such as warehousing and transport have a larger floor area per employee than manufacturing. There are typically differences in site coverage for different sectors as well.

Factors Affecting Employment Densities

It is clear employment densities vary considerably across different land use categories and industry sectors. However within each of these categories and sectors, employment densities have expanded and contracted over time as result of technological advancement and changing work practices. These factors have affected industrial and office/commercial uses differently.

Factors Affecting Office Employment Densities

The most equivocal and widely researched factor in office employment densities is the impact on New Work Practices (NWP). New Work Practices is a generic name that is used to describe the way in which work practices are changing. It is associated with technological improvements but also the rise in flexible labour markets. Specifically, the gradual incorporation of new information communication technologies (ICTs) has had an impact on 'how' work is organised by presenting an unprecedented range of organisational options for companies and institutions. New work practices include:

- 24 hour working;
- Team working – a team assembled for a specific project and disbanded on its completion;
- Teleworking and homeworking – advances in communication allowing employees to work away from the office;
- Hot-desking – workstations are not delegated to specific employees but instead served on a first come first served basis, where connectivity and basic essentials are provided;
- Hotelling – reserving in advance a workstation with support
- Virtual office – a laptop with connectivity

Many of these new work practices are space saving techniques, that also allow for more interaction, collaboration, and flexibility associated with how work is performed in the knowledge economy. The result, over time, has been an increase in office employment densities.

Factors Affecting Industrial Employment Densities

There has been a long term trend to higher developed floor area per employee in many of the industrial sectors. This has been driven by greater capital intensiveness of most industry sectors leading to larger floor area per employee, with technological change underpinning the productivity increases required to maintain competitiveness.

There has also been a tendency for firms relocating to the fringe of urban areas to increase their land take relative to their previous location, including 'occupying' more land than immediately required to allow some room for future expansion without relocating again. In effect they are privately banking land for their own future use, the relatively lower cost of the land making this affordable. Over time, they will intensify this land use again, but in the short term there is a significant increase in land use for each firm that relocates.

Factors Affecting the Intensification of Industrial Land Use

Intensification typically occurs as an individual firm's activity grows while remaining on the same site. Many firms are motivated to remain at a site as long as possible due to:

- Availability of additional space on site
- High relocation costs
- Closeness to market or suppliers/familiar location for customers
- Closeness to location of employees

Intensification usually involves increasing the site coverage, rather than increasing the number of employees per unit of built floor area⁴. In fact, as will be seen below, the trend is toward larger floor area per employee. Intensification will therefore be strongest on sites that currently have relatively large land areas for the size of the buildings on site.

However, when a firm does move due to expansion, it inevitably moves to a larger site, usually (but not always) further from the centre of town.

Intensification is reinforced by high land values. Firms located in higher cost locations tend to use the available land more intensively to offset the higher cost. Zoning allowances in higher cost areas may also permit greater site coverage and smaller set backs than in lower cost outer areas.

Intensification is most evident in larger urban areas where a central location may be important for quick market access and land costs are high. It also occurs to a lesser extent in smaller centres, where a high visibility central location offers a market advantage for some industrial operations with a local market focus.

⁴ Intensification of employees per unit of floor area can occur by working more hours (six/seven day operation or multiple shifts). This is more likely to occur in already capital intensive firms to better utilise equipment or in areas of very high land cost (central parts of urban areas).

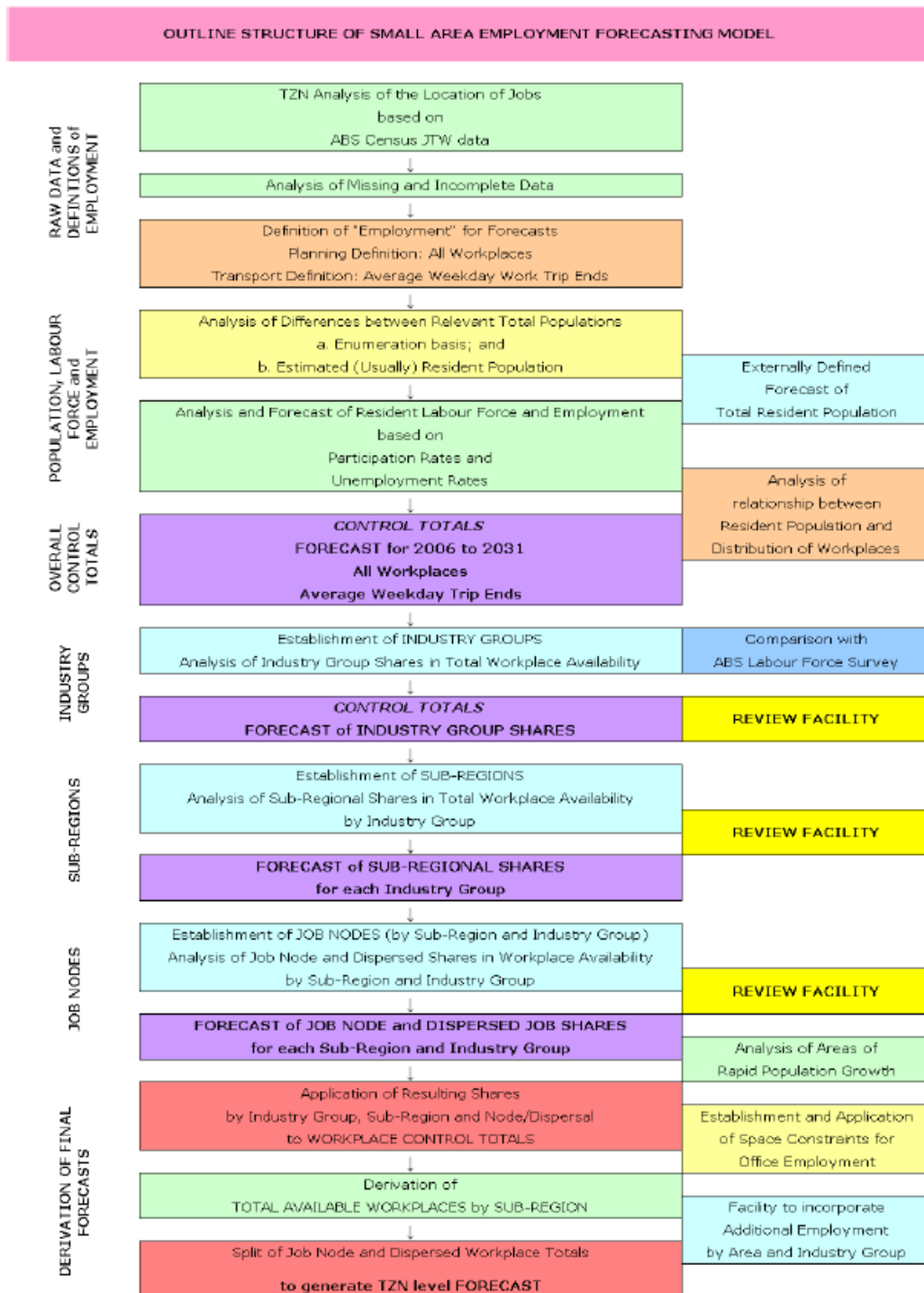
Appendix C – Glossary

TDC	Transport Data Centre. A State Government Unit devoted to interpreting ABS Census data and producing population and employment analysis.
ABS	Australian Bureau of Statistics
ANZSIC	Australian and New Zealand Standard Industrial Classification
ASCO	Australian Standard Occupation Classification
BLC	Broad Land Use Category
CD	Collection District
DoP	NSW Department of Planning
FSR	Floorspace ratio. The ratio of built floorspace to site area.
HBB	Home based business
HBW	Home based work
LGA	Local Government Area
LQ	Location quotient. A statistical measure of the relative concentration of an particular industry in an area.
SD	Statistical Division
SME	Small to Medium Sized Enterprise
SSD	Statistical Sub-division
TZ	Travel Zone. The smallest statistical geography available for ABS Census employment data.

Appendix D – TDC Employment Forecast Method

Figure 71 shows the method used for the TDC employment forecasts.

Figure 71. TDC Employment Forecast Method Diagram



Source: PPM 2004

Employment forecasts for this Study have been sourced from the TDC. Produced in 2004, these forecasts provide an indication of the nature and distribution of employment across the Sydney Greater Metropolitan Region. The most significant assumptions have been made with respect to future trends by industry and future demand for retailing, driven by population and income growth.

The process of forecasting is based on the analysis and forecasting of share of total employment by industry, the share by sub-region of jobs by industry, the share of job in centres and dispersed jobs in each Subregional and industrial group. The process takes into account an analysis of space constraints for commercial floorspace, based on an analysis of employee-space ratios. It also takes into account user-defined additions of jobs to specific travel zones. Final travel zone forecasts are calculated based on these components.

Appendix E – Working Party

The Working Party for this project consisted of the following:

Antony Fabbro	Ku-ring-gai Council
Terri Southwell	Ku-ring-gai Council
Craige Wyse	Ku-ring-gai Council
Mayor Nick Ebbeck	Ku-ring-gai Council
James Farrington	Hornsby Shire Council
Karen Harragon	Hornsby Shire Council
Katherine Vickery	Hornsby Shire Council
Peter Adrian	Department of Planning
Cllr Janelle McIntosh	Hornsby Shire Council

Appendix F – Land Audit Results (Centre Floorspace by ANZSIC and BLC)

The following tables show the audit result for floorspace by BLC and ANZSIC category for centres and precincts in Hornsby and Ku-ring-gai. ANZSIC and BLC descriptions are given below.

Table 47. 1 Digit ANZSIC Categories

A	Agriculture, Forestry and Fishing
B	Mining
C	Manufacturing
D	Electricity, Gas and Water Supply
E	Construction
F	Wholesale Trade
G	Retail Trade
H	Accommodation, Cafes and Restaurants
I	Transport and Storage
J	Communication Services
K	Finance and Insurance
L	Property and Business Services
M	Government Administration and Defence
N	Education
O	Health and Community Services
P	Cultural and Recreational Services
Q	Personal and Other Services

Table 48. Broad Land Use Categories (BLCs)

Land Use Category	Description
Freight and Logistics (FL)	<ul style="list-style-type: none"> Warehousing and distribution activities. Includes buildings with a number of docking facilities; 'hard stand' areas with trucks or goods awaiting distribution; and large storage facilities. Warehousing and distribution is a metro level issue with activities preferably locating close to air, sea and inter-modal inland ports, or with access to the motorway system.
Local light industrial and urban support (LL)	<ul style="list-style-type: none"> Car service and repair; joinery, construction and building supplies; and domestic storage. Wide range of businesses that service other business (components, maintenance and support) and Subregional populations. Needed at local (LGA) to Subregional level.
Manufacturing – Heavy (MH)	<ul style="list-style-type: none"> Large scale production activity. Likely to be characterised by high noise emission; emission stacks; use of heavy machinery; and frequency of large trucks. Heavy manufacturing is in decline in Sydney, but will continue to cluster in some locations such as Wetherill Park, Campbelltown/ Ingleburn etc. There are strong arguments for collocation in terms of raw material delivery and to concentrate externalities (though impacts on surrounding uses are generally moderate).
Manufacturing – Light (ML)	<ul style="list-style-type: none"> Clothing manufacturing, boat building and electrical equipment manufacturing Small scale production with lower noise and emission levels than heavy manufacturing.
Urban Services (US)	<ul style="list-style-type: none"> Concrete batching, waste recycling and transfer, construction and local and state government depots, sewerage, water supply, electricity construction yards. These typically have noise dust and traffic implications and need to be isolated or buffered from other land uses. Needed in each sub-region.
Office (O)	<ul style="list-style-type: none"> Administration, clerical, business services, research. Office buildings that are independent (i.e., are not ancillary to another use on site) and likely to accommodate a significant number of administration staff (>10 people).
Business / Office Parks (BP)	<ul style="list-style-type: none"> Integrated warehouse, storage, R&D, 'back-room' management and administration with up to 40% office component.
Retail - Main Street (RM)	<ul style="list-style-type: none"> Retailing services traditionally found in main street locations (e.g., supermarkets) and small cluster or strips of stores located next to a street or road.
Retail – Big Box (RB)	<ul style="list-style-type: none"> Large shopping complexes, including Westfield.
Retail Bulky Goods (RBG)	<ul style="list-style-type: none"> Typically large, one-story buildings surrounded by car-parking, usually located out of centre and in high exposure (main road) locations.
Special Activities (S)	<ul style="list-style-type: none"> Tertiary level education, health, and community services. Typically require strategic locations and needed in each sub-region.
Dispersed Activities (D)	<ul style="list-style-type: none"> Primary and secondary education, lower level health, social and community services, trades construction, other 'nomads'.
Residential (R)	<ul style="list-style-type: none"> Residential development.
Accommodation (Short Term) (AST)	<ul style="list-style-type: none"> Hotels and Motels (not including pubs), backpacker establishments.
Car park (CP)	<ul style="list-style-type: none"> Stand-alone car parking stations

Table 49. Hornsby Floorspace by 1 Digit ANZSIC

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	Total	1997 ELS Data
(E) Asquith	0	0	53148	0	12282	70757	37133	607	6050	603	257	21346	0	303	0	1848	1826	206161	
(E) Dural Service Centre	0	0	1657	0	8839	7368	27438	4514	5636	3669	148	5069	0	0	2042	3915	1638	71934	11354
(E) Mt Ku-ring-gai	0	0	44860	0	8036	47323	5282	209	2864	0	209	5968	0	0	0	956	0	115705	
(E) Thornleigh	0	0	63175	0	4271	21260	21111	0	1758	1536	0	15887	3380	0	2088	5894	0	140360	
Appletree Dr-Cherrybrook	0	0	0	0	0	0	794	159	0	0	0	0	0	0	635	0	0	1589	
Asquith	0	0	0	0	0	0	5220	379	0	0	0	643	0	0	594	338	229	7402	6322
Beecroft	0	0	0	0	0	0	4931	756	305	0	400	1358	0	0	1626	176	1975	11528	6833
Berowra	0	0	0	0	132	450	1985	2278	110	86	0	569	0	0	436	106	0	6151	1774
Berowra Hts	0	0	0	0	0	0	6373	2432	53	0	575	0	0	1040	624	0	399	11497	3327
Berowra Waters	0	0	0	0	0	0	570	526	0	0	0	0	0	0	0	263	0	1359	
Brooklyn	0	0	0	0	0	0	1162	1947	85	62	0	216	0	0	120	365	411	4368	1209
Carlingford Court	0	0	0	0	0	83	35181	1133	0	0	667	1601	0	134	563	4113	2025	45499	
Cherrybrook	0	0	0	0	0	0	7577	1505	0	0	570	0	0	0	461	0	2281	12393	6060
Cowan	0	0	0	0	0	0	178	59	27	0	0	0	0	0	0	0	0	263	
Dangar Is	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
David Rdr-Castle Hill	0	0	0	0	0	0	1318	565	0	0	0	0	0	0	904	0	226	3013	
Edgeworth David Ave-	0	0	0	0	0	0	2249	0	0	0	0	0	0	0	0	0	240	2489	
Epping	0	0	171	38	0	14962	3342	570	369	0	4966	25746	2177	293	1996	172	7746	62550	
Galston	0	0	0	0	0	0	2248	146	86	0	177	134	0	0	436	0	963	4189	
Galston Rd-Hornsby Hts	0	0	0	0	0	0	946	73	0	0	0	0	0	0	0	0	142	1161	
Hornsby	0	0	4816	3849	1766	8514	143799	60158	1827	707	6708	67591	3380	4464	27876	11751	72490	419696	
Hospital Precinct	0	0	0	247	0	0	0	0	0	0	0	0	0	905	58635	0	0	59788	
Kookaburra Road	0	0	1315	0	0	3618	1403	0	0	0	0	0	0	0	0	0	0	6336	
Kuringai	0	0	0	0	0	0	495	371	0	124	0	0	0	0	0	0	124	1114	
Malton Rd-North Epping	0	0	0	0	0	0	1209	227	0	0	0	0	0	0	0	0	372	1808	
Mt Colah Shops	0	0	0	0	0	0	2328	0	0	0	0	0	0	0	104	0	546	2978	1703
Mt Colah Stn	0	0	0	0	0	0	981	145	0	28	0	155	0	0	145	0	47	1502	
Myrtle St-Normanhurst	0	0	0	0	75	0	411	0	0	0	0	0	0	0	0	0	174	660	
Normanhurst	0	0	0	0	0	0	592	505	0	77	0	169	0	0	84	0	343	1770	
Pennant Hills	0	0	430	0	0	0	23651	15316	349	2014	6621	23226	1852	647	1961	4418	3864	84349	12195
Pennant Hills Rd-	0	0	0	0	0	0	1374	3972	7227	0	0	368	0	0	0	0	0	12941	
Plympton Rd Shops-Epping	0	0	0	0	0	0	1410	0	0	0	0	0	0	0	0	0	112	1522	
Sefton Rd-Thornleigh	0	0	0	0	0	216	270	108	0	0	0	383	0	0	208	0	108	1292	
Somerville Rd-Hornsby Hts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Thornleigh	0	0	1006	0	350	1858	25752	3291	77	2143	838	21330	610	1222	1499	535	2692	63204	15972
Waitara	0	0	89	0	0	0	20402	5752	0	0	0	2548	0	0	0	5050	89	33929	
West Pennant Hills	0	0	0	0	0	0	3788	703	0	98	82	1444	0	125	457	0	689	7385	3908
Westleigh	0	0	0	0	0	0	3383	425	638	0	0	851	0	476	851	0	1776	8399	3529
Wiseman's Ferry	0	0	0	0	0	0	679	2170	0	0	0	202	0	0	0	0	0	3051	
Yallambee Road	0	0	0	0	0	0	559	0	0	0	0	0	0	0	0	0	0	559	
TOTAL	0	0	170666	4134	35751	176411	397523	111001	27461	11147	22218	196806	11400	9609	104345	39980	103526	142197	

Table 50. Hornsby Floorspace by BLC

	AST	BP	CAR	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL	1997 ELS Data
(E) Asquith	0	10492	0	0	95090	47941	13521	34107	509	0	2253	0	243	1179	827	206161	
(E) Dural Service Centre	0	8186	0	678	13884	2493	0	560	3301	0	23388	0	8461	1307	9676	71934	11354
(E) Mt Ku-ring-gai	0	8062	0	539	52333	14926	5638	26299	0	0	3236	0	1042	0	3631	115705	
(E) Thornleigh	0	28130	0	1011	22966	14148	46751	13644	1344	0	0	0	0	4319	8047	140360	
Appletree Dr-Cherrybrook	0	0	0	0	0	0	0	0	0	0	0	0	1589	0	0	1589	
Asquith	0	0	0	0	0	0	0	0	0	0	0	0	7402	0	0	7402	6322
Beecroft	0	0	0	0	0	0	0	0	0	0	0	0	11528	0	0	11528	6833
Berowra	0	0	0	0	560	1156	0	0	0	0	0	0	4436	0	0	6151	1774
Berowra Hts	0	0	0	0	53	0	0	0	0	0	532	0	10912	0	0	11497	3327
Berowra Waters	0	0	0	0	0	307	0	0	0	0	0	0	1052	0	0	1359	
Brooklyn	0	0	0	412	85	0	0	0	0	0	74	0	3483	315	0	4368	1209
Carlingford Court	0	0	0	0	0	375	0	0	0	41520	0	0	3605	0	0	45499	
Cherrybrook	0	0	0	461	0	0	0	0	0	11933	0	0	0	0	0	12393	6060
Cowan	0	0	0	0	0	0	0	0	0	0	0	0	263	0	0	263	
Dangar Is	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
David Rdr-Castle Hill	0	0	0	0	0	0	0	0	0	0	0	0	3013	0	0	3013	
Edgeworth David Ave-Waitara	0	0	0	0	0	0	0	0	0	0	0	0	2489	0	0	2489	
Epping	0	0	0	6699	16227	324	0	0	32272	0	0	0	6818	172	38	62550	
Galston	0	0	0	0	0	0	0	0	0	0	0	0	4189	0	0	4189	
Galston Rd-Hornsby Hts	0	0	0	0	0	179	0	0	0	0	0	0	982	0	0	1161	
Hornsby	0	631	0	6406	4025	39851	0	929	27490	239852	13518	8950	60017	12789	5239	419696	
Hospital Precinct	0	0	0	1099	0	0	0	0	0	0	0	219	0	58469	0	59788	
Kookaburra Road	0	0	0	0	3089	1932	0	1315	0	0	0	0	0	0	0	6336	
Kuringai	0	0	0	0	0	0	0	0	0	0	0	0	1114	0	0	1114	
Malton Rd-North Epping	0	0	0	0	0	270	0	0	0	0	0	0	1538	0	0	1808	
Mt Colah Shops	0	0	0	0	0	418	0	0	0	0	0	94	2466	0	0	2978	1703
Mt Colah Stn	0	0	0	0	0	0	0	0	0	0	0	201	929	0	372	1502	
Myrtle St-Normanhurst	0	0	0	0	0	0	0	0	0	0	0	0	660	0	0	660	
Normanhurst	0	0	0	84	0	0	0	0	169	0	0	0	1517	0	0	1770	
Pennant Hills	8918	30664	0	152	0	2310	0	122	1994	0	12914	0	25568	0	1707	84349	12195
Pennant Hills Rd-Thornleigh	3972	0	0	0	7227	1502	0	0	0	0	0	0	240	0	0	12941	
Plymton Rd Shops-Epping	0	0	0	0	0	335	0	0	0	0	0	0	1187	0	0	1522	
Sefton Rd-Thornleigh	0	0	0	208	0	0	0	0	276	0	0	0	809	0	0	1292	
Somerville Rd-Hornsby Hts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Thornleigh	0	4637	0	0	396	4785	0	791	17283	11254	7269	0	16312	0	478	63204	15972
Waitara	0	0	0	0	0	3338	0	0	0	0	17180	0	11374	2037	0	33929	
West Pennant Hills	0	0	0	0	0	657	0	0	0	0	0	0	6729	0	0	7385	3908
Westleigh	0	0	0	476	0	374	0	0	0	0	0	0	7549	0	0	8399	3529
Wiseman's Ferry	293	0	0	0	0	0	0	0	0	0	0	0	2758	0	0	3051	
Yallambee Road	0	0	0	0	0	418	0	0	0	0	0	0	141	0	0	559	
TOTAL	13183	90801	0	18224	215933	138041	65910	77767	84638	304558	80364	9463	212413	80667	30014	1421977	

Table 51. Ku-ring-gai Floorspace by 1 Digit ANZSIC

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	Total
East Killara	0	0	0	0	0	0	910	114	0	0	0	0	0	0	0	0	114	1137
East Lindfield	0	0	0	0	0	0	1113	0	0	0	0	0	0	0	196	0	0	1309
Eastern Rd-Turramurra	0	0	0	0	0	0	1157	0	0	0	0	0	0	0	0	0	133	1290
Fox Valley	0	0	0	0	0	0	725	483	0	0	0	0	0	0	1655	0	0	2863
Gordon	0	0	570	0	973	0	23314	9090	168	542	3126	41126	4986	830	6846	2777	4687	99034
Grosvenor Street	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hampden Ave Shops-Nth Wahroonga	0	0	33	0	0	0	546	70	0	0	0	44	0	0	33	0	140	868
Killara	0	0	0	0	0	0	88	101	0	101	0	88	0	0	0	0	0	378
Lindfield	0	0	99	1092	0	507	12211	1610	336	2517	1634	8216	558	220	6362	1419	849	37631
North Turramurra	0	0	0	0	0	0	1237	811	0	0	0	1268	0	0	1524	0	149	4989
Princes St-Turramurra	0	0	0	0	0	0	1097	0	0	0	0	0	0	0	232	0	0	1328
Pymble	0	0	184	0	898	377	4128	1882	226	0	1291	5790	0	569	2209	662	559	18775
Pymble Office Park	0	0	14551	1626	5108	8062	4782	0	4660	5010	1790	37285	134	1100	3506	693	691	88999
Roseville	0	0	79	0	79	0	4554	2597	401	310	0	2754	0	1054	3013	1318	1368	17528
Roseville Chase	0	0	0	0	0	0	1681	242	0	0	0	106	0	0	106	0	248	2383
South Turramurra	0	0	0	0	0	0	1210	0	0	0	0	0	0	0	0	0	0	1210
St Ives	0	0	0	0	0	0	30040	510	970	0	3253	2759	0	0	4992	1798	2800	47122
St Ives Chase	0	0	0	0	0	0	790	0	0	0	0	0	0	0	69	0	69	927
St Ives North	0	0	0	0	0	0	1181	547	0	0	0	0	0	0	182	0	182	2092
Turramurra	0	65	0	351	289	963	10555	1499	676	413	1450	3726	0	369	3418	1611	3327	28712
Wahroonga	0	0	0	0	113	0	5402	509	360	754	1034	1391	0	0	1308	0	640	11511
West Gordon	0	0	0	0	0	85	220	423	0	0	0	0	0	0	233	0	0	961
West Lindfield	0	0	0	0	0	207	1598	879	0	242	0	710	0	0	661	186	0	4485
West Pymble	0	0	0	0	0	0	2694	443	0	0	0	0	0	0	485	0	0	3622
TOTAL	0	65	15517	3069	7460	10201	111233	21810	7799	9888	13577	105263	5678	4142	37032	10465	15955	379153

Table 52. Ku-ring-gai Floorspace by 1 Digit ANZSIC

	AST	BP	CAR	D	FL	LL	MH	ML	O	RB	RBG	RES	RM	S	US	TOTAL
East Killara	0	0	0	0	0	0	0	0	0	0	0	0	1137	0	0	1137
East Lindfield	0	0	0	0	0	0	0	0	0	0	0	0	1309	0	0	1309
Eastern Rd-Turramurra	0	0	0	0	0	0	0	0	0	0	0	0	1290	0	0	1290
Fox Valley	0	0	0	1655	0	0	0	0	0	0	0	0	1208	0	0	2863
Gordon	0	0	0	3018	0	3298	0	0	52316	13391	439	0	26573	0	0	99034
Grosvenor Street	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Hampden Ave Shops-Nth Wahroonga	0	0	0	0	0	111	0	0	0	0	0	0	757	0	0	868
Killara	0	0	0	0	0	0	0	0	0	0	0	0	378	0	0	378
Lindfield	0	12751	0	93	474	2682	0	0	4064	0	0	0	16415	59	1092	37631
North Turramurra	0	0	0	1122	0	0	0	0	0	0	0	0	3867	0	0	4989
Princes St-Turramurra	0	0	0	0	0	0	0	0	0	0	0	0	1328	0	0	1328
Pymble	0	0	0	0	0	184	0	0	4190	0	0	0	13971	429	0	18775
Pymble Office Park	0	3986	0	500	5488	1396	0	0	75440	0	0	0	654	0	1536	88999
Roseville	0	0	0	274	0	0	0	0	1315	310	665	0	14964	0	0	17528
Roseville Chase	0	0	0	0	0	534	0	0	0	0	0	0	1850	0	0	2383
South Turramurra	0	0	0	0	0	347	0	0	0	0	0	0	862	0	0	1210
St Ives	0	0	0	0	0	639	0	0	1481	32988	0	0	11912	101	0	47122
St Ives Chase	0	0	0	0	0	240	0	0	0	0	0	0	687	0	0	927
St Ives North	0	0	0	0	0	270	0	0	0	0	0	0	1822	0	0	2092
Turramurra	0	0	0	1570	0	628	0	0	1031	0	177	0	23199	1755	351	28712
Wahroonga	0	0	0	347	0	1362	0	0	0	0	0	142	8946	0	714	11511
West Gordon	0	0	0	0	0	0	0	0	0	0	0	0	961	0	0	961
West Lindfield	0	0	0	0	0	0	0	0	0	0	0	0	4485	0	0	4485
West Pymble	0	0	0	0	0	485	0	0	0	0	0	0	3138	0	0	3622
TOTAL	0	16736	0	8578	5962	12175	0	0	139837	46689	1282	142	141714	2344	3693	379153

HERITAGE ADVISORY COMMITTEE MEETING - MINUTES OF 1 APRIL 2008

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To report to Council the Minutes of the Heritage Advisory Committee Meeting held 1 April 2008.

BACKGROUND:

The Minutes taken at the 1 April 2008 meeting were confirmed and accepted at the Heritage Advisory Committee (HAC) Meeting held on 2 June 2008.

COMMENTS:

A range of heritage issues were discussed at the Committee Meeting and a number of issues were raised for further consideration.

RECOMMENDATION:

That Council receive and note the Minutes of the Heritage Advisory Committee Meeting held 1 April 2008.

PURPOSE OF REPORT

To report to Council the Minutes of the Heritage Advisory Committee Meeting held 1 April 2008.

BACKGROUND

On 2 June 2008 Council's Heritage Advisory Committee (HAC) held their meeting and confirmed the HAC Minutes of the meeting of Monday 1 April 2008.

COMMENTS

Proposed Dividing Fence Council land at 1536 Pacific Highway Wahroonga- adjoining Mahratta State Heritage Item

The Heritage Advisory Committee conducted a site visit to Mahratta and the public land adjoining Mahratta at 1536 Pacific Highway, Wahroonga. Key points raised on site inspection included:-

- Access and Egress to the site for Mahratta and the public land especially with locked gates.
- Curtilage of the site and the driveway.
- Importance of views. There may be a case for some exemptions eg. park benches.
- Noted that not part of the original Mahratta estate but part of Yamba.
- The likely heritage impact of the moon gate, including the views to and from the moon gate with the erection of the fence.
- Heritage impact of the path on garden bed, landscaping and bamboo stand.
- Additional fencing could impact on the heritage significance of the site - this could be located within the service area.
- Ms Harvey will do more research on the site and significance- need to have more information regarding the heritage value of the driveway.
- The Heritage Advisory Committee noted open space would be a more desirable outcome than development for the site.

Comment

It was agreed following HAC meeting, that Council's principal landscape architect will present a proposal for the new fence. This proposal will be considered at the HAC Meeting of 2 June 2008 and reported to Council in July 2008 (following HAC adoption the Minutes of 2 June 2008).

Heritage Act Review Panel Report

An overview of the NSW Heritage Act review was provided by staff and covered a range of implications for the identification and management of heritage items in Ku-ring-gai.

It was noted that the report suggested a large number of items could potentially be removed from the schedule unless council reviews and updates the information including formal statements of heritage significance.

Item 8

S03816
11 June 2008

Comment

Council made a submission on the Review of the NSW Heritage Act in October 2007 and Councillors were also briefed on the release of the report on the Heritage Act Review at the Planning Forum meeting held on 20 May 2008.

80th Anniversary of Council Chambers

The Heritage Advisory Committee discussed the upcoming 80th anniversary of the Ku-ring-gai Council Chambers. The Committee strongly recommended that Council commission a conservation management plan for the original building.

The Heritage Advisory Committee also recommended that Council allocates sufficient funds to celebrate the anniversary with such activities as:-

- Presenting a brief history of the building as a pamphlet available to the public.
- Other events to be considered.

Comment

The first part of this matter has been addressed at the Ordinary Meeting of Council of 29 April 2008 where Council considered and adopted a program to complete or review CMPs for Council owned buildings, including the Council Chambers. The matter of celebrating the anniversary of Council Chambers has been raised with Council's Cultural Development Officer and a further report will be made to the Heritage Advisory Committee on the options and potential costs.

Update on heritage matters before the NSW Land & Environment Court:-

- 12 Woonona, Wahroonga – the decision has not been released at this stage.
- 37 Burns Rd, Wahroonga – Council served orders to remove the unauthorised works. The issue is currently being considered by the courts. The committee supports refusal and serving of the orders.

Fisk Monument

Recommendation: Heritage Advisory Committee reiterates its concern about the damage to this monument and request a response to questions raised by stakeholders.

Comment

A formal memo was prepared by Director Development & Regulation dated 24 December 2007 on this matter and it will be provided to all Heritage Advisory Committee members for their information.

CONSULTATION

The Heritage Advisory Committee includes representatives from the community and nominated heritage organisations.

FINANCIAL CONSIDERATIONS

The cost of running the Committee is covered by the Strategy Department budget.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

The Operations Department has been consulted in the preparation of this report.

SUMMARY

The Heritage Advisory Committee Meeting was held on Monday 1 April 2007. A range of issues were discussed with a number of issues raised for further consideration.

RECOMMENDATION

That Council receive and note the Minutes of the Heritage Advisory Committee Meeting held Monday 1 April 2008.

Antony Fabbro
Manager Urban Planning

Andrew Watson
Director Strategy

Attachments: **Minutes of 1 April 2008 - 947983**

**MINUTES
HERITAGE ADVISORY COMMITTEE MEETING**

MONDAY 1 April 2008

**Council Chambers
818 Pacific Highway, Gordon**

MEETING OPEN: 6:30 PM (File S03816)

1.0 WELCOME BY THE CHAIR

2.0 APOLOGIES

Councillor Cross

3.0 ATTENDANCE

Community Members:

Mr Moore (National Trust)
Mr Stutchbury (RAIA)
Mr Holman (part of meeting)
Ms Harvey (Ku-ring-gai Historical Society)
Ms Mack

Councillors:

Councillor Anderson

Council Officers:

Mr Fabbro, Manager Urban Planning.
Mr Dignam, Heritage Advisor.
Mr Barber, Student Planner.
Ms Walker, Principal Landscape Architect (part of meeting)
Ms Silva, Manager Strategic Assets and Services

4.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

Minutes of the 25 February, 2008 meeting were revised and adopted.

5.0 DECLARATIONS OF INTERESTS

None

6.0 Proposed Dividing Fence Council land at 1536 Pacific Highway Wahroonga- adjoining Mahratta

The HAC conducted a site visit to Mahratta and the public land adjoining Mahratta with the assistance of Mr Fisher. The site visit was conducted between the hours of 5pm to 6pm, on the 1 April, 2008.

Key points raised on site inspection:

- Access and Egress to the site for Mahratta and the public land esp. with locked gates
- Curtilage of the site and the driveway.
- Importance of views. There may be a case for some exemptions e.g park benches
- Noted that not part of the original Mahratta estate but part of Yamba
- The likely heritage impact of the Moon gate, including the views to and from the moon gate with the erection of the fence
- Heritage impact of the path on Garden Bed, landscaping and Bamboo stand.
- Additional fencing could impact on the heritage significance of the site- this could be located within the service area.
- Ms Harvey will do more research on the site and significance- need to have more information re the heritage value of the driveway.
- The HAC committee noted open space would be a more desirable outcome than development for the site.

Following HAC meeting Alison Walker, Ku-ring-gai landscape architect, will present a proposal for the new fence.

The HAC committee noted a Plan of Management for the site will need to be updated.

7.0 Laurel Avenue/Cherry Street/Brentwood Avenue Precinct.

Staff circulated a map of the heritage items and the boundaries for the proposed urban conservation area 24 and it was noted this would be part of the Ku-ring-gai Principal LEP process. It was noted there were not many listed Mc Credie properties in Ku-ring-gai and it was noted there was a pattern of contributory items for this local streetscape. Staff noted they will reply back to Mrs Locke.

8.0 Council's Principle LEP process- Heritage Interface issues

It was noted by the HAC, that the heritage interface should become a priority with the new comprehensive LEP.

Councillor Anderson noted that it would be beneficial if council staff could provide HAC with information on sites. Staff also suggested that HAC could provide information and advice to the Planning Panel.

9.0 Heritage Assistance fund update

Applications were received for 12 local heritage items. Two applications were received in 2006 when funds were not available but have been considered in this round of funding. A subcommittee of the Heritage Advisory Committee (HAC) met to consider the applications on 15 February 2008 and reported their recommendations to HAC at their meeting on 25 February. One application was not supported but funding is recommended for all other applications.

Staff advised that the Local Heritage Assistance Fund report for the recommendation of grant funding will be going to council on the 8 April. The Local Heritage Assistance Fund applicants will be informed accordingly after the decision has been made.

10.0 Heritage Act Review Panel Report

It was noted that the report suggested about 500 items could be removed from the schedule unless council reviews each property in detail and prepares a statement of significance.

Items would need to be reviewed every 5 years and condition monitored.

The state government is unlikely to provide additional funds for local council heritage and council will need to make more funds available.

New criteria for listing would be introduced, an item would need to have at least 2 criteria to meet the list threshold.

The committee were unsure of the process of making a submission to the Heritage Act Review. No time frame has been suggested by the Department of Planning to make a submission to the Act.

11.0 80th Anniversary of Council Chambers

Recommendation;

In view of the upcoming anniversary, this committee strongly recommends that council commission a conservation management plan for the original building.

Recommendation;

This committee recommends that council continues to allocate sufficient funds to celebrate the anniversary with such activities as

- Presenting a brief history of the building as a pamphlet available to the public
- Other events to be considered

The HAC committee would like to express thanks to Ms Mack, for distributing the information from the state library website, which featured Ku-ring-gai as a garden suburb.

12.0 WWI 90th commemorations

Council are currently conducting research on commemorations which will be occurring in Ku-ring-gai for the 90th anniversary of the end of WW1.

13.0 Update on heritage matters before the L& E Court

12 Woonona, Wahroonga– The decision has not been released at this stage.

37 Burns Rd, Wahroonga – Council served orders to remove the unauthorised works. The issue is currently being considered by the courts. The committee supports refusal and serving of the orders.

14.0 General Business

Fisk Monument

Recommendation;

HAC reiterates its concern about the damage to this monument and request a response to questions raised by stakeholders.

It was noted HAC would like an update on the research council has conducted on the work of eminent architects within Ku-ring-gai.

The HAC committee noted that the meeting minutes should include far more recommendations and resolutions.

15.0 Close 9.15pm

PARKS, SPORT & RECREATION REFERENCE GROUP MEETING - MINUTES OF 29 MAY 2008

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To bring to the attention of Council the Minutes from the Parks, Sport and Recreation Reference Group Meeting held on Thursday, 29 May 2008.

BACKGROUND:

The role of the Parks, Sport and Recreation Reference Group (PSRRG) is to provide resident, user group and industry expert advice to Council on matters relevant to the types and standards of service and the direction of Council's strategic plans, policies and Plans of Management in relation to parks, sport and recreation.

COMMENTS:

Seven (7) items of General Business (PSRRG 103 – PSRRG 109) were discussed at the meeting covering: the Autumn sports forum; update on West Pymble Pool; South Turramurra sportsfield options; district park masterplanning; BMX facilities; future capital works; and, Open Space Acquisition Strategy

RECOMMENDATION:

That the Minutes of the Parks, Sport and Recreation Reference Group Meeting held on Thursday, 29 May 2008 be received and noted by Council.

PURPOSE OF REPORT

To bring to the attention of Council the Minutes from the Parks, Sport and Recreation Reference Group meeting held on Thursday 29 May 2008.

BACKGROUND

The role of the Parks, Sport and Recreation Reference Group (PSRRG) is to provide resident, user group and industry expert advice to Council on matters related to parks, sport and recreation. This includes the types and standards of service, the content of Council's strategic plans, policies and direction of Plans of Management.

COMMENTS

At the meeting on 29 May 2008, seven items of business were discussed.

1. The PSRRG heard a summary of the Autumn Sports Forum held on Monday 5 May 2008 from Campbell Wratt. The main topics discussed included: Council maintenance of community sporting facilities; NSW Department of Sport and Recreation presentation on community programs for sports clubs; use of floodlit facilities and Council's floodlighting systems; and sports club involvement in the development of community facilities.
2. The PSRRG discussed the selective tender process for the West Pymble Pool, commencing with the design tender closing on Tuesday 10 June 2008. This will subsequently be considered by Council to determine the future direction. An indicative timeline for the development of the facility was provided, subject to Council approval and funding, with the design process anticipated to commence in July 2008 and culminate with the opening of the new facility in September 2010.
3. The implications of the Council resolution to proceed with the feasibility study into the South Turrumurra B2 freeway corridor sale was discussed.
4. Turrumurra Memorial Park and Karuah Park draft Landscape Masterplan is currently on public exhibition for comment until 30 June 2008. Following exhibition a report will be presented to Council summarising resident contributions and recommending adoption. St Ives Village Green draft Landscape Masterplan, is scheduled for commencement in July 2008.
5. The PSRRG discussed the strategic review of BMX facilities within the LGA. The recommendations from this review were adopted by Council on 10 June 2008 that included undertaking a concept plan for St Ives Village Green.
6. The Draft Management Plan and Capital Works Program 2008 – 2012, were discussed, along with fundraising by clubs for facility infrastructure development.
7. The PSRRG were updated on the Council Resolution of 13 May 2008, pertaining to the deferment of the public exhibition of the strategy on Open Space Acquisition. Dr Van Der

Item 9

S03447
13 June 2008

Water requested that consideration be given to acquiring land through the Open Space Acquisition Strategy for the expansion of Richmond Park, Gordon. This suggestion has been referred to Council's Urban Planning Section.

CONSULTATION

The Reference Group is a consultative forum representing the interests of residents, user groups and industry professionals.

FINANCIAL CONSIDERATIONS

There are no direct financial considerations related to this report.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

Consultation with other departments has not taken place in the preparation of this report.

SUMMARY

The PSRRG meeting held on 29 May 2008, gave members present the opportunity to review and discuss in detail the Autumn Sports Forum; West Pymble Pool redevelopment; South Turramurra B2 Freeway Corridor; District Park Landscape Masterplans; Strategic review of BMX facilities; Draft Management Plan and Capital Works Program 2008-1012; and the Open Space Acquisition Strategy.

RECOMMENDATION

That the Minutes of the Parks, Sport and Recreation Reference Group held on Thursday 29 May 2008, be received and noted by Council.

Roger Faulkner
Sport and Recreation Planner

Andrew Watson
Director Strategy

Attachments: Minutes of 29 May 2008 - 949782

Parks, Sport and Recreation Reference Group

Minutes from Meeting held on

Thursday 29 May 2008

Level 3, Ante Room

7.00pm

Chair: Councillor Nick Ebbeck

Attendees:

Members	Councillors	Staff	Guests
Grant Corderoy	Cr Nick Ebbeck (Chair)	Roger Faulkner Sport and Recreation Planner	
Andrew Falk	Cr Adrienne Ryan		
Frank Freeman	Cr Elaine Malicki		
John McFadden	Cr Tony Hall		
Michael Nesteroff	Cr Jennifer Anderson		
Sandra Van De Water			
Julie Garland-McLellan			
David Howard			
Campbell Wratt			
Miguel Andrade (NSW Sport & Rec)			

Apologies:

Members	Councillors	Staff
Craig Bryant		
John Ceccato		
Alan Fredericks		
Matthew Horne		
Mel Kasem		
Peter Rezek		
Ann Smith		

Meeting Commenced: 7.00pm

Declaration of Pecuniary Interests

None.

Confirmation of Previous Minutes

The minutes of the PSRRG meeting held on Thursday 13 March 2008 were accepted unanimously, with two corrections as discussed below.

Councillor Malicki was listed as late in the minutes of the previous meeting when in fact she did not attend the meeting and should have been listed under the apologies. The Minutes of the previous meeting are to be corrected.

Grant Corderoy pointed out that there was an inconsistency between the PSRRG minutes and Part C. v. of the Council resolution for GB.2 (Parks Sport and Recreation Reference Group – Minutes of Meeting held 13 March 2008) from the Ordinary Council Meeting held on 13 May 2008. Part C. v. was included in the Comments section of the Council report and in the recommendation and resolution but was missing from the attached PSRRG minutes. It was pointed out by the Sport and Recreation Planner that this was a typographical error and that it should have been included in the attached minutes. The Minutes of previous meeting are to be corrected.

Business Arising

None

Correspondence

A letter addressed to the PSRRG from Mr Evans of Paul Ave, St Ives was read aloud to the meeting. Mr Evans raised some points for Council to consider when conducting the feasibility study for enhancing Surgeon White Reserve, St Ives for sportsfields and/or shared use with Avondale Pony Club and Northside Riding Club. The letter is to be distributed to PSRRG members and councillors.

General Business**PSRRG 103 – Autumn sports forum**

Cambell Wratt gave a summary of the Autumn Sports Forum held on Monday 5 May 2008 at St Ives Community Hall. The main topics discussed at the forum included:

- Council maintenance of community sporting facilities;
- NSW Sport & Recreation presentation - community programs for sports clubs;
- use of floodlit facilities and council's floodlighting systems; and
- sports club involvement in the development of community facilities

PSRRG 104– West Pymble Pool

As resolved by Council, selective tender process for facility design was currently underway, with tenders due on 10 June 2008. Members request an indicative timeline for the development of the facility which, subject to Council approval of the project, is as follows:

- July 2008 - select successful tenderer
- August 2008 – commence design and consultation process
- January 2009 – lodge Development Application
- May 2009 – approve DA
- June 2009 – commence tender for construction
- August 2009 – appoint construction firm
- September 2009 – commence construction
- September 2010 – new facility opens

PSRRG 105 – South Turrumurra B2 Freeway Corridor

The PSRRG discussed the implications of the Council resolution at the Council meeting held on 13 May 2008 to adopt the recommendations of the previous PSRRG meeting regarding the feasibility work into the sale of the disused South Turrumurra B2 freeway corridor land for residential housing followed by the development of a strategy to provide multiple sportsfields across the LGA.

PSRRG 106 – District Park Landscape Masterplans

Turrumurra Memorial Park & Karuah Park draft Landscape Masterplan is currently on public exhibition until 30 June 2008.

The next district park landscape masterplan to be done is for St Ives Village Green.

PSRRG 107 – Strategic review of BMX facilities

The outcomes of this study were explained to the PSRRG by the Sport and Recreation Planner with the recommendations due to be considered by Council at the Council meeting on 10 June 2008.

PSRRG 108 – Draft Management Plan and Capital Works Program 2008–2012

This is currently on public exhibition. The draft capital works program is to be circulate via email to PSRRG members.

Fundraising for infrastructure development at sporting facilities was discussed, including sources of funding such as sponsorships, borrowing and corporate donations. It was agreed that all members of the committee would bring any examples that they are aware of to the next meeting for discussion.

PSRRG 109 – Open Space Acquisition Strategy

The Sport and Recreation Planner updated the PSRRG about the Council resolution on 13 May to defer public exhibition of the strategy and conduct site visits for councillors of any sites identified in the draft strategy that are nominated by councillors.

Dr Van De Water repeated the suggestion that she has previously made to Council that Richmond Park in Gordon should be considered for expansion by acquiring adjoining properties, as it would meet the objectives of the Open Space Acquisition Strategy and provide an excellent recreation space in an appropriate location for local residents in an area which has an undersupply of parks.

Other Business

Julie Garland-McLellan asked that Council be thanked for organising the Dogs Day Out at St Ives Showground, as it was an excellent event which was extremely well attended and much appreciated by local residents.

Meeting Closed: 9.10 pm

Next Meeting:	Thursday 24 July 2008 7.00-8.30pm Ante Room. Council Chambers Level 3
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WEST LINDFIELD SPORT & RECREATION CLUB BUSINESS PLAN

EXECUTIVE SUMMARY

PURPOSE OF REPORT:	To seek Council's in-principle support for the West Lindfield Sport and Recreation Club to lodge a development application for the construction of an all-weather synthetic court surface for multi-purpose sports use on the two disused bowling greens at the club.
BACKGROUND:	West Lindfield Sport and Recreation Club currently has a 50 year lease which is due to expire on 21 October 2009. The club is seeking a new 20 year lease, however the club has been informed by Council that a new lease will not be negotiated until Council has approved the business plan for the proposed redevelopment and development application approval has been received. Council has been working with the club during the preparation of the business plan for the last twelve months.
COMMENTS:	West Lindfield Sport and Recreation Club is proposing to fund a new all weather multi-purpose financially viable community facility by redeveloping the two disused bowling greens at the club and maintaining lawn bowls on the third green.
RECOMMENDATION:	That Council give in-principle support for the proposed multi-purpose use of West Lindfield Sport and Recreation Club subject to approval of a development application for the proposal. That the community be consulted prior to the club lodging a development application. That Council seek to negotiate a new 20 year lease (initial term of 10 years plus an option for a second term of 10 years) with West Lindfield Sport and Recreation Club if development approval for the proposal is granted.

PURPOSE OF REPORT

To seek Council's in-principle support for the West Lindfield Sport and Recreation Club to lodge a development application for the construction of an all-weather synthetic court surface for multi-purpose sports use on the two disused bowling greens at the club.

BACKGROUND

West Lindfield Sport and Recreation Club (WLSRC) is located on Council-owned land (the site is classified as Community Land and zoned 6a Recreation) at 76A Highfield Road Lindfield, and includes the building, car park, bowling green and surrounds. The northern boundary of the site is directly adjacent to Highfield Road. The western boundary is adjacent to Primula oval, whilst the southern and eastern boundaries are surrounded by bushland.

In recent years the bowling club membership numbers has fallen. To maintain financial viability, the club sold its gaming machine licenses and appointed a licensee who also serves as secretary to the WLSRC and onsite supervisor and barman.

Since this appointment, the club's financial position has significantly improved, however the WLSRC board recognises the need for new sources of revenue that would enable the club to expand its activities and make full use of this excellent community resource.

WLSRC was incorporated in 2000 and brought together Lindfield Football Club (LFC), West Lindfield Bowling Club and Lindfield Rugby Club. The Lindfield Rugby Club has subsequently withdrawn, preferring to devote their resources and energy to establishing additional facilities at Tryon oval. WLSRC is now used for bowling, meetings, football training, social events and equipment storage. Previously WLSRC was known as the West Lindfield Bowling Club Incorporated, having commenced operations in 1958 and signed a 50 year lease with Council in 1959.

In 2006 discussions were held with Lindfield Bridge Club and Killara Croquet Club to investigate the potential for either or both of these clubs to relocate their activities to WLSRC. By early 2007, the relocation of each of these groups was no longer pursued and WLSRC commenced exploring alternative uses for the two disused bowling greens at the club. In 2007 the club instigated discussions with Council to begin planning for what it called the Lindfield Sports Centre. This would form part of WLSRC and would include new facilities including Lindfield Futsal competitions (Futsal is a five-a-side game of soccer played on a small field).

Council has previously advised WLSRC Board that one of the conditions of the lease extension would be the appointment of two Council representatives on the Board. WLSRC Board has passed a resolution to progress changes to the Constitution so that these appointments can be made. Should the Lindfield Sports Centre proposal be accepted by Council, the development application (DA) approved, and a new lease signed by Council, Council would need to give consideration as to who and how it might nominate two representatives.

Item 10

S02712
13 June 2008

Lindfield Football Club (LFC)

In June 2008 the LFC submitted a business plan (**Attachment 1**) and Financial Model (**Attachment 2**). This has been endorsed by the WLSRC Board and the LFC Board, representing a membership of 1,950 players. LFC is a not-for-profit sporting club that provides amateur football to Lindfield and surrounding areas. It was founded in 1957 and is the largest sporting club in Ku-ring-gai and one of the largest football clubs in Australia in terms of playing members. Being such a large club LFC has expertise in the management of successful football competitions, clubs and associations, working with children and management of volunteers.

The business plan is based on information from potential users and groups incorporating expertise in financing, legal, accounting, landscaping, surveying, engineering and construction management backgrounds. All information in the business plan is in current dollars and has not been escalated for inflation. The purpose of the business plan is to outline the economic viability of a new sports facility at West Lindfield Sport and Recreation Club. It explains the financial, operational, marketing and organisational plan for the proposal.

LFC is affiliated with Ku-ring-gai & District Soccer Association (KDSA) which is one of 33 Football Associations affiliated with Football NSW.

COMMENTS

Commercial information – competitor

In accordance with the *Local Government Act 1993* and the *Local Government (General) Regulation 2005*, in the opinion of the General Manager, Attachments 1 and 2 in the following business is of a kind as referred to in section 10A(2)(d) of the Act, and should be dealt with in a part of the meeting closed to the public.

Section 10A(2)(d) of the Act permits the meeting to be closed to the public for business relating to commercial information of a confidential nature that would, if disclosed:

- (i) prejudice the commercial position of the person who supplied it, or
- (ii) confer a commercial advantage on a competitor of Council, or
- (iii) reveal a trade secret.

This matter is classified confidential under section 10A(2)(d)(ii) because it contains information of a commercially sensitive nature to West Lindfield Sport and Recreation Club Ltd which could potentially be used by a competing organisation.

It is not in the public interest to disclose the information in **Attachments 1 & 2**.

Proposed Development

The Lindfield Sports Centre will be the only facility of its kind in Ku-ring-gai to offer a multi-sport and community centre providing a range of sporting, recreational and social activities. The proposal seeks the conversion of the two unused bowling greens into a single new surface setup (see Figure 1) which incorporates:

Item 10

S02712
13 June 2008

- **In summary**
 - 2 full international sized Futsal courts made of artificial grass;
 - 2 courts made up of multi-purpose synthetic grass which can accommodate such sports as basketball, netball, and European handball. This same area can be used as a third full size Futsal court;
 - A fence to be 3.6m high with 4 pedestrian gates and one double 3m x 3m access gate; and
 - 6 lighting poles to enable evening play.
- **Multi-purpose courts**
 - Futsal Competitions (winter, summer, corporate, school)
 - Netball
 - Basketball
 - European Handball
 - Football(soccer) training
 - Fun Game
 - Casual hire use to public
 - Alternative wet weather football club training for all sports
- **Lawn bowls green**
 - Lawn bowling competition
 - Bare-foot bowls functions
- **Bar and indoor facilities**
 - Club meeting facilities
 - Coaching Courses
 - Post match social drinks (football and cricket)
 - Live sporting events on the big screen
 - Casual dining
 - Corporate meetings and team building training
 - Birthday parties, anniversary, wedding receptions
 - A retreat for parents whilst waiting for children to complete games.

The key aims of the Lindfield Sports Centre are:

- to encourage participation in a popular and rapidly growing form of football;
- to ensure LFC's continued expansion;
- to provide all weather competition and training opportunities for KDSA teams;
- to enable children, young people and adults to participate in sport and maintain fitness levels for life;
- to ensure the West Lindfield Sport and Recreation Club (WLSRC) is a well-used, community venue; and
- to provide an alternative venue from existing ovals.

Item 10

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13 June 2008

Figure1. Proposed Facility Layout



It is proposed the Sports Centre will also be accessible to residents of Lindfield and the surrounding communities.

Project Costs

Three quotes have been obtained to implement the project. While these are estimates based on a concept plan, it is envisaged to cost approximately \$450,000. However this figure is highly variable because of unknown factors, including:

- condition of sub base has not been scientifically tested and this will determine the depth of soil to be removed before construction;
- final facility layout and extras, which are still to be finalised; and
- LFC may be able to use its membership base to outsource construction components at lower prices and reduce the overall cost.

In addition to the quotes of \$450,000, LFC has allowed a further \$70,000 (\$10,000 for Development Application, \$45,000 for initial working capital and \$15,000 for WLSRC club house renovations). These allowances are conservative and the actual outlay prior to the facility being cash flow positive, is likely to be less than \$500,000.

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Project Funding

Possible funding sources identified by the club include but are not limited to government grants, community donations, commercial funding contributions from LFC and its members and club fundraising activities. These alternatives are discussed in detail in the funding forecast section of the business plan (**Attachment 1**). In summary, the following funding options are included in the business plan:

Funding Opportunities	
Government Grants	\$200,000
Contribution from LFC	\$30,000
Contribution from LFC Members	\$75,000
Sponsorship/Funding Raising Activities/Other Related	\$0
Contribution from Ku-ring-gai Council	\$0
Commercial Funding	\$250,000
	\$555,000

The primary sources of funds are contingent on security of tenure over the site, as it is a criterion for State and Federal government grants and any external borrowing.

Revenue

According to the business plan, over a ten year period the project would generate sufficient cashflow to repay debt and fund major maintenance and future capital improvements in the order of \$400,000 to \$500,000. In addition, cash flowing to WLSRC directly from the project is forecast be at least \$400,000 from LFC in Futsal fees (approximately \$150,000 over 10 years) and canteen net cash (\$250,000 or \$25,000 per annum) as shown in Table 1 below.

Table 1- Revenue Contributed to WLSRC

CONTRIBUTION TO WLSRC	Year 1	Year 2	Year 3	Year 4	Total 1-10
Canteen Sales	11,894	24,221	27,187	29,434	269,338
Futsal Fees	4,130	8,680	9,730	10,570	96,530
LFC Fees	5,000	5,000	5,000	5,000	55,000
Accumulated Cash Flow	21,024	37,901	41,917	45,004	420,868

New Lease

The current lease expires in 2009 and in order for it to be renewed, Council has requested this detailed business plan so that Council can be confident about the feasibility of the project and the benefits it will bring to the community.

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Given the high investment required to develop the land into all weather courts, the club is seeking a 20 year lease (10 years + option for a further 10 years).

Development Application

As WLSRC is the lessee of the land the DA will need to be submitted by WLSRC on behalf of LFC.

The process of preparing a DA will require detailed plans and descriptions of proposed works and the operation of the facility.

The club recently had a formal pre-DA meeting with Council staff to identify detailed requirements for the DA, and has begun preparing the DA for submission pending in-principle support for the proposal from Council. Key issues arising from this pre-DA meeting are discussed below.

Parking Requirements

When the car park has been full a total of 74 spaces have been counted. However the car park surface is not marked and is not configured in such a way that the full area is maximized. If this was done it would create more spaces due to parking efficiency.

A parking survey will be required as part of the DA and this will clarify any parking and traffic issues. Based on a 74-space assumption there is sufficient parking for 3 courts for evening competition as shown in Table 2 in the likely case scenario. The DA parking report will also use traffic statistics from the St Ives Futsal competition.

Table 2 - Parking Assumptions

PARKING UTILISATION	Worst Case Scenario *	Likely Case Scenario **	Best Case Scenario***
ASSUMPTIONS			
Average Teams during one timeslot	8	6	6
Players per team	7	7	7
Cars Per Player	1	0.66	0.5
Parking spots required per timeslot	56	28	21
Average Overlap time 20mins	112	56	42
Officials + Referees	10	10	10
Required parking spots per overlap time	122	66	52
Available Parking Spots			
WLSRC	72	72	72
Scouts Hall	15	15	15
Available Parking Spots	87	87	87
Required Street Parking	35	(-21)	(-35)
	*Every player arrives by car	**Every 2/3 player arrives by car	***Every 1/2 player arrives by car

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Futsal is a competitive and recreational form of football that can be played indoors or outdoors on artificial surfaces. As the size of the court is reduced, more playing courts can be developed in smaller areas. As the surface is artificial, it can be played on all year, regardless of weather and supply of water. Based on football studies from Europe and South America the ideal player development is having players being more exposed to the ball. Futsal plays a major role in the development of good ball skills, creativity and is weather independent. There is currently no international size court in the North Shore area. This proposal seeks to address this shortfall.

LFC proposes to develop a full competition for the same age groups as the KDSA competitions, that being, ages 6 through to over 35 for both male and female. Further, the courts will be available for use by external coaches on a seasonal basis and for hourly hire for schools and organisations. The court setup will allow for 3 games to be run at any given time and the Futsal competitions are proposed to run from 4.00pm – 9.30pm on weeknights.

Usage for competition is set out in Table 3. This has assumed court usage as a percentage of allocated time to be less than 50% in the first year, rising to 70% in the third year and thereafter for the summer competition and less for the autumn and winter competitions.

Table 3 – Competition Assumptions

Futsal Competition Assumptions	Year 1	Year 2	Year 3	Year 4
<i>Junior Competitions (under 12)</i>				
Start -End Time	4:30 - 6:00	4:30 - 6:00	4:30 - 6:00	4:30 - 6:00
Courts	4	4	4	4
Duration (incl changeover)	30	30	30	30
<i>Student/Adult (12 plus)</i>				
Start -End Time	6:00 - 9:30	6:00 - 9:30	6:00 - 9:30	6:00 - 9:30
Courts	3	3	3	3
Duration (incl changeover)	40	40	40	40
Competitions				
<i>Summer</i>				
Duration (weeks)	14	14	14	14
Nights	5	5	5	5
Estimated Average Utilisation Per Night	49%	58%	68%	68%
<i>Autumn</i>				
Duration (weeks)	-	12	12	12
Nights	-	3	3	3
Estimated Average Utilisation Per Night	0%	38%	40%	49%
<i>Winter</i>				
Duration (weeks)	-	12	12	12
Nights	-	3	3	3
Estimated Average Utilisation Per Night	0%	38%	40%	49%

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School sport and other uses

There are 14 schools in walking distance/close proximity to the WLSRC with 6,643 children attending these schools.

In particular, LFC has had strong interest from the following schools:

- Killara High- could be fully booked for Thursday afternoon sport and has sent a letter of support to Council;
- Holy Family- currently utilise Lofberg Oval (West Pymble) for their Wednesday sport and this would be a great location as it is within walking distance;
- Lindfield Primary- very interested in exploring options, is also within walking distance and has sent a letter of support to Council; and
- Killara Primary School- has sent a letter of support to Council
- Beaumont Road - has sent a letter of support to Council.

School sport could be accommodated during the day. Lindfield professional coaches can work with Physical Education teachers to design Futsal programs for schools students and local Futsal tournaments could be easily organised for local schools.

Netball and basketball are other sports that could be played for school sport during the day.

Lindfield Football Club & KDSA clubs could you use the facilities as a training ground. Futsal, basketball and netball tournaments could be held and private individuals or academies could hire the courts. Football camps would be held in the school holidays and private or corporate functions would give the Lindfield Sports Centre year-round utilization.

The Fun Game Activity Program has been a successful 'low impact' sport implemented at North Ryde RSL and recently by Ku-ring-gai Council as part of the Active Ku-ring-gai program. A member of the Fun Game organisation has approached WLSRC with an interest to be part of the daytime activities at the proposed Lindfield Sports Centre.

CONSULTATION

No consultation has taken place at this point. It is recommended that Council undertake pre-DA consultation with local residents to ascertain their willingness to accept the new facilities at WLSRC.

FINANCIAL CONSIDERATIONS

There are no financial considerations in relation to the capital costs and ongoing operation, maintenance and future capital replacement costs, as the proposal is to be fully funded by WLSRC.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

Staff from Community and Development and Regulation have been consulted on this proposal and specifically the Community and Recreation Property section in relation to the potential new lease.

SUMMARY

WLSRC is proposing to fund a new all weather multi-purpose financially viable community facility by redeveloping the two disused bowling greens at the club and maintaining lawn bowls on the third green.

The proposal gives Council the opportunity the help reinvigorate a not-for-profit community club and bring a vital additional income stream to the club. The proposal also meets a need identified in the 2006 Sport in Ku-ring-gai Strategy. Action 1.3 of the Strategy is to identify opportunities for alternative open space areas to be developed for active recreation opportunities and to investigate the re-use of existing and under-utilized assets (including tennis courts) for new and/or alternative sporting and recreation facilities.

The proposed redevelopment will provide many benefits to the Ku-ring-gai community, including social benefits such as providing a much needed recreational outlet for female and male youth, providing increased opportunities for all members of the community to participate in sport, effectively saving a 50 year old bowling club from extinction, and providing the opportunity for the lawn bowling part of the club to revitalize itself.

This project would provide a much needed additional community facility, re-invigorate WLSRC and is financially robust.

These benefits will need to be weighed up against the negative impacts the proposed facility will have on surrounding residents, primarily as a result of increased traffic, parking requirements and evening noise.

If the proposed facility does not proceed, Council will need to identify future uses for the facility, which are likely to have significant capital cost not accounted for in Council's long term financial model.

RECOMMENDATION

- A. That Council give in-principle support for the proposed multi-purpose use of WLSRC subject to approval of a Development Application for the proposal.
- B. That the community be consulted prior to the club lodging a Development Application.

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- C. That Council seek to negotiate a new 20 year lease (initial term of 10 years plus an option for a second term of 10 years) with WLSRC if Development Application approval for the proposal is granted.

Roger Faulkner
Sport and Recreation Planner

Andrew Watson
Director Strategy

Attachments:

- 1. Lindfield Football Club Business Proposal - Confidential**
- 2. Proposed Lindfield Sports Centre Financial Model - Confidential**

WASTE SERVICE PERFORMANCE CERTIFICATE

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

To advise Council of the amended conditions relating to the change over of bin lids as required by the Department of Environment & Climate Change.

BACKGROUND:

Council had considered the 2007/2008 Waste Service Performance Certificate issued from the DECC and resolved to seek representations to the Minister for the Environment.

COMMENTS:

The Mayor and Council officers met with the Minister for the Environment and Climate Change on 11 June 2008 and a further concession to the DECC's Waste Performance Certificate has been proposed following ongoing negotiations with officers of the Department of Environment & Climate Change.

RECOMMENDATION:

That Council apply blue stickers to paper bins and yellow stickers to mixed recycling bins and change yellow lids completely by 2011.

PURPOSE OF REPORT

To advise Council of the amended conditions relating to the change over of bin lids as required by the Department of Environment & Climate Change.

BACKGROUND

Council considered a report at its meeting of 26 February 2008 relating to conditions for Council to change its current bin lids to comply with the Australian Standards in order for Council to qualify for rebates under Section 88 Levy funding and resolved:

- A That representations be made to the Minister for the Environment & Climate Change on the implications that these changes will have on Council's residents and the Domestic Waste budget and report back to Council prior to the end of the current financial year.*
- B That this situation be publicised in the media and on Council's website to inform our residents.*

The content of the report indicated that in order to qualify for the 2007/2008 rebate, Council would need to agree to change its bin lid colours to the new Australian Standard for bin colours implemented in 2007 as well as comply with other conditions including undertaking a bin by bin domestic waste audit by November 2008.

COMMENTS

Following the matter being considered by Council, a number of media issues occurred and the Deputy Director General of the Department of Environment & Climate Change met with the Mayor, General Manager and Director Operations on 12 March 2008 to help resolve the matter. It was generally agreed at the meeting that Council would be allowed to use coloured stickers in lieu of changing bins. Attached as **Attachment 1**, is a copy of the letter from the Deputy Director General of the Department with regard to the outcome of the meeting.

A letter was sent to the Minister for the Environment by the Mayor dated 17 March 2008 advising of Council's resolution and seeking a meeting. A copy of the letter is attached as **Attachment 2**. However, as it was considered that the matter was resolved, the meeting did not proceed as planned and was deferred.

On 1 April 2008, the Department of Environment & Climate Change provided Council with its requirements for Council to comply with its conditions. A copy of that letter is attached as **Attachment 3**.

When the letter and associated conditions were further assessed by Operation's staff and Council's contractor, it was considered that the swapping of the recycling bins would create confusion for the residents and result in contamination of the paper products. Hence, it was considered that this would have a significant impact on the income Council received for its paper products and therefore result in the possibility of Council paying for the sorting of material.

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Consequently, it was considered by Operation's staff that the proposal would not be beneficial to Council and would likely cost more than what Council would receive from the Department for the rebates. Council's contractor confirmed that the process in swapping over bins would be difficult and could take up to 6 months to be properly completed due to the time to do the work and the high possibility of residents not reading the material and using the current arrangement. The estimated cost of loss revenue and sorting costs for the 6 month period was estimated at \$500,000. This did not include the cost to undertake the work.

An alternative offer was then sent to the Department by the Operation's Department seeking a modification to the proposal which basically involved the use of stickers but did not involve the swapping of the recycling bins.

Following lengthy negotiations with the officers of the Department of Environment, a response to the officer's proposal was sent. Attached as **Attachment 4**, is a copy of the response from the Department.

On receipt of this letter, the Mayor sought an urgent meeting with relevant staff on the implications of the Department's proposal and hence it was agreed to arrange for an urgent meeting with the Minister for the Environment to assist in resolving the matter.

A meeting was arranged and held with the Minister for the Environment, Ms Verity Firth MP on 11 June 2008. The Minister was advised by the Mayor of Council's difficulty associated with the swapping of the bins and that it was considered uneconomical for Council to comply.

At the meeting an alternative proposal was put to the Minister that involved the use of stickers on the recycling bins and the gradual replacement of the paper recycling bins over a 3 year period. The current yellow recycling bins are now over ten (10) years old and would normally be replaced at the commencement of the new contract in 2014.

The future rebates proposed for Council are as follows:

Certificate	2007/2008	\$181,770
Certificate	2008/2009	\$269,402
Certificate	2009/2010	\$357,034
Certificate	2010/2011	\$444,666
Total		\$1,252,872

The cost of replacing all the yellow lid bins with new blue lid bins is estimated at \$1.3 million whereas the cost to replace the lids only would be \$430,000.

As can be seen by the above future rebates, the total received is similar to the cost of the replacement of the bins which would be required at the end of the contract.

The Minister for the Environment requested Council to put its proposal in writing and a copy of the letter sent to the Deputy Director General of the Department of Environment & Climate Change is attached as **Attachment 5**.

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The proposal is summarised as follows:

- Place blue coloured stickers on all yellow lid paper recycling bins by April 2009.
- Place yellow coloured stickers on brown lid container recycling bins by April 2009.
- Replace damaged general waste grey lids with red lids as required.
- Replace damaged green waste lids with lime green lids as required.
- Replace all yellow paper recycling bin lids by June 2011 with blue lids.
- Following replacement of paper recycling lids by June 2011, replace damaged brown lids with yellow lids.
- Complete all change-over by 2014.
- Gradually update all education material to residents.
- Undertake kerbside waste audits in accordance with requirements.

The Deputy Director General of the Department was requested to advise Council of the Minister's decision by Monday 16 June 2008 so that the advice could be included in this report to Council. At the time of finalising the report, confirmation has not been received. However, it is expected that the advice will be available for Council to consider at the Council meeting.

The general requirement for all Councils to comply with the Waste Services Performance Payment Certificates is as follows:

- Conduct a residual waste compositional audit in accordance with the DECC's new Kerbside Audit Methodology and submit the report by November 2008
- Have any new collection and replacement MGB contract let after 30 June 2008 to conform to the new 2007 Australian standard for bin colours
- By June 2009 brown lidded MGBs will be converted to collect newspaper and cardboard. Bin lids will be marked using stickers or other appropriate marking/signage.
- Bins lids which require replacement after this conversion date will be replaced in accordance with the new Standard.
- Bin lids for waste and green waste will be replaced with lids complying with the new Standard as soon as existing stocks are exhausted and not later than 30 June 2008.

Notwithstanding that there are a significant number of Council bin colour combinations across Sydney that do not meet the new Australian Standard, the majority of Councils in the metropolitan area have agreed to convert bin lids through a gradual implementation process or as part of any new collection Contract.

It should be noted that there is a further three more years of the Performance Improvement Payment Certificate to be issued for years 2008/2009, 2009/2010, 2010/2011 and conditions that relate to these Certificates have not been announced by the DECC and are therefore unknown.

However, given the escalating rebate amounts provided by the DECC for the further 3 years there is potential for additional costs and or changes to services to be required by the DECC to justify the rebate allocation. The income amounts relating to the further payments are as follows;

Council's proposal would have the following advantages:

- maintaining the current recycling materials in the existing bins reduces the contamination issues.

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- Assists Council in funding the replacement of the paper recycling bins over a longer time frame and therefore not have a direct financial impact on the residents.
- Maintains the paper quality and income received.
- Reduces the extent of any education campaign and limits any confusion on the part of residents with changing over of materials with the recycling bins.

Bin Lid Changes

Council's collection contractor Veolia has been requested to provide a quotation for the application of stickers.

Council's contractor has advised that the cost of placing stickers on the bins is estimated at \$1.50 per bin and based on 63,000 bins this would cost \$94,500. However, quotations for this service will be sourced from at least 3 contractors.

Education Campaign

An education program will be required to inform the community of the changes required to bin lid colours to inform residents and help minimise contamination of Council's current high quality recycling products.

The implementation for such a program is estimated to be approximately \$50,000 and will involve redesign and reprinting of brochures and other educational information associated with the colour range.

Kerbside Waste Composition Audit

The 2007/2008 Performance Certificate requires Council to conduct a bin by bin Waste Composition Audit by November 2008 to comply with the remaining condition indicated in the 2007/2008 Performance Payment Certificate.

The new guidelines for conducting these audits requires a sample size of 260 properties for waste and 350 properties for green waste and 350 for recyclables. The 2007/2008 Certificate will only require an audit for domestic waste materials.

The bin by bin method will involve the choosing at random of waste bins presented by residents, weighing the bins, measuring the volume and weight after emptying. The waste materials from each sample bin will be bagged and labelled and taken to a sorting location for dissection of the materials contained in each bin.

A report is provided which indicates the portion of each material in the samples taken which is then provided to the DECC for their analysis.

Further audits for green waste and recyclables have been forecast at 2 year intervals and although the DECC has not formally indicated their completion dates, they will likely be included in future Performance Certificates between 2009 and 2011. The cost associated with these audits is in the order of \$30,000 per audit.

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It is intended to notify residents of the Council's requirement to conduct an audit by DEEC and allow those residents who strongly object to not be included in any random selection.

CONSULTATION

No resident consultation has taken place at this stage as the matter still remains unresolved.

FINANCIAL CONSIDERATIONS

Cost associated with the alternative proposal will be in the order of \$95,000 for the application of stickers to both recycling bins.

The education campaign to inform residents of the stickers, impending colour changes for the waste and green waste bins and the conduct of the waste audit will be in the order of \$50,000.

Cost associated with the replacement of yellow lid bins to blue lid bins in 2011 could amount to \$1,300,000 if all bins are replaced, however, there will be savings as there have been a number of new bins delivered since the start of the contract in 2004.

The income to be received from the Department from 2007/08 to 2010/11 is \$1,252,872.

This lid change over will bring forward the process for full compliance with the new Australian Standard for bin colours which would be required in the next collection Contract in 2014.

The cost associated with the waste bin audit will be \$30,000 and may involve other audits for recyclables or green waste between now and the 2011 Performance Certificate.

However should other significant conditions appear in the future Performance Certificates additional costs may be incurred.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

Council's Corporate Department and the General Manager have been consulted on this matter.

SUMMARY

Council resolved at its meeting of 26 February 2008 to meet with the Minister for the Environment and Climate Change on the requirements for Council to comply with the Department's conditions associated with the 2007/08 Waste Service Performance Certificate.

Council's revised proposal is summarised as follows:

- Place blue coloured stickers on all yellow lid paper recycling bins by April 2009.
- Place yellow coloured stickers on brown lid container recycling bins by April 2009.
- Replace damaged general waste grey lids with red lids as required.
- Replace damaged green waste lids with lime green lids as required.

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- Replace all yellow paper recycling bin lids by June 2011 with blue lids.
- Following replacement of paper recycling lids by June 2011, replace damaged brown lids with yellow lids.
- Complete all change-over by 2014.
- Gradually update all education material to residents.
- Undertake kerbside waste audits in accordance with requirements.

In maintaining the existing bins for the current recycling material stream overcomes the concern with residents being confused with any changes and avoids potential cost associated with contamination of Council's clean paper product.

The reason for considering this proposal is based on the future requirement for Council to comply with the Australian Standard for bin colours. The new 2014 collection Contract would result in Council funding the full cost of compliance with new bins for recycling.

In agreeing to bring this change over forward, the cost associated with this compliance is substantially met using the DECC Performance Payment. The time line is aligned to the final payment for 2011 which means Council is essentially compensated for complying with the requirements and not forced to pass these costs on to the residents.

In the interim the application of a blue sticker to the existing yellow lidded paper bin and a yellow sticker for mixed container recyclables allows for partial compliance with the new Australian Standard.

For new paper bins or replacement lids these will be issued with blue lids and waste and green waste lids will be progressively replaced with their required new colours. The existing brown lids will remain until 2014, wherein they will be subject to change at that time.

The new stickers will be required by April 2009 and an education campaign will be implemented before that time to inform residents of the changes.

A bin to bin waste composition audit involving 260 properties will be required by November 2008. As part of this process the Audit will be advertised to allow those residents the opportunity to withdraw their participation in the process.

RECOMMENDATION

- A. That subject to the conditions within the 2007/2008 Waste Performance Certificate being consistent with the proposed amendments presented to the Minister for the Environment dated 11 June 2008, Council resolves to commit to applying yellow stickers to its mixed recycling bins and blue stickers to its paper recycling bins by April 2009.
- B. That any new bins or replacement bin lids be replaced to comply with the new Australian Standards for bin lid colours.
- C. That by June 2011 all remaining paper bins be fitted with blue lids.

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- D That Council conducts a waste composition audit of 260 domestic properties by November 2008.
- E That the Department of Environment and Climate Change be advised of Council's resolution in this matter.

Colin Wright
Manager Waste Drainage & Cleansing

Greg Piconi
Director Operations

Attachments:

- 1. Letter from DECC dated 12 March 2008 - 908971**
- 2. Council's letter to the Minister - 905523**
- 3. Amended DECC Certificate - 914557**
- 4. Letter from DECC dated 23 May 2008 - 938093**
- 5. Council letter to the DECC 11 June 2008 - 948600**

Our reference : DOC08/11508
Contact : Simon A Y Smith, 02 9995 6150

Clr Nick Ebbeck
Mayor
Ku-ring-gai Municipal Council
Locked Bag 1056
PYMBLE NSW 2073



Dear Clr Ebbeck

I refer to our meeting this morning at which I agreed to forward you a proposal in the interests of resolving outstanding issues around the Ku-ring-gai Municipal Council recycling service and its bin configuration.

I regarded the meeting as extremely productive and carried out in a most co-operative manner. I was disappointed that Council decided to immediately issue a press release claiming that the Department of Environment and Climate Change (DECC) had "backed down" but appreciate the revised release that was subsequently issued in its place.

On the basis of our discussions this morning, DECC will propose to the Minister that Ku-ring-gai's payment be made subject to the following conditions:

- The current yellow lidded bins will be used for mixed containers not later than 30 June 2009 in accordance with the Australian Standard.
- The bins which are now brown lidded will be converted to collect newspaper and cardboard by the same date. Existing bin lids will be marked with a blue sticker indicating their use for paper. Bin/lids which require replacement will be replaced in accordance with the Australian Standard (blue lidded). This change will also commence from 30 June 2009.
- The lids on residual garbage and green waste recycling bins will be replaced as bins/lids require replacement with lids complying with the Australian Standard commencing as soon as existing stocks are exhausted and not later than 30 June 2008.
- All other requirements for the performance payments remain in place.

I understand that there will be costs in educating ratepayers in making the change to the Australian Standard. As we discussed, the impacts of the change will be experienced either now or in 2014 – the key issue is making sure that the necessary changes are implemented effectively.

The Department of Environment and Conservation NSW is now known as
the Department of Environment and Climate Change NSW

PO Box A290 Sydney South NSW 1232
59-61 Goulburn St Sydney NSW 2000
Tel: (02) 9995 5000 Fax: (02) 9995 5999
TTY (02) 9211 4723
ABN 30 841 387 271
www.environment.nsw.gov.au

Department of **Environment & Climate Change** NSW

DECC has a range of educational material which is available to Council if it wishes to use it to help with the changes.

Crucially, the waste service performance payments are provided from the NSW Government to help councils improve and align waste and recycling services across the Greater Metropolitan Area. These payments should be regarded as a separate payment to Council and not part of its domestic waste management calculation. They are available to assist in meeting the costs of changing systems over but are not otherwise restricted. The payments are only made when councils meet the performance standards.

We look forward to a productive partnership on these and other environmental and sustainability issues in joint service of our communities. Please ensure that your officers provide advice to DECC confirming that Council agrees to the conditions, so that we can seek the Minister's approval for Ku-ring-gai's next performance payment.

Yours sincerely

 12/3/08

SIMON A Y SMITH
Deputy Director General
Climate Change, Policy and Programs

Contact: C. Wright

Reference: S02294 / 905523

17 March 2008

Ms Verity Firth MP
Minister for the Environment
1 Farrer Place
SYDNEY NSW 2000

Dear Minister

Waste Service Performance Improvement Payment Certificate – Proposal by the Department of Climate Change (DECC) for conformance with standard bin lid colours

I am writing to inform you of Council's position in complying with the Waste Service Improvement Payment Certificate for 2007/2008. Council has considered a report on the discussions and negotiations between representatives of Council and DECC.

In order for the matter to be given reasonable consideration, it would be appreciated if you could meet with representatives of Council and myself to discuss the issues impacting on this Council and our current waste recovery efforts.

Council staff have met with officers of DECC and while it is understood the reasons associated with consistency across Sydney, the introduction will have serious cost implications for this Council and likely to have an adverse impact on the waste recovery process due to the likely confusion associated with the changes.

As a result of these discussions, DECC has advised Council to comply with the 2007/2008 Performance Improvement Payment Certificate requirements by changing its bin lid colours for its recycling bins from yellow lid paper bins and brown lid mixed recycling containers bins to blue lid bins for paper and make the previous yellow lid paper bin for mixed recyclable containers. Whilst arrangements for the phasing in of the general waste and green waste bin lids would be permitted over the life of the current contract, the change over for the recycling bins would need to be completed by July 2009.

In regard to this condition, Council is seeking a concession on this requirement in the interests of maintaining our high recovery of domestic waste materials and low contamination levels.

OFFICE OF THE MAYOR

Council Chambers

Telephone: - 02 9424-0709 Fax: - 02 9498-5938

Ku-ring-gai Council has been providing waste recovery services for many years and has consistently been ranked in the top three Councils in Sydney for recovery of domestic waste materials. This statement is a matter of record and is not disputed by officers of DECC.

Ku-ring-gai Council enhanced its service in 2004 and has increased its recovery by 500 tonnes as a result of these improvements. The improvements were not the result of simply changing bin colours but involved providing the community with the opportunity to recover more recyclable items; by ensuring bin sizes were sufficient for the additional materials and by providing an effective education program that informed residents on utilising the service. This was introduced at a higher cost to the community.

Clearly our community is used to and supports using the current service and any proposal to change the collection service in line with the Waste Service Performance Certificate would undermine this support.

The overall objective in implementing the Performance Improvement Payment Scheme by DECC is to implement improvements to their current services and therefore increase recovery. The intention therefore is to bring Councils not using "best practice services" to a level where waste recovery services could achieve better results.

However, the conditions that have been applied to the performance payment certificates have been applied across the whole of Local Government in the Sydney without appropriate consultation and without any cost benefit analysis of the outcomes in implementing the programmes.

It is considered that this reallocation of Section 88 Levy funding should be also subject to performance criteria not just simply handed out subject to a theoretical position that assumes better outcomes will be achieved by changing bin lid colours.

Ku-ring-gai Council's consistent performance under conditions that operate where service levels and bin colours are different in neighbouring Councils of Hornsby, Willoughby and Warringah shows that the assumptions proposed by DECC that changing bin lid colours will automatically improve waste recovery, is contrary to the actual evidence in performance with Ku-ring-gai's waste recovery and indicates that other mechanisms are responsible for the success than bin colours.

Further, DECC has stated that it recognises that even with all Councils changing their bin lid colours there will still be a number Councils that have different service levels such as separate paper and cardboard collections and kerbside sorting services using tubs.

There will still be Council specific education and service levels across Sydney as it is recognised that a "one size fits all" approach is not an appropriate method for managing waste recovery services across Sydney

These services are not being asked to change as the DECC concedes that minor variations in services do not materially impact on recovery rates and in view of this, there seems little value in maintaining a position that simply requires compliance with ad hoc conditions

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irrespective of their actual benefit, particularly where there will still be differences in services across Sydney even if full compliance with DECC performance payment conditions is achieved.

However, due to one specific condition relating to the bin lid colours, Council is being denied significant funding towards its future waste recovery efforts.

Ku-ring-gai Council considers it should not be denied the funding available under the Performance Payment scheme as it has succeeded in providing waste recovery services that are performing to high standards and that complying with DECC conditions to change bin lid colours would impose a negative impact upon our current recovery rates and community participation.

Council also notes that the range of other conditions relating to past and future performance payment conditions have been in place in Ku-ring-gai for many years and it is the process of "catch up" that is being required by DECC for those Councils that have not operated best practice services in the past.

I request a meeting with you at your earliest convenience to discuss these issues and resolve an outcome that provides a positive result for our efforts in recovering and recycling our community's waste materials.

Yours sincerely

Cr Nick Ebbeck
Mayor

OFFICE OF THE MAYOR

Council Chambers

Telephone: - 02 9424-0709 Fax: - 02 9498-5938

Our reference : 07/10357
Contact : Dr David Blackmore 02 8837 6057



Mr John McKee
General Manager
Ku-ring-gai Municipal Council
Locked Bag 1056
PYMBLE NSW 2073

1 April 2008

Dear Mr McKee

I refer to our previous meeting and correspondence from Simon Smith, Deputy Director General Department of Environment and Climate Change on 13 March 2008 (DOC08/11508). The meeting and correspondence outlined an agreed path by which Ku-ring-gai would qualify for the Waste Service Performance Improvement Payment.

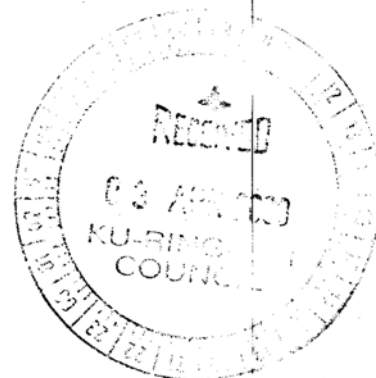
A modified Waste Service Performance Improvement Payment Certificate incorporating the proposed variations to the criteria for Ku-ring-gai Municipal Council is attached. If this proposal is agreed by Council, the Minister's approval of the variation will be sought.

The Department of Environment and Climate Change looks forward to a productive partnership on these and other environmental and sustainability issues.

Yours sincerely

A handwritten signature in black ink, appearing to read 'T. Rogers'.

Tim Rogers
Executive Director
Sustainability Programs Division



KU-RING-GAI MUNICIPAL COUNCIL
WASTE SERVICE PERFORMANCE IMPROVEMENT PAYMENT CERTIFICATE
2007-08

This certificate relates to the Local Council Waste Service Performance Improvement Payments and the related performance standards for recycling and resource recovery. Ku-ring-gai Municipal Council undertakes to deliver the following performance in relation to waste, resource recovery and processing:

2006-07 On going Criteria

- Have an established kerbside collection service for dry recyclables to all residential dwellings, other than multi-unit buildings, within the local government area. Note 1.
- Provide the Department of Environment and Climate Change (DECC) with the information required under the National Environment Protection (Used Packaging Materials) Measure.
- Collect and provide DECC with baseline data on tonnages of dry recyclables and garden organics collected for recycling (including contamination levels) and residual domestic waste (garbage).
- Only enter new contracts for the disposal of residual waste to landfill that do not commit the council to that form of disposal for more than 5 years.

2007-08 Additional Criteria

- A residual Mobile Garbage Bin (MGB) Compositional Audit is to be completed by each council using the DECC Kerbside Audit Methodology and the Audit report submitted to DECC by 30 November 2008. Notes 2 and 3.
- Any new collection and/or MGB replacement contracts let after 30th June 2007 to conform to Australian Standard 4123 Mobile Waste Containers Part 7: Colours, markings, and designation requirements (AS412.7-2006).
- Replacement of MGB lids with MGB lids that conform to AS4123.7-2006 will be completed in accordance with the following timetable.
 - By the 30 June 2009 yellow lidded MGBs will be used for the collection of mixed containers (in accordance with AS4123.7-2006).
 - By the 30 June 2009 brown lidded MGBs will be converted to collect newspaper and cardboard. Bin lids will be marked using stickers or other appropriate markings/signage. Bins/lids which require replacement after this conversion date will be replaced in accordance with AS4123.7-2006.
 - The lids on residual garbage and green waste recycling bins will be replaced as bins/lids require replacement with lids complying with the AS4123.7-2006 commencing as soon as existing stocks are exhausted and not later than 30 June 2008.
- Any new contracts entered into after 30th June 2007, for the collection and disposal of household clean-up material, to have recycling/resource recovery as a component of the service contract. Note 4.

Council understands that entering into this undertaking will enable Council to receive its Local Council Waste Service Performance Improvement Payments in advance and retention of the payment is conditional on Council delivering the services outlined in the certificate.

Signed:

General Manager

Date:

Council Name Ku-ring-gai Municipal Council

NOTES

- Note 1. For dry recycling a similar qualification will be included for councils with substantial rural areas only: Council will meet the requirement by providing alternative collection facilities for dry recyclables in rural areas, including rural villages (e.g. drop off facilities). Council will still need to provide kerbside collection services for all urban areas.
- Note 2. As some councils will have recently conducted audits, those audits conducted in the prior 12 months (i.e. between 1st July 2006 and 30 June 2007), that substantially meet the audit methodology requirements published by DECC, in July 2007 will be accepted.
- Note 3. If councils wish to enter into a group contract for the audit, MGB configurations/systems will need to be the same.
- Note 4. Household cleanup recycling may encompass the options of either segregated/streamed pick ups or separate post collection sorting of materials of significant value (e.g. metals). Councils are not required to have household clean up collections and retain the right to exclude specific materials.

Our reference : DOC06/21567
Contact : Dr David Blackmore, 02 8837-6057

Mayor Ebbeck
Ku-ring-gai Municipal Council
Locked Bag 1056
PYMBLE NSW 2073

Dear Mayor Ebbeck

I refer to emails to our Dr David Blackmore, of 28 April 2008 from Council's Greg Piconi, proposing a change to our agreement on bin lid colours that would allow Ku-ring-gai to meet the requirements under the Waste Service Performance Improvement Payment System.

As you are aware, at our meeting on 13 March 2008, we jointly agreed to a balanced, practical approach that would enable Ku-ring-gai to qualify for the Waste Service Performance Improvement Payment, whilst minimising disruption to ratepayers and Council's finances. The variation to our normal requirements for the payment criteria that we agreed was in recognition of the circumstances Ku-ring-gai has regarding current conflicting bin lid colours, and the good recycling record of your residents.

I understand that council officers are now proposing an alternative option arising from a concern that the approach agreed on 13 March will result in high levels of contamination of paper, leading to increased cost for Council. This alternative is for:

- Yellow lids to have blue stickers applied and brown lids to have yellow stickers applied by June 2009.
- Replace new paper bins and repaired yellow lid paper bins with blue lids from June 2008.
- Yellow stickers on brown lidded bins would be maintained till the completion of the blue lid change over with the paper bin (estimated 2010-11)

I do not support this alternative as I think it will add to confusion and because the paper contamination issue can be better managed under our agreed approach. There will always be the potential for additional contamination with any changes to the recycling service and I believe now is the time to make the transition to the Australian Standard. I think a one step change, as agreed, will cause minimum overall disruption. The revised timeframe for replacement of non-conforming bin lids is also outside of our agreed timeframe.

At our meeting, we discussed the need for a comprehensive education campaign to accompany the bin lid changeover.

The Department of Environment and Conservation NSW is now known as
the Department of Environment and Climate Change NSW

PO Box A280 Sydney South NSW 1232
59-61 Goulburn St Sydney NSW 2000
Tel: (02) 9995 5000 Fax: (02) 9995 5999
TTY (02) 9211 4723
ABN 30 841 387 271
www.environment.nsw.gov.au

Department of **Environment & Climate Change** NSW

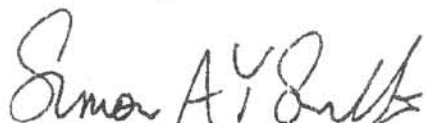
Ku-ring-gai has an environmentally aware and well educated community. The recycling service attracts strong participation and support and is testament to Ku-ring-gai Council's efforts in this area. I believe that a comprehensive education program in advance of the bin lid changeover should be able to minimise any potential contamination issues.

The Waste Service Performance Improvement Payment could be used to contribute to the education campaign. As I mentioned in our meeting, DECC has a range of educational material which is available to Council and which may assist it to inform its residents about the changes.

As outlined previously, the Waste Service Performance Improvement Payments are provided from the NSW Government to help councils improve and align waste and recycling services across the Greater Metropolitan Area. The alignment of systems to the Australian Standard is critical to increasing overall system performance. There is no reason that Ku-ring-gai should be the only council of 51 not to make the required suite of changes and at present the government is offering Ku-ring-gai considerable funding to pay for the transition costs (approximately \$1.2 million over four years).

It is my view that the approach agreed on 13 March offers the best option and that Ku-ring-gai should proceed to implement this as agreed. However Ku-ring-gai is not being forced to change. Under the rules of the performance payment system, if Ku-ring-gai chooses not to make the changes, the funds it would have received will be re-allocated across the other 50 qualifying councils.

Yours sincerely



SIMON A Y SMITH
Deputy Director General
Climate Change, Policy and Programs

Contact: Greg Piconi

Reference: S02294
948600
11 June 2008

13010110010102228023201323

Mr Simon Smith
Deputy Director General
Climate Change, Policy and Programs
Department of Environment and Climate Change NSW
PO Box A290
SYDNEY SOUTH NSW 1235

Dear Mr Smith

I refer to your letter dated 22 May 2008 and recent discussion with the Minister for the Environment and Climate Change, the Hon Ms Verity Firth MP on 11 June 2008 regarding Ku-ring-gai Council's position on the replacement of bin lids in accordance with the Australian Standards and the requirements under the Waste Service Performance Improvement Payment System.

As discussed at the meeting, the proposal for Council to use the current yellow lid bins for the recycling of bottles and plastics is likely to result in a significant loss of income for Council due to the high potential for contamination of Council's paper products. It is expected that the process of changing over the bins for different collection of recycling materials could take up to six (6) months before the residents become familiar with the new process. As indicated at the meeting, this is likely to cost Council around \$500,000 due to loss income and associated payment for sorting of materials if Council were to swap the recycling bins for different recycling products.

As Ku-ring-gai Council is one of the leading recyclers in the metropolitan area, it is considered more appropriate to use the current bins for the collection of material and phase in the change of bin lids over a longer period.

Consequently, it is proposed initially to place blue coloured information stickers on the yellow lid bins that indicate paper and cardboard recycling only and place yellow stickers on the brown lid bins to indicate bottles and plastic container recycling. It is proposed to undertake this process around February/March 2009 with all bins to have stickers placed on them by April 2009. Please find **attached** a copy of coloured photographs showing how the bin sticker system will look.

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On completion of this process, any yellow lid bins that require replacement will be replaced with blue lid bins that will be embossed with information about paper and cardboard recycling only. It was proposed to undertake the replacement of the paper recycling bins at the commencement of the new contract in 2014 as these bins are now approximately ten (10) years old and likely to reach their useful life by 2014. However, given the cost of replacement and likely attrition rate of the yellow lid bins it is now proposed to complete the change over of the yellow lid bins with blue lid bins by **June 2011** when the current performance improvement payment schedule is complete. On completion of the change from yellow lid bins to blue lids, Council will progressively change to yellow lid bins for the bottles and plastic container recycling products to avoid any confusion for the residents prior to this occurring.

As previously advised, Council will change over any damaged general waste collection bin lids from grey to red lids when required and also replace any damaged green waste bin lids to lime green lids when required. This process can commence from July 2008.

Council will also agree to undertake the kerbside waste composition audit as required under the waste service performance improvement payment system.

As you can appreciate this will have a significant financial impact on this Council and its residents and the phasing in of the change over of the lids is considered to be the most practical and economical way for this Council to comply with the requirements.

In summary, Council's proposal is listed below, however, it should be noted that the proposal still needs to be endorsed by Council:

- Place blue coloured stickers on all yellow lid paper recycling bins by April 2009.
- Place yellow coloured stickers on brown lid container recycling bins by April 2009.
- Replace damaged general waste grey lids with red lids as required.
- Replace damaged green waste lids with lime green lids as required.
- Replace all yellow paper recycling bin lids by June 2011 with blue lids.
- Following replacement of paper recycling lids by June 2011, replace damaged brown lids with yellow lids.
- Complete all change-over by 2014.
- Gradually update all education material to residents.
- Undertake kerbside waste audits in accordance with requirements

Council appreciates the opportunity to be able to negotiate the proposed changes further and is seeking your support for these changes. As you can appreciate, this will involve a significant cost for Council to comply with the requirements particularly if the timeframes are very short and it is in the interests of both parties that the transition to the new coloured bin lids be cost effective and cause minimal disruption and confusion for our residents.

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Your urgent advice on this revised proposal would be appreciated as it Council's intention for the matter to be reported to Council at its meeting of 24 June 2008. Consequently, the finalisation of the business papers is required by Monday 16 June 2008 and your acceptance of this proposal is required before this timeframe.

Yours sincerely

Nick Ebbeck
Mayor

Greg Piconi
Director Operations

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Council Chambers

Telephone: - 02 9424-0709 Fax: - 02 9498-5938

PAPER / CARDBOARD

	 NEWSPAPER	 MAGAZINES	 TELEPHONE BOOKS
	 CLEAN FLATTENED CARDBOARD	 OFFICE PAPER	 MILK CARTONS NOT FOIL LINED
	 WAXED CARDBOARD	 FOOD-SOILED CARDBOARD	 TISSUE PAPER
	 PLASTIC BAGS	 NAPPIES	 GARBAGE

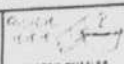

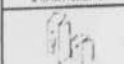

Weight restrictions of 100 kgs apply to all recycling bins

**For more information contact
Ku-ring-gai Council on 9424 0770**

NO HOT ASHES OR LIQUIDS

THIS SIDE TO ROAD

MIXED RECYCLING

✓	 PLASTIC BOTTLES & CONTAINERS	 CLEAN ALUMINIUM & STEEL CANS	 GLASS BOTTLES & JARS
	 MILK & JUICE CANS	 ADDITIONAL CANS	 EMPTY PAINT TINS
X	 PACKAGING FOAM	 WINDOW & MIRROR GLASS	 LIGHT BULBS & TUBES
	 PLASTIC BAGS	 CERAMIC PORCELAIN	 GARBAGE

For more information contact
Ku-ring-gai Council on 9424 0770

X No Plastic Bags, Meat Trays or Paper
Products

PROVIDING A SERVICE TO CUSTOMERS POLICY

EXECUTIVE SUMMARY

PURPOSE OF REPORT:

For Council to consider the draft Providing a Service to Customers Policy.

BACKGROUND:

The draft Providing a Service to Customers Policy was developed by a cross departmental working party and has undergone an extensive consultation process within Council.

COMMENTS:

The objective of the policy is to ensure customer satisfaction through the delivery of quality service in all internal and external transactions.

RECOMMENDATION:

That the draft Providing a Service to Customers Policy be adopted by Council.

PURPOSE OF REPORT

For Council to consider the draft Providing a Service to Customers Policy.

BACKGROUND

In 2005, Council sought to develop a culture of excellence in customer service and to be recognised as a leading Council in NSW in the provision of customer service. A working party with representatives from across Council was set up to identify issues relating to the provision of service to our customers.

The working party recognised that everything we say or do in Council provides a service to someone. The key issues that were identified by the working party were the need to:

- develop and implement consistent standards across all parts of Council
- include the whole of Council
- address both internal and external customers for everyone
- recognise that whatever we do presents an image and leaves our customers with an impression of what we are like.

A draft policy, along with supporting service standards, was presented to the General Manager and Directors in 2006, and after some changes and consultation with all staff, was then considered by a Policy Forum.

COMMENTS

The motto "*I provide quality service*" provides a behavioural value for every individual across the whole of Council. The working party recognised that a significant cultural shift was required to ensure that service standards were applied throughout the whole of Council.

The working party identified six performance gaps where there was a lack of:

- standards,
- ownership,
- commitment,
- relevant measurement tools,
- compatibility of information systems; and
- resources.

The ensuing action plan listed four essential activities:

1. values, standards, protocols, practices and policy,
2. ownership and commitment,
3. corporate information systems; and
4. measurement.

Item 12

S06023
17 June 2008

To date the Service Standards have been developed as supporting operational documentation, staff have been consulted and briefings have been held with Managers. The web page has been re-vamped and the intranet is in the process of being implemented.

Along with the Sustainability Report and Sustainability Action Plan, values and principles have been developed that relate to both the community and to those providing a service to the community.

Corporate information systems have been enhanced with the new format for the Management Plan, the Annual Report, e-News, the GM's report and the Organisational Development Newsletter.

Technology-based corporate systems either have or are in the process of being upgraded such as TRIM and Proclaim while the payroll system has been changed to facilitate the flow of payroll information into the finance system.

A critical requirement is Council's adoption of the policy that embodies these service standards.

CONSULTATION

There has been broad consultation on the contents of this policy. Its initiation began with a cross departmental working party. The standards have been discussed by the General Manager and the Directors and presented to all Managers in a range of workshops.

The supporting service standards have been discussed with Council's Joint Consultative Committee (JCC) and meetings have been held with all staff across the whole of Council.

FINANCIAL CONSIDERATIONS

There will be some financial considerations but these are able to be accommodated in existing budgets, for example, training and induction, uniforms, and technology budgets such as for the introduction of the intranet and the upgrade of TRIM.

CONSULTATION WITH OTHER COUNCIL DEPARTMENTS

All Council departments have been consulted in the development of the draft Service to Customers Policy and supporting service standards.

SUMMARY

The draft Service to Customers Policy and associated service standards will comprehensively address a number of objectives and KPIs in Council's Management Plan.

The current Management Plan includes the following 5 Year Objectives:

Item 12

S06023
17 June 2008

Ongoing commitment throughout the whole of Council to our service standards to ensure customer satisfaction through the delivery of quality service in all our internal and external transactions.

Council has in place an integrated information system that facilitates the provision of services to all customers.

Increased communication and engagement with the staff and the community

An expanded e-business capability to enable customers to conduct business with Council electronically.

The current Management Plan also includes the following KPI:

Customer Service – 80% of customer requests (CRS) processed within service standards and 75% of customer requests (CRS) actioned within service standard.

RECOMMENDATION

That the draft Providing a Service to Customers Policy be adopted by Council.

Maureen Ayers
Manager Human Resources

Janice Bevan
Director Community

Attachments: **Attachment A: Providing a Service to Customers Policy - 952280**
 Attachment B: Service Standards Manual - 952285

Ku-ring-gai Council

Providing a Service to Customers Policy

1. PURPOSE

The purpose of this policy is to formalise Ku-ring-gai Council's service delivery standards by promoting the motto "*I provide quality service*" as a behavioural value for the whole of Council.

2. OBJECTIVES

Ku-ring-gai Council recognises and highly values the importance of providing quality service to customers. The motto "*I provide quality service*" is to be absorbed into the actions of all staff and Councillors through an ongoing commitment to the delivery of quality service in every interaction they have.

The aim is for all staff and Councillors to be committed to providing quality service and to work towards achieving outcomes that benefit all customers through a process of continuous improvement. Ku-ring-gai Council will become the benchmark for quality service delivery.

The right balance between implementing service standards and using a flexible approach to service delivery will be implemented. Customers will be provided with a professional service that is adaptable to their needs, that clearly explains Council's policies, procedures and standards and builds positive and enduring relationships with customers.

3. DEFINITIONS

A Customer: is anyone who interacts with or asks anything of a Councillor or a member of staff. A customer may be a member of the general public or from another government body or from a business organisation or community group. Customers are also internal to Council. They may be a Councillor or a work colleague in the same area or in a different area. Council places equal importance on providing quality service to internal and external customers.

Doc distribution	Internal/external	Doc status	Working draft	File No	S06023/952280
Document owner	Manager HR	Contact officer/s	Manager Human Resources		
Approval date		Approved by			
Effective date		Review period	2 years	Review date	
History of approved versions					
Version	Effective date	Summary of changes			
1.0					

A Service: can take many forms. Responding to correspondence, both mail and email, making and answering phone calls and having face to face contact represent some of the forms in everyday use. Ku-ring-gai Council is committed to knowing who our customers are and developing processes that address their needs in all forms of communication.

4. COUNCIL'S COMMITMENT

All customers are valued and will be treated with dignity and respect. The service provided to customers will be professional and accessible. Service delivery will be focused on accuracy, timeliness and reliability with staff and Councillors taking ownership of the issues they handle. Signage will be highly visible and easily understood.

Staff and Councillors alike will consistently and impartially act in accordance with Council's Code of Conduct and Statement of Business Ethics.

Council's priority is that a customer will be able to speak to a person in preference to a machine. Council will ensure that public contact points in all departments are resourced and that staff are provided with current and reliable information at all times during business hours.

The services that are provided to customers will meet the vision, values, principles and objectives spelt out in Council's Management and Sustainability Plans to provide for:

- a fair, just and vibrant community;
- a safe and healthy work place;
- a creative and liveable local government area; and
- an active and stable local economy that conserves our magnificent environment.

Council has a strong commitment to meeting its management and sustainability obligations in order to maintain a good quality of life and a viable organisation for the community and for staff.

Staff will be trained in the application of this policy and customers will be educated in the services that can be provided and the standards they should expect from Councillors and staff.

5. REFERRAL PROTOCOLS

Should a dedicated officer be unable to attend to an assigned matter, then it will be referred immediately to a nominated officer or their supervisor or Manager for further action.

If an immediate answer cannot be provided, then the matter will be referred to the appropriate person in Council or, where it cannot be dealt with by Council, referral information about the appropriate organisation or authority will be provided where possible.

6. ACCOUNTABILITY

The Mayor: is accountable for Councillor compliance with this policy.

The Council: is accountable for endorsing and complying with this policy.

The General Manager: is accountable for the implementation of this policy.

Directors and Managers: are accountable for implementing systems and procedures to ensure compliance with this policy in their departments and/or sections.

Human Resources: is responsible for complying with the policy review timetable to ensure the currency of this policy.

All: are accountable for and will:

- display a willingness to help;
- be attentive and develop processes that ensure a good flow of communication;
- use a variety of communication vehicles including but not limited to technology;
- recognise that different customers have different needs;
- be flexible in their approach to service delivery;
- develop strategies to meet varying needs;
- be responsive and deliver on the commitments that they make;
- adhere to Council's values, principles, standards, guidelines, policies and procedures;
- keep customers informed regularly of the processes undertaken to address their enquiries;
- advise customers of contact details and reference numbers for future contacts;
- limit the use of colloquialisms and jargon;
- provide referral information where possible;
- maintain accurate and current documentation; and
- be open and transparent in their service provision.

7. BREACHES OF THIS POLICY

Breaches of this policy by staff may result in disciplinary action, up to and including dismissal.

Should a member of staff believe that a work colleague is in breach of this policy they should discuss the matter with their immediate supervisor or Manager. Should the staff member be dissatisfied with the outcome of the discussion and subsequent action, they should raise the matter with their Director or the General Manager.

A serious breach of this policy may amount to corrupt conduct or maladministration. Should a staff member be concerned that reprisal action may be taken against them for reporting a serious breach then they might consider making a protected disclosure. A protected disclosure allows a member of staff to report corrupt conduct,

maladministration or serious and substantial waste of public money and be protected from any reprisal action.

8. ASSOCIATED DOCUMENTS

Service Standards Manual

Complaints Management Policy

Code of Conduct

Statement of Business Ethics

Internal Reporting Policy - Protected Disclosures

Access and Equity Policy

Policy/Manual for Managing Unreasonable Complainant Conduct

DRAFT

Service Standards Manual

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1. Introduction

1.1 Overview

Providing quality service needs to be incorporated into the culture and values of an organisation as it is not an independent approach of a particular person or department. At Ku-ring-gai, in recognition of the fact that everything we say and do provides a service to someone else, the motto '*I provide quality service*' has been developed as a core value in our service delivery.

One of the key strategies that we have sought to develop is the creation and implementation of service standards. In identifying the importance of achieving a cultural shift, in terms of the attitude and values held by all staff and Councillors towards the service we provide, we believe that the implementation of service standards will facilitate our efforts in working towards achieving this goal.

In addition, we aim to find the right balance between implementing clearly defined processes and systems to deliver quality service, whilst acknowledging that we are dealing with real people. To do this we will remain professional and flexible in our approach to service delivery and we will demonstrate ethical behaviour by being accountable for our actions.

1.2 Defining our customers

Anyone who asks anything of us is our customer. From members of the general public to other government bodies and businesses, and from Councillors to our own colleagues, we are constantly providing a service to others. Whether it be answering a telephone, responding to an email from a colleague or attending a meeting at an external location, the person we have made contact with becomes our customer.

Council is committed to acknowledging the needs of all of our customers and recognises that measures may need to be in place as our service delivery may vary between departments, but we will always ensure that the quality of our service is not negotiable.

2. Telephones

In providing quality service to our customers, all staff and Councillors will adhere to the following procedures for attending to telephones.

2.1 Answering calls

- A ringing phone will always get answered as soon as possible and never be allowed to ring out.
- The following information will always be provided when answering a call - greeting, name and department.
- Speak in a pleasant tone of voice.
- Always use positive language and phrasing.
- Actively listen to what the caller has to say.
- When you are out of the office or away from your desk, always ensure that there is an option for the customer to either leave a voice message or be transferred to an operator.
- When dealing with a customer and a phone needs to be answered, always excuse yourself and deal with the call promptly.
- Always use the hold button when leaving a line to ensure professionalism at all times.
- Put calls on hold for the minimum amount of time possible.

2.2 Making calls

- Always identify who you are when making a call.
- Always know and state the purpose of the communication.
- When you reach a wrong number, excuse the interruption and then hang up.
- If you told a person that you would ring at a certain time, call them as you promised. If you need to delay the conversation, call to postpone it, but do not make the other person wait around for your call.

2.3 Transferring calls

- No 'cold' transfers are to occur – all calls must be announced.
- Ask for the name of the caller and ask what their call is in regard to.
- Ask the caller to please hold for a moment.
- Transfer the call and wait to speak to the officer at the other end and advise who is calling and what it is in regard to.
- Hang up to transfer the call through.

2.4 Screening calls

All phone extensions will be made available to members of the general public upon request. Anyone wishing to have their calls screened needs to make an arrangement with a designated officer to take such action and this must be approved by their director and/or the General Manager.

Once this has been established, then the following procedures will apply:

- Answer the call according to 3.1.
- If the caller wishes to speak to someone other than yourself, ask if the caller can provide their name and what their call is in regard to.
- Dial the extension of the person that the caller wishes to speak to and wait for the person to answer.
- Tell the officer who is calling and wait for a response as to whether the call will be taken:
 - If the called party wishes to take the call, then hang up.
 - If the called party has approval for the call not to be received by them, take the call back and advise that the officer is out of the office or currently unavailable and ask to take a message.

2.5 Taking messages

- Be prepared to take a message when you answer the phone.
- When taking a message be sure to ask for:
 - The caller's name (including their title – Mr, Mrs, etc)
 - The caller's contact details.
- Repeat the message to the caller to ensure that you have the correct details.
- Include the date, time and your name on the message as a reference for the called party.
- Place the message in a conspicuous place on the called party's desk or send them an email or CRS.
- The caller should be advised if the called party is on extended leave or told that they are unavailable if it is for a short period of leave so that they do not expect an immediate return phone call from the caller party.
- Phone messages should be responded to before the end of the following working day.
- Where the caller does not wish to leave a message, advise of the appropriate number and available hours to contact the officer.

2.6 Use of answering services and mobile phones

- Staff members will answer their phone when it rings.
- If a staff member cannot answer their phone, the phone must be re-directed to another person who can answer it.
- Where applicable, phones should be diverted to mobile phones during business hours when staff cannot answer their phone.
- Phones may be diverted to answering services, provided that an option is made available for the customer to speak to a person within the department, when:
 - a staff member is on leave and an appropriate message has been left to indicate when the staff member will return
 - a staff member is present in the office but unable to attend to calls during that time (departmental protocols may apply)

3. Written Correspondence

As Council receives a significant amount of correspondence via mail and fax services, we will stay committed to communicating effectively with our customers by adhering to the following standards.

3.1 Acknowledging and responding to correspondence

- All written correspondence received via mail and fax will be acknowledged by Council within five (5) working days of receipt.
- A formal response to all correspondence will be made within fourteen (14) working days. For more complex matters that require a longer period of time for a response, an update will be provided to the customer advising them of the situation.
- Fax and mail correspondence should generally be responded to by the same form of communication used by the customer.
- All faxes should be sent with the Council fax number as the return contact number.

3.2 Standards for written correspondence

- All letters and faxes should adopt the guidelines established in Council's Corporate Style Guide.
- Standard letters and faxes should be written using established pro-forma.
- All correspondence should include the name and contact phone number of the person that has sent the communication.
- Correspondence should consist of plain English and be clear, concise and considerate.
- Where required, documentation will be proof read and signed off by an appropriate officer.

3.3 Recording information

- All written external correspondence received by Council will be recorded in Council's electronic records database, TRIM, according to established user guides and business rules.
- All correspondence that is sent to external customers must be recorded in Council's electronic records database, TRIM, according to established user guides and business rules.
- Hand written and electronic notes will be used on a regular basis to ensure that information is recorded properly and available to be viewed.

4. Email

Email contact with our customers forms an integral part of how we communicate. The following guidelines will enable all staff and councillors to meet Council's objective in providing quality service through this medium.

4.1 Acknowledging and responding to correspondence

- All email correspondence will be acknowledged within two (2) working days, either by the receiver or the Council email address. Where a staff member is on sick leave, the officer's direct supervisor will arrange for an 'out of office' message to be placed on their email account.
- All email correspondence will be formally responded to within fourteen (14) working days (this can include acknowledgement). For more complex matters that require a longer period of time for a response, an update will be provided to the customer advising them of this situation.
- An 'out of office' message will always be applied when an officer is on leave for two (2) or more working days.
- 'Out of office' messages will always include the contact details of the officer's supervisor/manager or other nominated person to attend to enquiries in their absence.

4.2 Protocols for the use of carbon copy ('cc') and blind carbon copy ('bcc') when sending emails

- The use of 'cc' and 'bcc' in email responses should only be applied when it is appropriate for additional staff and/or councillors to be aware of the information contained within the email. Anyone who is uncertain of levels of appropriateness should refer to their manager or director or the General Manager.
- The use of 'cc' and 'bcc' in email responses should not be used for emails that contain privileged Council information.

4.3 Standards for writing emails

- Email correspondence should adopt the guidelines established in Council's Corporate Style Guide.
- All emails will contain a descriptive subject in the subject line.
- All external email correspondence will include professional language and an electronic signature indicating name, position and contact details of the person sending the email.
- The use of the 'All Online Users' group to send emails to internal customers will be kept to a minimum and shall only be used for work related matters of importance.
- Staff and Councillors sending emails will ensure that measures are in place for information to be relayed to those who do not have access to email where the information contained in the email needs to be passed onto all staff.

4.4 Recording information

- All external email correspondence received by Council will be recorded in Council's electronic records database, TRIM, according to established user guides and business rules.
- All email correspondence that is sent to external customers must be recorded in Council's electronic records database, TRIM, according to established user guides and business rules.
- As all individual Council email addresses will be made available to customers upon request, it is the responsibility of all staff to ensure that the aforementioned guidelines are strictly adhered to.

5. Face to face interactions

Council seeks to ensure that a minimum level of service will be delivered through the interactions we have with our customers in person. Our face to face interactions with our customers includes service at Council Chambers, external contact points and other facilities, meetings, site inspections and general communications in the public arena.

5.1 Corporate dress code and staff presentation

All staff are required to adhere to the established guidelines for presentation as indicated in Council's Corporate Dress Code and Uniform Policy (to be developed).

5.2 Identification of staff and Councillors

All staff and Councillors will identify who they are when attending to duties in public. Staff will identify themselves according to the following guidelines:

- Name badges must include the minimum information of the officer's first name and their position within Council.
- Staff who are stationed in a public area will be required to wear name badges at all times.
- Staff who represent Council at public events (including festivals, concerts, ceremonies, etc) will wear a name badge for the duration of the event.
- Staff and Councillors who conduct business in a public area will identify themselves to the member/s of the public they are meeting with. This should include the wearing of a name badge or identification tag.

5.3 Protocols for meetings

Meetings, both formal and informal, form an integral part of the contacts we have with customers. Council seeks to make sure that protocols are in place for the effective management of meetings. The protocols for formal Council meetings have been established in Council's Code of Meeting Practice.

5.3.1 Formal meetings (other than Council meetings)

- Invitations to all formal meetings will be sent so that staff, Councillors and external customers are officially notified of their required attendance, meeting time and location.
- All meetings will have an established agenda.
- All meetings will have a chair to guarantee that it is conducted within the established guidelines of appropriate behaviour and to the set agenda.
- An appropriate physical space will be established in order to hold the meeting.
- Minutes of all meetings will be recorded.
- Meeting chairs will be required to ensure that follow-up processes and actions are satisfied.

5.3.2 Informal meetings

- Meetings should be attended by more than one Council representative where possible.
- An appropriate physical space should be established in order to hold the meeting.
- Notes and/or minutes of the meeting should be kept to ensure that the content of the discussion is recorded and then placed in the relevant file.

6. Managing customer feedback

The feedback we receive from customers is invaluable in recognising the performance of Councillors, individual officers and the organisation as a whole. We will ensure that all forms of feedback will be effectively managed and recorded.

Where relevant, any matters that require the specific action of an officer or department will be recorded in the Customer Request System (CRS) database and actioned according to defined CRS procedures.

6.1 Recording comments

We will have processes in place to ensure that we can effectively capture the views and opinions of our customers. This will include being able to accept comments verbally and/or in writing and appropriately recording the information. Comments received on an individual officer will be passed onto the officer through their manager or direct supervisor. General comments received about Council or Council's services will be recorded in our Community Feedback Register.

6.2 Retaining compliments

All compliments are highly valued by Council as an indication of the high level of service that we provide. Council will record all compliments in a central location within our Compliments Register.

In addition, positive feedback about the performance of an individual person/s will be passed onto the appropriate supervisor and recorded in personal files. This information will be retained and should then form a part of the officer's annual performance assessment.

Compliments that are received about the service provided by a department or by Council, as a whole, will be forwarded to the relevant director and/or General Manager and recorded according to 5.4.

6.3 Managing and recording complaints

All complaints received about Councillors, staff or Council services will be managed and recorded as defined by the protocols established in Council's Complaints Policy.

7. Departmental Protocols

7.1 Guidelines for the development of departmental protocols

These standards establish the benchmark for the minimum level of expectation of service provision across the organisation. However, due to the significant differences in the types of services that Council offers, we acknowledge that departmental protocols may need to be developed to accommodate the differing services and resource capabilities of each department.

All protocols that are developed will not compromise on the base amount of service expectation that has been defined within this document. We will remain committed to providing consistency and equity in our service to all customers through the creation of departmental protocols that define particular rules on service delivery, though the methods of delivery may vary according to service type. All protocols will ensure:

- Professionalism is assured at all times.
- Customers are able to communicate effectively with officers in the department.
- Information is easily reached and presented in a simplistic and understandable format.
- We remain focused on addressing the needs of our customers by applying a flexible approach to service delivery.
- We will take ownership of issues and provide positive outcomes for our customers.

7.2 Approval and review of protocols

Departmental protocols will require the approval of all directors and the General Manager before they can be implemented. This will ensure that there is consistency between this manual and the protocols developed.

Departmental protocols will be reviewed on an annual basis, in line with the review of this manual. Additionally, a review of all established protocols will be undertaken when required – e.g. changes in service procedures, resourcing levels or technological advances.

8. Measurement and review

To be successful in implementing standards it is important to measure and review the level of service on a regular basis. As an organisation, we need to be sure that we are providing quality service through established procedures and protocols and through our attitudes and values.

8.1 Measuring individual performance

All staff are required to comply with this Service Standards Manual and will be measured on an annual basis through individual performance reviews. These standards will form a component of the generic outputs of all position descriptions and staff will be assessed against their compliance with this, as well as other outputs of their position.

8.2 Measuring our service as an organisation

Council will measure the service that we provide as an organisation to ensure that we meet our obligations in providing quality service. We will do this by:

- Surveying our customers, both internal and external, and conducting internal reviews.
- Allowing customers to respond to our service through an open comments form/feedback register.
- Monitoring phone calls.
- Reporting on management plan and service policy objectives.
- Reviewing and recording comments, compliments and complaints that are received.

8.3 Reviewing our service standards

The development and implementation of our service standards will be reviewed to ensure consistency with strategic and operational changes within the organisation. Council will commit to reviewing our standards on an annual basis and will seek to gather input from staff, councillors and customers in re-assessing and refining our adopted standards.

NOTICE OF RESCISSION

DRAFT KU-RING-GAI TOWN CENTRES SECTION 94 DEVELOPMENT CONTRIBUTIONS PLAN, DRAFT PLANNING AGREEMENTS & DRAFT AMENDMENTS TO THE ADOPTED 2004 TO 2009 CONTRIBUTIONS PLAN

Notice of Rescission from Councillors T Hall, J Anderson & M Shelley dated 10 June 2008

We the undersigned, move:

"That Part A of Minute No. 170/08 of 27 May 2008, that refers to the public exhibition of the Maps attached to the draft Ku-ring-gai Town Centres Development Contributions Plan, and the current public exhibition with those Maps, be and is hereby rescinded.

That Part E of Minute No. 170/08 to hold an extraordinary meeting of Council on 15 July 2008 to consider the adoption of this Plan and other consequential amendments thereto, also be and is hereby rescinded."

We further move:

"That the Maps rescinded be replaced by the Maps attached to the Planning Minister's Environmental Planning and Assessment (Ku-ring-gai Planning Panel) Order 2008 dated 29 February 2008 and the draft Ku-ring-gai Town Centres s.94 Developer Contribution Plan with these amended Maps and as depicted by green lines and park shading on the attachments to this Notice of Motion, be re-exhibited for public comment for the statutory period."

We also move:

"That upon the conclusion of the re-exhibition of the draft Ku-ring-gai Town Centres Development Contribution Plan, that Part D of Minute No. 170/08, "a further report to Council; be prepared at the close of the exhibition" be referred to the next available Ordinary Meeting of Council for consideration."

RECOMMENDATION

That the above Notice of Rescission as printed be adopted.

Cr Tony Hall
Councillor for St Ives Ward

Cr Jennifer Anderson
Councillor for Roseville Ward

Cr Maureen Shelley
Councillor for Roseville Ward

NOTICE OF MOTION

RETENTION OF BLUE GUM HIGH FOREST IN KU-RING-GAI

Notice of Motion from Councillor E Malicki dated 12 June 2008

To allow Council to reaffirm its commitment to protecting Blue Gum High Forest throughout Ku-ring-gai.

I move that:

"Council resolves not to sell or otherwise dispose of any park or any land zoned for Open Space which is identified as Blue Gum High Forest."

RECOMMENDATION

That the above Notice of Motion as printed be adopted.

Cr Elaine Malicki
Councillor for Comenarra Ward

NOTICE OF MOTION

WARRAWEE PARK

Notice of Motion from Councillor E Malicki dated 5 June 2008.

There has been a great deal of public support shown for the retention of Warrawee Park as open space, however I noted that on the K Map, Borambil Street actually extends as an unmade road through the park.

I move:

"That to give added future protection to Warrawee Park, Council take steps to close the unmade section of Borambil Street and ensure that the entire current area of park is zoned for Open Space as part of the Comprehensive LEP process."

RECOMMENDATION

That the above Notice of Motion as printed be adopted.

Cr Elaine Malicki
Councillor for Comenarra Ward