

ANNUAL REPORT 2022-2023



Need help?

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450 and ask them to contact Ku-ring-gai Council on your behalf on T: 02 9424 0000 during business hours, Monday to Friday, 8.30 am - 5.00 pm.

Simplified Chinese

需要帮助吗？

本文件包含重要信息。如果您不理解本文件，请致电翻译口译服务 131 450。让其代表您致电 9424 0000 联系Ku-ring-gai议会。营业时间：周一至周五，上午8.30—下午5.00。

Traditional Chinese

需要幫助嗎？

本檔包含重要資訊。如果您不理解本檔，請致電翻譯口譯服務 131 450。讓其代表您致電 9424 0000 聯繫Ku-ring-gai議會。營業時間：週一至週五，上午8.30—下午5.00。

Korean

도움이 필요하십니까?

이 문서에는 중요한 정보가 담겨 있습니다. 여러분이 이해할 수 없다면, TIS (번역 및 통역 서비스)의 131 450번으로 전화하십시오. 9424 0000 번으로 여러분을 대신하여 전화해서 쿠링가이 카운슬을 연락해 달라고 요청하십시오. 영업 시간: 월요일-금요일, 오전 8시30분-오후 5시.

Persian

آیا به کمک نیاز دارید؟

این مدرک حاوی اطلاعات مهمی است. اگر آنها را نمی فهمید، خواهش می کنیم به خدمات ترجمه نوشتاری و گفتاری (Translating and Interpreting Service) به شماره ۱۳۱ ۴۵۰ تلفن کنید و از آن سرویس بخواهید از جانب شما با شهرداری کورینگای (Ku-ring-gai Council) در ساعات کاری، دوشنبه تا جمعه از ساعت ۸:۳۰ صبح تا ساعت ۵:۰۰ بعد از ظهر با شماره تلفن ۰۲ ۹۴۲۴ ۰۰۰۰ تماس بگیرید.

Japanese

ご質問がありますか？

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

Hindi

सहायता चाहिए?

इस दस्तावेज़ में महत्वपूर्ण जानकारी है। यदि यह आपको समझ नहीं आती, तो कृपया अनुवाद और दुभाषिया सेवा को 131 450 पर कॉल करें, और इस सेवा को आपकी ओर से फ़ोन: 02 9424 0000 पर व्यावसायिक घंटों के दौरान, सोमवार से शुक्रवार, सुबह 8.30 से शाम 5.00 बजे तक कू-रिंग-गई काउन्सिल से संपर्क करने के लिए अनुरोध करें।

These languages were chosen as they are the most widely spoken by Ku-ring-gai residents indicated by ABS Census data in 2021.

Need assistance with hearing or speaking?

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

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

Voice Relay users: Call 1300 555 727 then ask for 02 9424 0000.

NRS Chat: Log onto nrschat.nrsccall.gov.au

Need help to access Council's building?

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

Ku-ring-gai Council

818 Pacific Highway, Gordon NSW 2072
P 02 9424 0000 | E krg@krg.nsw.gov.au
W krg.nsw.gov.au

Cover image: Spider Grevillea (*Grevillea Speciosa*)
Photographer: Wolter Peeters

stay
connected



krg.nsw.gov.au



ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Ku-ring-gai Council recognises the traditional custodians of the lands and waters, and pays respect to Elders past, present and emerging.

CONTENTS

Nature Play. Photographer: Alex Mayes



INTRODUCTION	9	LOCAL GOVERNANCE	116
About this report	11	Councillors	120
Community vision	13	Decision making and participation	128
From the Mayor	14	Engagement and collaboration	136
General Manager's report	16		
Guiding principles	18	THE ORGANISATION	142
Corporate values	19	Organisational structure	145
Snapshot of Ku-ring-gai	20	Leadership 2022-2023	146
		Working at Ku-ring-gai Council	149
PERFORMANCE SUMMARY	22	Work health and safety	161
Projects snapshot	24	Corporate governance	170
Financial results	26	• Audit, risk and improvement committee	171
Delivery program results	33	• Internal audit	172
Quadruple bottom line	36	• Financial management and external audit	173
Improving services	38	• Compliance	173
Awards and recognition	42	• Risk management	174
		STATUTORY REPORTING	176
PERFORMANCE – DELIVERING THE VISION	52	FINANCIAL REPORTING	248
Integrated planning and reporting	54	Introduction	250
Measuring our performance	55	Reporting officer's comments	250
• Community, people and culture	58	Audited Financial Statements	253
• Natural environment	68	(see separate document at www.krg.nsw.gov.au)	
• Places, spaces and infrastructure	78		
• Access, traffic and transport	90	GLOSSARY	254
• Local economy	98		
• Leadership	106		



KU-RING-GAI MUN

1885

1899-1902

1900-1901

1914-1918

1939-1945

AT THE GOING DOWN
AND IN THE MOON
WE WILL REMEMBER

1950-1953



MICIPAL COUNCIL

1948-1960
1964-1966
1962-1966
1962-1972

Photographer: Wolter Peeters

INTRODUCTION



ABOUT THIS REPORT

This is Ku-ring-gai Council's report to the Ku-ring-gai community on its performance during the 2022/23 financial year.

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

This report details Council's performance during the 2022/23 financial year including achievements and challenges.

Performance has been assessed against what Council planned to do during the year to progress its Delivery Program 2022-2026 and annual Operational Plan. This includes the delivery of projects, programs and services, as well as progressing term achievements set by Council in 2022.

The Annual Report also includes information required by Clause 217 of the Local Government Act Regulation to assist the community's understanding of how Council has performed as a local governing body and community leader.

Council's Audited Financial Statements form part of the Annual Report. The Statements have been prepared in accordance with the Code of Accounting Practice and Financial Reporting and are presented in a separate document.

Acknowledgements

Ku-ring-gai Council would like to acknowledge all staff who contributed to the completion of the 2022/23 Annual Report.

Photography

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



A woman wearing a blue button-down shirt, a dark hat, and glasses is speaking to a group of people outdoors. She has her hands raised in a gesturing motion. The background is a blurred natural setting with trees and foliage. In the foreground, the back of a person's head and shoulders are visible, and a green object, possibly a bag or part of a chair, is at the bottom.

COMMUNITY VISION

An inclusive and connected community, where our natural environment and heritage are valued, working towards a sustainable future.

FROM THE MAYOR

I am delighted to present the Council's Annual Report for 2022-2023 to the Ku-ring-gai community.

The report provides an overview of our key achievements and challenges during the year, as well as our audited financial accounts.

The Council's focus during this period has been on providing high-quality sporting facilities, new initiatives to promote sustainability and on enhancing customer service.

This report outlines our progress towards the vision of the Ku-ring-gai Community Strategic Plan 2032 and how we will deliver them through the annual Delivery Program.

During 2022-2023 Ku-ring-gai Council delivered a \$54 million capital works program, including the following:

- \$13 million on road renewal including upgrades and repairs across Ku-ring-gai
- \$5.8 million on sportsfields and sporting facilities
- \$2.7 million on footpaths
- \$4.7 million on improvements to parks
- \$3.8 million on design and construction works at St Johns Avenue, Gordon and the neighbourhood centre upgrade at East Turramurra
- \$1.9 million on new and upgraded traffic and pedestrian facilities.

Council also spent around \$143 million to provide other wide-ranging services to the community.

Ku-ring-gai Council was the recipient of awards that recognised excellence and innovation in delivering projects and programs. They include:

- 2023 Institute of Public Works Engineering Australasia (IPWEA) Engineering Excellence Award for the Lindfield Village Green project



- 2022 Keep Australia Beautiful Sustainable Cities Award for Council's Ku-ring-gai Heritage Festival and Gai-mariagal Festival events
- High commendations for the Junior Rangers program at the Ku-ring-gai Wildflower Garden, the St Ives Showground Regional Playground and the Better Business Partnership, an innovative business sustainability program jointly funded by Ku-ring-gai, North Sydney and Willoughby Councils.

More details about these and other awards can be found on pages 42 - 51 of this report.

Other achievements during 2022 and 2023 include:

Improving volunteering and services to support connected communities

- Established an online Volunteer Hub to encourage more uptake in volunteering and provide a communication channel for organisations needing volunteers
- Established a new weekly playgroup for young children with additional needs, alongside a support service for parents and carers
- Implemented improvements at Gordon Library including new shelving, carpets and furniture funded by a \$450,000 Public Library Infrastructure Grant.

Improving sports facilities, parks and playgrounds to meet the community's needs

- Upgraded Samuel King Oval with a resurfaced sportsfield and new amenities block
- Completed the St Ives Village Green Recreation Precinct with a new playground and skate park
- New playgrounds at Orange Green (North Turramurra), Narang Reserve (Gordon), Kendall Village (Pymble) and Dukes Green (East Lindfield)
- Upgraded the Fox Valley Way neighbourhood centre at Wahroonga
- Received a Department of Sport grant of \$419,085 under the Female Friendly Community Sport Facilities and Lighting Upgrades grant program. The grant will be used for accessible amenities and change rooms at Bannockburn Oval, Pymble.

Improving streetscapes, road safety and active transport options

- Progressed the final phases of the St Johns Avenue, Gordon streetscape improvement works
- Upgraded the intersection of Burns Road and Ellalong Road using Transport for NSW's Black Spot Program funding

- Received \$900,000 from Transport for NSW under its Black Spot Program for 2022/23 and 2023/24
- Received \$2.25 million from Transport for NSW for the construction of footpaths and pedestrian facilities from 2022/23 to 2024/25
- Received 100% funding under the Australian Government Black Spot Program for projects at Werona Avenue and Stanhope Road, Killara and Warrimoo Avenue and Dalton Road, St Ives Chase
- Established the Active Transport Reference Committee to educate and promote active and alternative forms of transport
- Received co-funding from Transport for NSW for improvements to cycling facilities
- Provided a new café at St Ives Showground with a \$2 million NSW Government grant. New access roads and upgrades to buildings were also completed at the Showground.

Supporting a more sustainable community

- Adopted a Net Zero Communities Strategy and launched a Net Zero Champions volunteer program to help educate residents on our Net Zero by 2040 goals
- Launched a Ku-ring-gai Eco Festival to inspire and empower the Ku-ring-gai community to live more sustainably
- Completed the installation of three rooftop solar systems at Council Chambers in Gordon, Council's Depot at Bridge Street, and the West Lindfield Community Centre
- Continued Council's transition to electric vehicles with the addition of a truck to Council's electric fleet
- Continued reducing Council's total greenhouse gas emissions, which are 71% lower than the 2000 baseline and 50% lower than in 2020-2021.

As Mayor during this period, I and my Councillor colleagues are proud of what has been achieved in 2022-2023. I take this opportunity to thank Council staff and the many community organisations and volunteers who share our vision for Ku-ring-gai's future.

I commend this annual report to you and I hope you enjoy reading about the achievements of this past year.



Councillor Jeff Pettett

MAYOR

GENERAL MANAGER'S REPORT

It is my pleasure to present Ku-ring-gai Council's Annual Report for 2022-2023. The annual report is an account of the services, projects and initiatives delivered during the year.



In 2022-2023 Council maintained its sound financial position, achieving an operating surplus of \$24.84 million in June 2023 (including capital grants and contributions). This surplus will be redirected to essential capital works.

We currently manage \$2.58 billion worth of assets and the long-term management of ageing infrastructure is a major challenge.

To assist in future planning we have revalued our assets, which has resulted in a significant increase in their value. We are aiming to strike a balance between maintaining existing assets and building new ones to meet growing demand.

During this year we also conducted a financial sustainability review. The review contains detailed assumptions around Council's future financial projections.

This approach is a sound basis for continued improvements and reinforces Council's ongoing commitment to long term financial sustainability.

Some of our organisational improvements in 2022-2023 included:

- becoming a member of the Sunflower Scheme which trains frontline staff to better serve customers and residents with a hidden disability and chronic health conditions
- establishing a Volunteer Hub to connect residents wishing to volunteer with organisations seeking volunteers
- improving facilities for Gordon Library users including new shelving, carpets and furniture and powered benches
- reviewing the Hornsby Ku-ring-gai Emergency Management Plan and developing a tool for community networks to better prepare for and recover from extreme weather events
- installing rooftop solar systems at Council's Chambers, Bridge Street administration building and the West Lindfield community centre
- continuing Council's transition to electric vehicles with the addition of an electric truck
- winning the NSW division of the Australasian Management Challenge and placing third in the national competition
- improvements to website content such as translations to assist the community's access and understanding
- expanding Council's online booking system to facilitate appointments with development assessment officers and bookings for Council events, programs and courses
- implementing electronic inspection forms to reduce the time taken to undertake assessments

- strengthening cyber security policies and processes to protect customer data
- transitioning the organisation's main software system to the cloud to reduce the need for hardware, and
- prioritising improvements to community facilities eg. Fox Valley Road shopping centre, Turramurra and Lindfield seniors centres.

All these achievements are a very pleasing result following the last three years, when services and projects were disrupted due to the pandemic and extreme weather events.

I commend all Council staff for their enthusiasm and dedication to delivering projects and services over the past year for our community.



David Marshall

ACTING GENERAL MANAGER

GUIDING PRINCIPLES

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

In carrying out its functions and responsibilities Council is also guided by social justice and sustainability principles.

Social justice principles

- **Equity** - there should be fairness in decision-making, and prioritising and allocation of resources, particularly for those in need
- **Access** - all people should have fair access to services, resources and opportunities to improve their quality of life
- **Participation** - everyone should have the maximum opportunity to genuinely participate in decisions that affect their lives
- **Rights** - equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



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

Sustainability principles

- **Social sustainability (social well-being)**
 - support cohesive, inclusive, diverse and dynamic communities
 - balance health, work and personal commitments
- **Environmental sustainability (liveability)**
 - protect the natural, social, cultural and built heritage
 - decrease the consumption of resources
- **Economic sustainability**
 - maintain a strong and stable local economy
 - ensure the delivery of services, facilities and infrastructure is financially sustainable.

Quadruple bottom-line

The quadruple bottom line (QBL) refers to social, environmental, economic and civic leadership considerations encompassed in the Community Strategic Plan, Delivery Program and Operational Plan. They ensure that Council's delivery of services, capital works and programs are balanced and reflect a holistic approach.

The Annual Report includes information on Council's progress with respect to achieving the quadruple bottom line through the Delivery Program and Operational Plan. Further information is available in the **Performance Summary**.

QBL KEY



Social



Civic leadership



Economic



Environmental

CORPORATE VALUES

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

Do what is right

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

Show respect

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

Own our actions

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

Strive for excellence

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

SNAPSHOT OF KU-RING-GAI

RESIDENTS OF KU-RING-GAI

POPULATION IN 2022¹**124,172**POPULATION BY 2036⁵**138,946**

Higher proportion of children and people aged 60+ than Greater Sydney²

▲ 42YEARS
MEDIAN AGE²

LARGEST AGE GROUP²
35-49 YEAR-OLDS

A growing
proportion of
older people

▲ **70+ AND 35-49
AGE GROUPS**

had the largest increases
between 2016 and 2021

CULTURAL DIVERSITY²



▲ **42.6%**
residents born
overseas

LANGUAGE²

33.4%
residents speak
a language
other than
English at home



Dominant
language, other
than English, is
Mandarin²

GROWING HOUSEHOLDS WITHOUT CHILDREN



Families
54.7%² → 46.9%⁵
in 2036



Couples (no kids)
24.8%² → 27.9%⁵
in 2036



Lone person
16.6%² → 20.2%⁵
in 2036

A HIGHLY EDUCATED COMMUNITY²

▲ **54%**
of the working
population have a
university education

▲ **47.5%**
of total households
are classed as high
income

SEIFA index² of relative
socio-economic
advantage and
disadvantage 1,165
indicating a **high
level of advantage**
compared to other
NSW LGAs

RESIDENT'S HEALTH AND WELLBEING

ASSISTANCE²

▲ **3.9%** residents
require day-to-day
assistance due to
disability



UNPAID CARERS²

▼ **12.1%** residents
provide unpaid care for those with a
disability, long term illness or old age
compared with 10.6% in Greater Sydney



More residents volunteer in Ku-
ring-gai compared to those in
Greater Sydney²

▼ **20.4%**
of residents
volunteer



LONG TERM HEALTH²

More people with cancer and heart disease than Greater Sydney
Less people with mental health conditions and diabetes

HOUSING CHOICE

SEPARATE DWELLINGS ARE DECREASING BUT REMAIN DOMINANT²



▼ **66.7%**
separate dwellings



▲ **24.2%**
high density dwellings



▲ **8.6%**
medium density dwellings

HOUSING TENURE²



◀▶ **36.6%**
HOUSEHOLDS
HAVE A
MORTGAGE



▲ **19.6%**
HOUSEHOLDS
RENT

AVERAGE HOUSEHOLD SIZE HIGHER THAN GREATER SYDNEY²

▼ **2.84 PERSONS PER DWELLING**

MORTGAGE REPAYMENTS²

61.6%
of households
are paying high
repayments (\$2,600+
per month) compared
with 42.9% in Greater
Sydney

RENTAL PAYMENTS²

83%
of households are
paying **high rents**
(\$450+ per week)
compared with 54.4%
in Greater Sydney

A RESILIENT ECONOMY



LOCAL
JOBS³

36,849



LOCAL
BUSINESSES⁴

14,992

LARGEST EMPLOYMENT SECTORS³

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

WORKERS²

▲ **46.6%**
of residents live and
work in the area

▲ **54.8%**
of residents work
at home

GRP³

\$7.50 BILLION

EMPLOYED
RESIDENTS³

64,537

with the most popular occupations in
professional and managerial roles ▲

▼ Decreased since the 2016 census ▲ Increased since the 2016 census ◀▶ No significant change since the 2016 census

Sources:

1. Australian Bureau of Statistics, Estimated Resident Population, 2022.
2. Australian Bureau of Statistics, Census of Population and Housing, 2021 (Usual residence data). Compiled and presented in profile.id.
3. National Institute of Economic and Industry Research, 2023.
4. Australian Bureau of Statistics, 2022.
5. NSW, Department of Planning, 2022.



Photographer: Wolter Peeters

PERFORMANCE SUMMARY



PROJECTS SNAPSHOT

During 2022/23, Council completed or progressed a range of capital and operational projects and programs to benefit the Ku-ring-gai community.

The following table represents a selection of programs, with expenditure, as part of the delivery of Council's Capital Works Program and Operational Projects in 2022/23.

ROADS \$13,046,256	<ul style="list-style-type: none"> Road renewal and repair across the LGA, including upgrades.
SPORTS COURTS \$3,567,015 (*\$3,141,303)	<ul style="list-style-type: none"> Design and/or construction works across the LGA as part of Council's sports courts development program, tennis court resurfacing, upgrade works at Canoon Road, South Turramurra courts, and tranche payment on execution of funding agreement, design consultation and project management for the St Ives Indoor Centre project*.
FOOTPATHS \$2,758,964	<ul style="list-style-type: none"> Construction of new footpaths, reconstruction of existing footpaths and improvements to footpaths at bus stops to comply with Disability Discrimination Act requirements, across the LGA.
TOWN CENTRE STREETSCAPES \$3,809,972	<ul style="list-style-type: none"> Design and/or construction works undertaken at St Johns Avenue, Gordon; streetscape improvements across the LGA including Gordon, Lindfield, Pymble, Roseville, St Ives and Turramurra; neighbourhood centre upgrade at East Turramurra; Turramurra local centre activation project and local centres traffic and transport studies.
SPORTSFIELDS \$2,279,822	<ul style="list-style-type: none"> Design and/or construction works at Norman Griffiths Oval, West Pymble; Warrimoo Oval, St Ives; St Ives Showground, Bannockburn Oval, Pymble; Barra Brui, St Ives; Primula Oval, West Lindfield; Lindfield Soldiers Memorial Park; Roseville Park; Samuel King Oval, North Turramurra; works at SES building Wahroonga and matched funding opportunities.
PARKS \$4,797,146	<ul style="list-style-type: none"> Design and/or construction works at St Ives Village Green; Koola Park, East Killara; Gordon Recreation Ground; Killara Park; St Ives Showground; Hassall Park, St Ives; Swain Gardens, Killara; Bedes Forest, St Ives; Robert Pymble Park; Queen Elizabeth Reserve, West Killara; The Glade, Wahroonga; memorial seat donations and works across the LGA as part of Council's parks development program.
TRAFFIC/ PEDESTRIAN FACILITIES \$1,966,579	<ul style="list-style-type: none"> Construction of new and upgraded traffic and pedestrian facilities and street signs at various locations across the LGA; construction of Warrimoo mountain bike track, St Ives and Stanley Lane/ Grandview Street, St Ives traffic study.
DRAINAGE STRUCTURES \$941,567	<ul style="list-style-type: none"> New, upgrade and renewal works to drainage networks across the LGA and continuation of Council's CCTV condition assessment and repair program.

PLAYGROUNDS \$675,706	<ul style="list-style-type: none"> Design and/or construction works at Warrimoo Oval, St Ives; Phillip Mall, West Pymble; Eldinhope Green, Wahroonga; Sequoia Close, Pymble; Lorraine Taylor Reserve, St Ives and Ku-ring-gai Wildflower Garden, St Ives.
LIBRARY RESOURCES \$823,717	<ul style="list-style-type: none"> New and replacement of library resources and collections and refurbishment works at Gordon library.
PUBLIC AMENITIES \$703,248	<ul style="list-style-type: none"> Upgrade to amenities as part of Council's refurbishment program at various locations across the LGA, including Samuel King Oval, North Turramurra.
SUSTAINABLE ENERGY \$433,659	<ul style="list-style-type: none"> Programs and initiatives (Better Business rebate program) to improve sustainable energy including rooftop solar photovoltaic (PV) upgrades; heating, ventilation and cooling (HVAC) works at the Ku-ring-gai Fitness and Aquatic Centre; operational energy management and Council's sustainability data management and reporting system.
FENCING & PARKING AREAS \$302,933	<ul style="list-style-type: none"> Improvements to fencing and car parks at parks and sportsgrounds across the LGA, including St Ives Showground and Wahroonga Park.
COMMUNITY PARTNERSHIPS \$713,673	<ul style="list-style-type: none"> Community programs and initiatives including the Climate Wise Communities and WildThings programs; community environmental volunteering, education programs, environmental events and workshops; engagement and promotions; environmental art and signage; and design/consultancy works for the St Ives Cultural Environmental Education Centre.
BIODIVERSITY \$681,128	<ul style="list-style-type: none"> Bushland monitoring, inspection and restoration programs and projects, ecological and fire management, biobanking, pest species management and projects to enhance biodiversity corridors and urban forest areas across the LGA.
WASTE & RECYCLING \$363,504	<ul style="list-style-type: none"> Community programs, projects and initiatives including the Better Business Partnership program, waste and recycling workshops and events.
INFORMATION TECHNOLOGY \$431,829	<ul style="list-style-type: none"> Improvements to Council's core systems, projects and system maintenance, and technology equipment replacement.
COMMUNITY CENTRES AND HALLS \$232,878	<ul style="list-style-type: none"> Improvement works to community facilities undertaken at Tulkian House, Gordon; leased facilities, Turramurra and Lindfield Seniors' Centres and new civic space, Roseville.

Footnotes:

- Figures are rounded and are inclusive of all grants received by Ku-ring-gai Council and all project related costs including project management/consultant costs, reports commissioned and design/construction works.
- The table represents a portion of programs from Council's Capital Works Program and Operational Projects for 2022/23 with expenditure reported consistent with Council's Financial Statements 2022/23.

FINANCIAL RESULTS

Overview

At the end of the 2022/23 financial year, Council remained in a sound position with an operating surplus of \$24.84 million, including capital grants and contributions, and \$10.08 million excluding capital grants and contributions.

During 2022/23, we spent \$143 million (\$130m in 2021/22) on services and operations and \$54 million (\$48m in 2021/22) on capital projects, including infrastructure assets, to provide a diverse range of services to the community.

We currently manage \$2.58 billion worth of infrastructure assets including roads, bridges, halls, land, recreation and leisure facilities, drains, parks and property.

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

Key achievements

- **Operating surplus** - Council achieved an operating surplus for the 2022/23 financial year.
- **Financial position** - Council maintained a sound financial position.
- **Key financial performance (excluding infrastructure assets)** - All key financial performance measures have achieved or outperformed benchmark.
- **Strong return on investment portfolio** - Total cash and investments at the end of the financial year totalled \$213 million. Council's total return was 3.08% p.a. for the financial year compared to 1.5% p.a. for the previous year due to higher interest rates and an active management of the investments portfolio during the year.
- **Infrastructure assets revaluation** - Council performs a comprehensive revaluation on its infrastructure assets on a five-year cycle. This is due to the large size and complexity of the current assets portfolio. Each year, however, Council assesses the carrying amount of assets to ensure that it does not differ materially from the fair value. During the 2022/23 financial year, Council performed a comprehensive revaluation on buildings, operational land and stormwater drainage assets. Council staff also assessed the carrying

amount of all other asset classes to ensure that it does not differ materially from the fair value. As a result, there was a \$474 million fair value increase in carrying value of all infrastructure asset classes, including community, Crown, and operational land.

Challenges

Financial sustainability continues to be a significant challenge for Council with increasing demand for services, facilities and infrastructure from the community at odds with restricted revenue that does not keep up with rising costs. In more recent times increased attention has also been placed on improving existing assets and providing new facilities to cater for increasing population, changing requirements and expectations. This introduces a financial burden for current and future generations for asset management that was not adequately addressed in the past. While Council's current financial position is sound, with the Statement of Performance Measures in the 2022/23 Financial Statements all exceeding benchmark, infrastructure asset indicators fall short.

There are challenges to meet in the future to be financially sustainable and decisions are required about the revenue and expenditure pathway amid changing circumstances. In response to continuing financial challenges and other external factors impacting on Council and local government more generally, the organisation commissioned a financial sustainability review.

The objectives of this review were to test the assumptions in Council's adopted long-term resourcing strategy, the risks to successful delivery and options for addressing these risks.

The review made recommendations relating to Council's capital works program, funding major projects, service reviews, alternative funding strategies and adjusting rates to ensure the long-term financial sustainability of Council while meeting community needs and expectations.

The outcomes and recommendations of the financial sustainability review has informed the development of Council's 2023/24 budget and Long Term Financial Plan. These documents contain key issues and detailed assumptions around Council's future financial projections.

How did we perform?

Achieved a sound operating result

For the financial year ended 30 June 2023, Council had an operating surplus, excluding revenue from capital grants and contributions, of \$10.08 million (Figure 1), which was \$0.9 million higher than the 2021/22 result. This is mainly due to additional Regional and Local Roads Repair Program (RLRRP) and other operational grants received, and higher interest income (\$4m) partially offset by increased materials and contractor costs, depreciation expense and borrowing costs.

The operating result after capital grants and contributions was \$24.84 million (Figure 2), an increase of \$0.91 million in comparison to the previous financial year (\$23.93m).

The operating surplus means that Council's revenue exceeds both the cost of running its day-to-day operations and the depreciation of its assets. The operating result includes depreciation of assets and excludes capital expenditure (expenditure on renewal and new assets). The surplus is available for capital works.

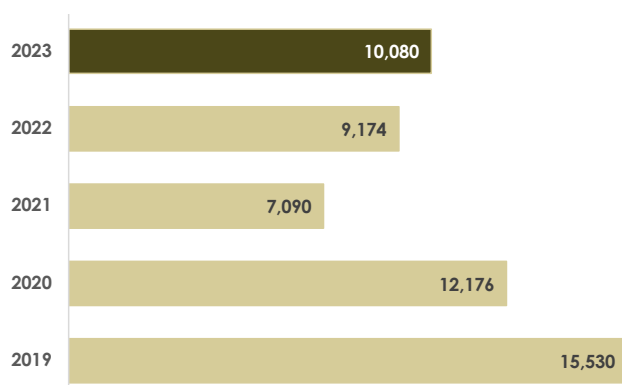


Figure 1 Net operating result \$'000 (excluding capital income) – 5-year trend

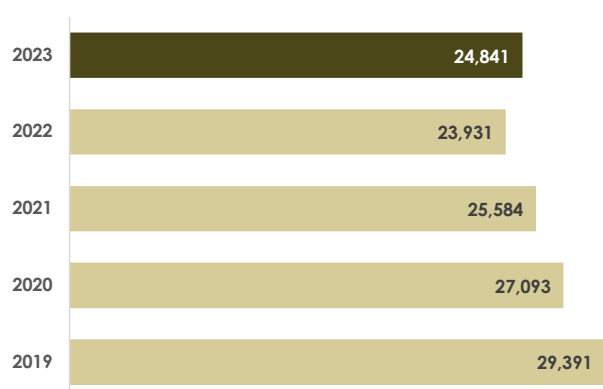


Figure 2 Net operating result \$'000 (including capital income) – 5-year trend

Performance measurement indicators

The Statement of Performance Measurement (Financial Statements – Note F5) provide ratios used to assess various aspects of Council's financial performance. These ratios have been prescribed by the Code of Accounting Practice for 2022/23.

The Infrastructure Asset Ratios listed in 'Special Schedules - Report on Infrastructure Assets' are Building and Infrastructure Renewal Ratio, Infrastructure Backlog Ratio, Asset Maintenance Ratio and Cost to bring assets to agreed service level. These can be found in the Special Schedule section of the Financial Statements.

The results of all financial indicators, including asset ratios, providing five-year comparisons and commentary, are detailed in the following graphs.

1. Operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

2022/23 ratio: 7.85%

Council's Operating Performance Ratio is above the benchmark of (0%), which means that Council can contain operating expenditure (excluding capital grants and contributions) within its operating revenue. The increase from the previous year is mainly due to increased operating grants and additional interest earned during the financial year.

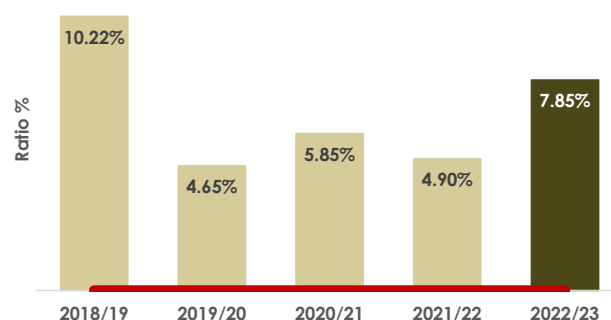


Figure 3 Operating performance ratio

Benchmark: > 0.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

2. Own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

2022/23 ratio: 80.87%

Council's Own Source Operating Revenue Ratio has remained stable and above the benchmark of (>60%) in the last five years. Council has sufficient level of fiscal flexibility, in the event of being faced with unforeseen events.

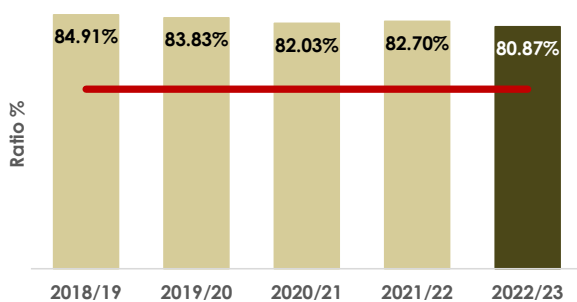


Figure 4 Own source operating revenue ratio

Benchmark: >60%

Source for benchmark: Code of Accounting Practice and Financial Reporting

3. Unrestricted current ratio

This ratio is designed to represent Council's ability to meet short term obligations as they fall due.

2022/23 ratio: 3.35x

Council's Unrestricted Current Ratio is above the benchmark of >1.5x and has been outperforming the benchmark for the last four years. The ratio saw an increase from the previous year mainly due to an increase in net current assets and a slight decrease in current liabilities. Council's liquidity is good, and it can readily pay its debts as they fall due.

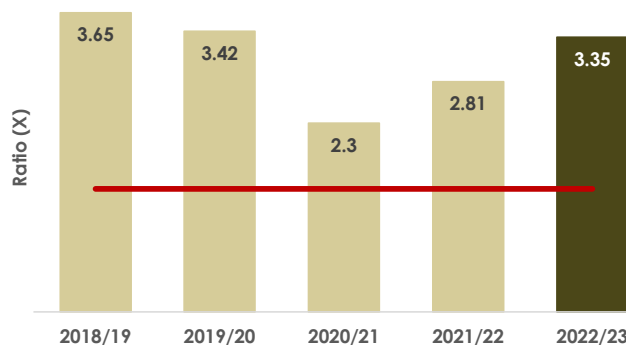


Figure 5 Unrestricted current ratio

Benchmark: >1.5x

Source for benchmark: Code of Accounting Practice and Financial Reporting

4. Debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

2022/23 ratio: 7.16x

The Debt Service Cover Ratio has decreased from the previous year but remains above the benchmark of 2x. This is mainly due to increased principal and interest repayments on Council's current loans compared to the previous years.

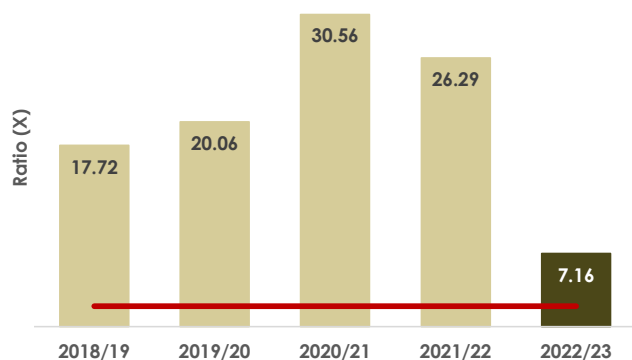


Figure 6 Debt service cover ratio

Benchmark: >2.00x

Source for benchmark: Code of Accounting Practice and Financial Reporting

5. Rates and annual charges outstanding percentage

This percentage assesses the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

2022/23 ratio: 4.53%

The rates and annual charges outstanding ratio of 4.53% is satisfactory and is better than the benchmark of "less than 5%". A slight increase from the previous year is noticed mainly due to additional outstanding rates during the period. Council will continue to monitor uncollected rates and actively engage in debt recovery processes to ensure these are maintained within the current benchmark.

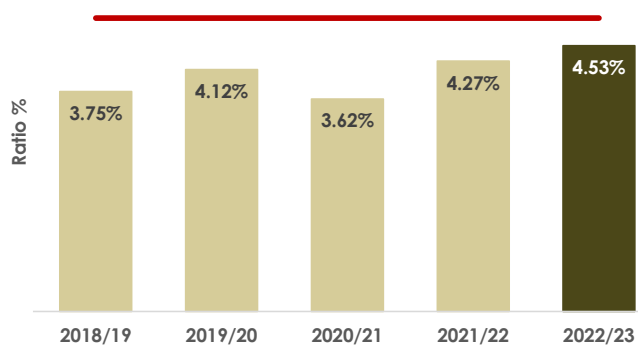


Figure 7 Rates and annual charges outstanding percentage

— Benchmark: <5.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

6. Cash expense cover ratio (months)

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

2022/23 ratio: 13.47 months

Council's Cash Expense Cover Ratio is satisfactory and remains above the benchmark of "greater than 3 months". The decrease from previous years is primarily due to a decrease in overall cash, cash equivalents and long-term deposits.

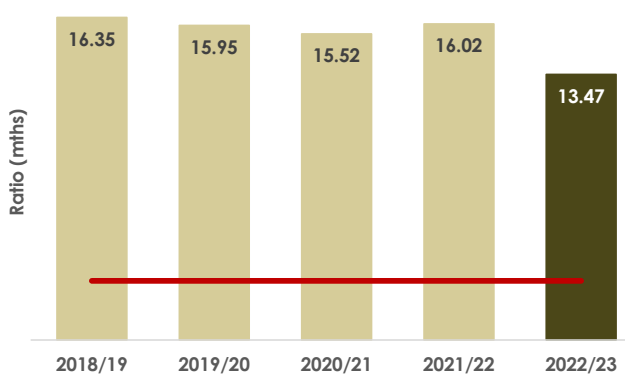


Figure 8 Cash expense cover ratio

— Benchmark: >3.00 months

Source for benchmark: Code of Accounting Practice and Financial Reporting

7. Buildings and infrastructure renewals expenditure ratio

This ratio assesses the rate at which these assets are being renewed relative to the rate at which they are depreciating.

2022/23 ratio: 100.97%

The ratio is slightly lower than the previous year due to the increase in depreciation. The ratio is above the benchmark of 100%. Council will continue to focus on appropriate asset standards for renewal and maintenance of its assets and prioritise renewal capital works programs.

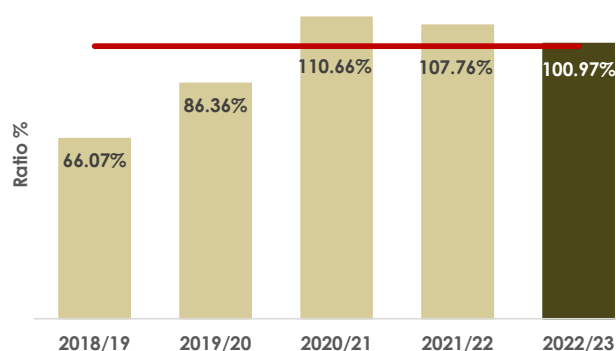


Figure 9 Buildings and infrastructure renewals expenditure ratio

Benchmark: $\geq 100\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting

8. Infrastructure backlog ratio

This ratio shows what proportion the backlog is against the total value of Council's infrastructure.

2022/23 ratio: 9.73%

There is an increase in the ratio when compared to last financial year, mainly due to the reassessment of the useful life and asset condition of stormwater drainage assets. Council is continuing to focus on appropriate asset standards for renewal and maintenance of its assets.

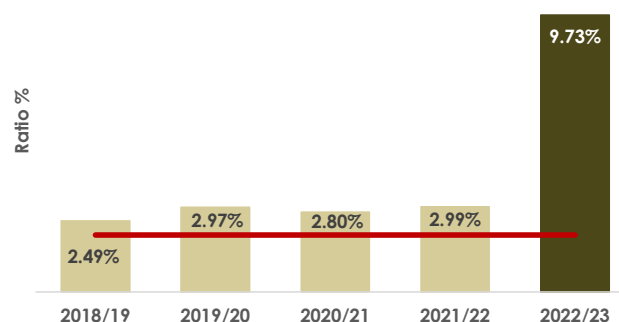


Figure 10 Infrastructure backlog ratio

Benchmark: $< 2\%$

Source for benchmark: Code of Accounting Practice and Financial Reporting

9. Asset maintenance ratio

The ratio calculates how much Council is spending on maintenance of its assets as opposed to how much is required. The benchmark is greater than 100%.

2022/23 ratio: 91.42%

A ratio above 100% indicates that Council is investing enough funds within the year to ensure assets reach their useful lives. The ratio decreased as result of a larger asset portfolio value from indexation and a review of actual maintenance costs. Council is committed to increase expenditure on asset maintenance in the future to maintain its infrastructure assets in satisfactory condition in the long term.

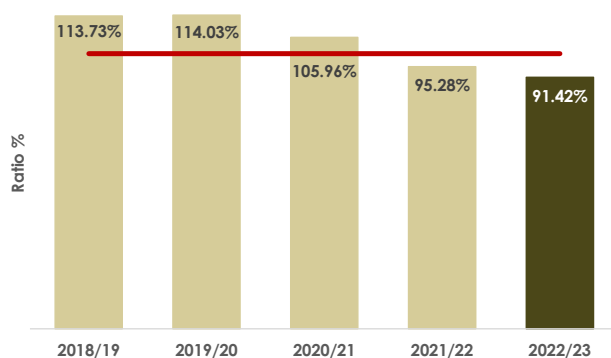


Figure 11 Asset maintenance ratio

— Benchmark: >100.00%

Source for benchmark: Code of Accounting Practice and Financial Reporting

10. Cost to bring assets to agreed service level

This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.

2022/23 ratio: 19.57%

The ratio is an estimate of the cost to renew existing assets that have reached the condition-based intervention level. The ratio increased on prior years mainly due to the reassessment of the useful life and asset condition of drainage assets. Council is committed to increase expenditure on asset renewals in future years and reduce the cost to bring assets to the agreed level of service. This is reflected in Council's Long Term Financial Plan and Asset Management Strategy.

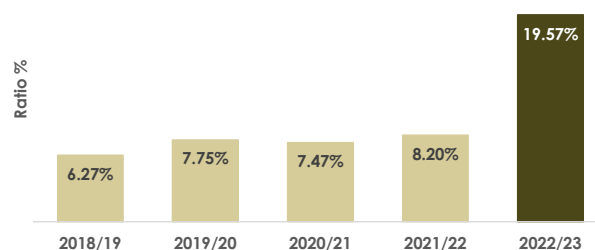


Figure 12 Cost to bring assets to agreed service level

Where did our funds come from?

Total income (2022/23): \$168.31 million (including capital income of \$14.76m)

Our main sources of income in 2022/23, including capital income (grants and contributions) were from:

Total income by category 2022/23		
Income	2022/23	2021/22
Rates and annual charges	\$94.65 million or 56%	\$92.51 million or 60%
User charge and fees	\$21.62 million or 13%	\$18.05 million or 12%
Grants and contributions provided for capital purposes	\$14.76 million or 9%	\$14.76 million or 10%
Other revenues	\$5.18 million or 3%	\$4.61 million or 3%
Grants and contributions provided for operational purpose	\$17.43 million or 10%	\$11.48 million or 7%
Interest and investment revenue	\$7.03 million or 4%	\$2.88 million or 2%
Other income	\$7.65 million or 5%	\$9.17 million or 6%
Net gain from the disposal of assets	-	\$0.77 million or 0%

Where were our funds spent?

Total operating expenses (2022/23): \$143.47 million

The main expenditure items for the year were:

Total expenditure by category 2022/23		
Expenditure	2022/23	2021/22
Materials and services	\$67.52 million or 47%	\$61.52 million or 47%
Employee benefits and on-costs	\$45.90 million or 32%	\$44.31 million or 34%
Depreciation, amortisation and impairment	\$22.47 million or 16%	\$20.51 million or 16%
Other expenses	\$4.18 million or 3%	\$3.56 million or 3%
Borrowing costs	\$1.44 million or 1%	\$0.40 million or 0%
Net losses from disposal of assets	\$1.97 million or 1%	-



FURTHER INFORMATION

Details of Council's financial position can be found in the **Financial Reporting – Introduction**. Council's **Financial Statements** are available separately at www.krg.nsw.gov.au

DELIVERY PROGRAM RESULTS

How we performed during 2022/23

Council successfully delivered a range of programs, projects and services to the community across service areas during the year. The 2022/23 capital works program delivered a range of capital and operational projects with an overall expenditure of more than \$63 million.

Council's adopted Delivery Program 2022-2026 and Operational Plan 2022-2023 includes 64 four-year term achievements, 206 annual tasks and 82 annual performance indicators. Progress was measured against these as part of Council's June 2023 bi-annual report.

Council achieved an overall satisfactory result for term achievements, operational plan tasks and performance indicators for the reporting period. Council outperformed its annual target for substantially completed tasks (89%), with a result of 96% for 2022/23.

All activities successfully contributed to the progress of the long term objectives contained in Council's adopted *Community Strategic Plan - Ku-ring-gai 2032*.

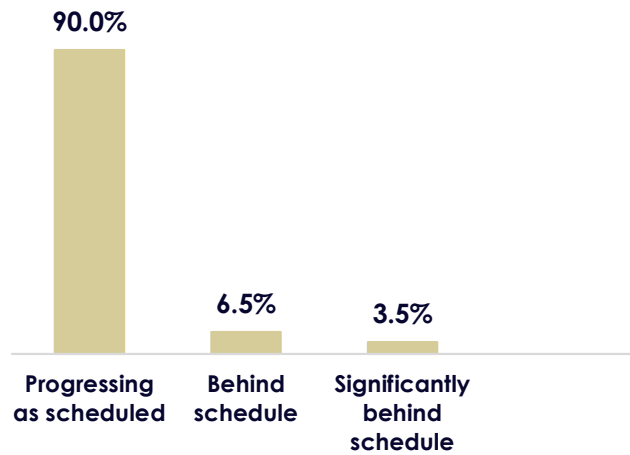


FURTHER INFORMATION

Further details on Council's performance is available in **Performance – Delivering the vision** with a summary of Council's 2022/23 result provided in Figures 13 and 14. The June 2023 bi-annual report is available at www.krg.nsw.gov.au

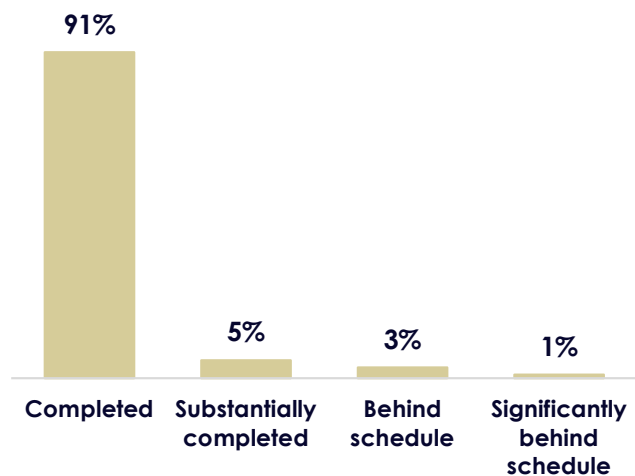
Delivery Program 2022 – 2026

90%
TERM ACHIEVEMENTS
PROGRESSING AS SCHEDULED



Operational Plan 2022 – 2023

96%
TASKS COMPLETED
OR SUBSTANTIALLY
COMPLETED



Performance Indicators 2022 – 2023

83%
INDICATORS ACHIEVED

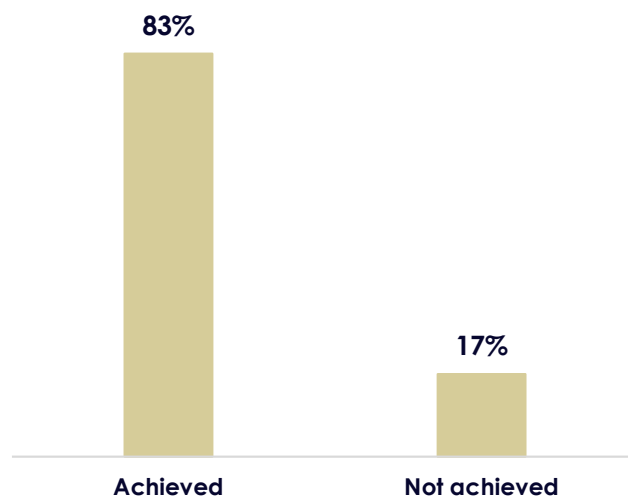


Figure 13 Delivery Program and Operational Plan performance from 1 July 2022 to 30 June 2023.



Theme 1: Community, people and culture

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

Term achievements	100% progressing as scheduled
Operational plan tasks	94% completed or substantially completed
Performance indicators	69% achieved



Theme 3: Places, spaces and infrastructure

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

Term achievements	81% progressing as scheduled
Operational plan tasks	92.5% completed or substantially completed
Performance indicators	79% achieved



Theme 5: Local economy

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

Term achievements	50% progressing as scheduled
Operational plan tasks	92% completed or substantially completed
Performance indicators	100% achieved



Theme 2: Natural environment

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

Term achievements	100% progressing as scheduled
Operational plan tasks	100% completed or substantially completed
Performance indicators	90% achieved



Theme 4: Access, traffic and transport

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

Term achievements	100% progressing as scheduled
Operational plan tasks	100% completed or substantially completed
Performance indicators	89% achieved



Theme 6: Leadership

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

Term achievements	93% progressing as scheduled
Operational plan tasks	96% completed or substantially completed
Performance indicators	82% achieved

Figure 14 Delivery Program and Operational Plan performance by theme from 1 July 2022 to 30 June 2023.

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

QUADRUPLE BOTTOM LINE

Quadruple Bottom Line (QBL) refers to social, environmental, economic and civic leadership considerations that need to be addressed in a balanced way through Council's development and implementation of Integrated Planning and Reporting plans.

Community Strategic Plan

The Community Strategic Plan contains 30 long term objectives which reflect the Ku-ring-gai community's needs and priorities for the future. These objectives contribute to one or more QBL parameters.

Diagram 2 indicates the primary contribution that each long term objective makes to a QBL parameter - social, economic, environmental and civic leadership..







Figure 15 Ku-ring-gai 2032 Community Strategic Plan focus areas (for long term objectives) mapped by primary quadruple bottom line parameters.

Quadruple bottom line performance snapshot

The following table details Council's progress in addressing and achieving the quadruple bottom line in the Delivery Program through Council's Term Achievements for 2022/23.

Additionally, QBL progress is identified in Delivery Program Performance Indicators under each theme in **Performance – delivering the vision**.

QBL parameter	Delivery Program Term Achievements contributing to QBL parameters	
	Number	Progress (Progressing as scheduled)
 SOCIAL	34	91%
 ECONOMIC	10	90%
 ENVIRONMENTAL	14	86%
 CIVIC LEADERSHIP	24	96%

Note: Term Achievements may be counted in multiple QBL parameters.

IMPROVING SERVICES

Council has a responsibility under the Local Government Act to carry out its functions, including the delivery of services and projects, to provide the best possible value for residents and ratepayers.

To achieve this Council continually assesses ways to improve services and projects to ensure they are delivered in a cost effective, efficient and sustainable way. This is part of Council's commitment to the community as set out in the Delivery Program and Operational Plan.

Improvement initiatives are identified and implemented through the following:

- undertaking regular research into the community's priorities and satisfaction with a broad selection of Council's external services and facilities
- assessing the community's overall level of satisfaction with Council's performance – Figure 16 shows an upward trend in satisfaction from 2014 and is in line with the LGA Metro Benchmark*
- considering the priorities and expected levels of service, expressed by the community during engagement activities across Council's operations
- completing an annual audit program which identifies improvements to business processes and the delivery of services. Audit reviews completed or progressed in 2022/23 included plant and fleet management, integrated planning and reporting, business continuity planning and payroll
- assessing the effectiveness of the projects, programs and actions contained in the Delivery Program and Operational Plan against performance measures, and
- encouraging staff to initiate improvements in their work practices and service delivery.

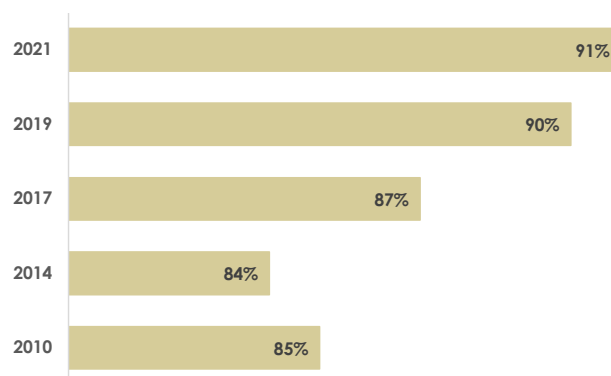


Figure 16 Percentage of residents who are at least somewhat satisfied with the overall performance of Ku-ring-gai Council across all responsibility areas.

*Source Micromex Research



FURTHER INFORMATION

Further information about continuous improvement activities undertaken by Council can be found under each theme in **Performance – Delivering the vision.**

Service improvement program

To further encourage service delivery improvement across Council operations a targeted service review framework commenced development. The framework will include a service review program to systematically review council services, identify opportunities to improve efficiency and effectiveness, and support the delivery and evaluation of necessary changes. The program will also include the identification of key performance indicators and benchmarks to measure and track productivity and performance over time.

Work completed during 2022/23 included:

- a workshop with councillors to explain the service review process and obtain feedback on criteria for identifying and prioritising reviews as well as potential services for review
- a workshop with managers and senior management to obtain input into a service review framework, and
- engagement of independent consultancy services to assist in developing a governance and operational framework to support the service review program.

Two services are planned for review in 2023/24 as part of the development phase of the framework - communications services and management and maintenance of sports fields.

The reviews will include engagement with stakeholders to assess service level expectations, determine agreed service levels within available resources and develop appropriate performance review measures.

Service improvements 2022/23

Examples of improvements to services and work practices during 2022/23 included:

Community engagement

- improving engagement with harder to reach groups including people with disabilities, culturally and linguistically diverse groups and young people
- enhancing training for front line staff to effectively communicate with people who have dementia, hidden disabilities or health conditions
- enhancing community access to information on Council's website including public forum submissions, Council's booking system, and the addition of easy-to-use maps for bush walking and mountain bike trails, and
- improving Council's website content to assist the community's access and understanding.

Volunteer management

- establishing a Volunteer Hub to enhance the service delivery capacity of local services and provide local volunteer connections and information for residents to volunteer. Council was awarded a \$50,000 grant by the NSW Department of Premier and Cabinet for the Hub.
- launching the Net Zero Champions volunteer program to enable interested residents to support events and promotions related to reaching our Net Zero by 2040 goals, and
- increasing staff resourcing in the Environmental Volunteer Program team to assist with enhanced delivery of environmental programs.

Library services

- improving facilities for Gordon Library users including new shelving, carpets and furniture through \$450,000 received from the Public Library Infrastructure Grant program
- additional State Government funding for libraries has also enabled the installation of 38 new powered benches and seating at Gordon Library
- utilising cost savings identified at the libraries and reinvesting in improved library collections and infrastructure
- expanding the diversity of collections including new digital multicultural collections with 1,000 titles, and
- implementing a new microfilm reader to enhance and increase accessibility of local history research at the library.

Children's services

- establishing a new playgroup for young children with additional needs, alongside a support service for parents and carers. The weekly playgroup operates during school terms for children aged 0-6 years who have complex health needs, disability or other long-term medical conditions.

Emergency management

- reviewing the Hornsby Ku-ring-gai Emergency Management Plan (EMPLAN) including an audit of evacuation centres in conjunction with NSW Health, and
- developing a Neighbourhood Planning tool (part of the Climate Wise Communities program) to provide a platform for community networks to self-help before, during and after extreme weather events to assist the formal recovery process.

Bushland, water and energy management

- establishing the Streamwatch volunteer-based water monitoring program to provide a valuable record of waterway health. The program has helped to identify water quality issues such as greywater system leakages, new waterweed incursions and pollution events.
- completing a comprehensive safety audit of Council's rooftop solar systems to update and improve the preventative maintenance specification and remediate several defects identified during the audit, and
- installing rooftop solar systems at Council's Chambers, Bridge Street administration building, and the West Lindfield Community Centre to provide continued energy savings.

Sustainability and emission reduction

- launching the dedicated Net Zero Ku-ring-gai website resulting in a significant increase in community engagement through Council's digital channels
- updating the Better Business Partnership rebates program to incorporate stronger support for Net Zero actions, and
- continuing Council's transition to electric vehicles with the addition of a truck to Council's electric fleet.

Land use

- implementing a mapping revision to Ku-ring-gai's Bushfire Prone Land Map to provide more accurate mapping that meets both Council and Rural Fire Service requirements, and
- providing new guidelines and templates for environmental assessments in response to the *Environmental Planning and Assessment Regulation 2021*.

Asset and facilities management

- updating and revising asset management plans to ensure effective maintenance and utilisation of assets, prolonging their lifespan and improving operational efficiency
- continuing a prioritised program of improvements to community buildings and facilities to enhance their functionality and usability, improving the overall experience for residents, and decreasing long-term maintenance costs, and
- continuing to review commercial leases to ensure optimal utilisation of Council owned space and maximising returns.

Information technology - systems, services and security

- implementing a new system for the community to book development assessment duty officer appointments through 'Bookable', including a FAQ page to assist customers with basic questions, to provide quick and convenient assistance
- expanding the booking system for residents to enrol in Council events, programs and courses
- implementing electronic inspection forms across Council's Operations department to provide determinations in the field. For example, onsite tree inspection determinations have been reduced from 16 weeks to 4 weeks.
- upgrading the Library Management System allowing for a better user experience and a contemporary look and function
- continuing improvements to cyber security policies, processes and information security
- transitioning to a cloud-based software system to reduce the need for on-premises infrastructure and provide simplified software management
- continuing Council's records digitisation program making business information easily searchable and accessible, reducing the risks and costs of physical storage on-premises or at the Government Records Repository
- introducing digital signatures reducing the need for printing, signing and scanning documents and improving the efficiency of approval processes, and
- implementing Enterprise Cash Receipting at the Visitor's Centre to improve stocktake integrity, streamline stock replenishment, and ensure data for reporting purposes and sales trend analysis is captured.



FURTHER INFORMATION

Further information about continuous improvement activities undertaken by Council can be found under each theme in **Performance – Delivering the vision.**



AWARDS AND RECOGNITION

COMMUNITY

Council recognises and celebrates the recipients of various awards for service, commitment and inspiration in the Ku-ring-gai community.

2023 Australia Day Honours List

Member of the Order of Australia (AM)

The late Mr Christopher Davis

Formerly of Turramurra

For significant service to water management.

Medal of the Order of Australia (OAM)

Mr Glenn Lloyd Ball

St Ives

For service to the community through a range of roles.

Medal of the Order of Australia (OAM)

Emeritus Professor Peter Hayden Curson

Pymble

For service to tertiary education.

2023 King's Birthday Honours List

Member of the Order of Australia (AM)

Mr David Thomas ANTHONY

Turramurra

For significant service to the agricultural sector, and to the community of Narrabri.

Member of the Order of Australia (AM)

Mrs Fiona Elizabeth BALFOUR

Roseville

For significant service to corporate governance, and to the aviation sector.

Member of the Order of Australia (AM)

Miss Rose-Marie RADLEY

Wahroonga

For significant service to community health, and to the nursing profession.

Member of the Order of Australia (AM)

Mr Christopher Charles VONWILLER

Gordon

For significant service to science and technology development.

Medal of the Order of Australia (OAM)

Dr Michael Yiu To CHOW

St Ives

For service to the community through a range of organisations.

Medal of the Order of Australia (OAM)

Mr Alan Raynor COLE

Wahroonga

For service to the community of Turramurra.

Medal of the Order of Australia (OAM)

Mrs Lesley Sharon GILD

St Ives

For service to the community through a range of roles.

Medal of the Order of Australia (OAM)

Mrs Susanne Kaye HAMILTON

North Turramurra

For service to softball, and to lawn bowls.

Medal of the Order of Australia (OAM)

Mr Jeffrey Howard NEWMAN

Killara

For service to philately.

Medal of the Order of Australia (OAM)

Dr Irene O'CONNELL

St Ives

For service to the law.

Medal of the Order of Australia (OAM)

Mr Simon PENNINGTON

Pymble

For service to rowing.

Medal of the Order of Australia (OAM)

Mrs Jeannette Joy TSOULOS

West Pymble

For service to the Jewish community.

2023 Ku-ring-gai NSW Local Citizen of the Year Awards

Council's award program recognises those that generously donate their time to help others. The awards are held annually on Australia Day and aim to recognise organisations and individuals that have demonstrated excellent citizenship and contribution to the Ku-ring-gai community.

The following members of the community were recognised for their outstanding contributions during 2022/23:

Citizen of the Year

Tony Pang

As a leading member of CASS since 2012, Tony has overseen the volunteer organisation grow into a major social and welfare services provider for the community, especially those residents of East Asian background. Under his leadership CASS provides residential aged care, childcare, aged and disability services, settlement and health services, training and cultural events.

Tony Pang has also worked tirelessly on behalf of migrants through his volunteer roles and advocacy on behalf of the Cultural and Linguistic Advisory Board of the NSW State Library, the Justice Multicultural Advisory Council with the Department of Justice and the Chinese Australian Forum.



Left to right: Mayor Jeff Pettett and Tony Pang.

Young Citizen of the Year

Justin Qin

Justin, a year 10 student, is passionate about equality, writing and debating. Justin represented Ku-ring-gai at the NSW youth parliament and during his tenure, wrote a report on alleviating and advancing workplace equality in NSW. At his school Justin advocates for initiatives to combat toxic masculinity. Justin also represented Ku-ring-gai and NSW at the National Evatt competition in 2022. This competition saw thirty teams from across Australia compete in a series of UN debates on topics relating to international relations and global politics.



Left to right: Cr Sam Ngai and Justin Qin.

Environmental Citizen of the Year

Arden Licalde

Arden, a Year 5 student in Pymble, volunteers in the community garden near Blackbutt Creek in Gordon. She established a plant exchange stall where the local community can donate a plant or seeds to the garden or exchange them for bonsai clippings that Arden cultivates. Through her Instagram account @littlemissbonsai Arden shares her love of gardening and her passion for improving the local environment with other young people in the community.



Left to right: Cr Alec Taylor, Arden Licalde and Deputy Mayor Barbara Ward.

Mayor's Award for Outstanding Service by a Community Group

St Ives Lifestyle Disability Support Team

Over 40 volunteers and staff in the team help people of all ages with cerebral palsy and other complex disabilities achieve their goals and passions in their life. The team facilitates activities such as gardening, cooking, crafts or going on excursions for their clients. Their aim is to ensure those with a disability are not held back and can take part in regular events and activities.



Mayor Jeff Pettett with the St Ives Lifestyle Disability Support Team

2022 Local Business Awards

The business awards, of which Council was a sponsor, recognise businesses for their products, services, and innovation. Finalists in each category were selected based on the number of nominations they received from the public. Ku-ring-gai businesses received awards in nine categories including the top award:

Business of the Year

Outdoor Residential, Pymble

Category winners:

- Pierre's Patisserie, Turramurra – Bakery/cake business
- Champ and Chief Deli Cafe, Turramurra – Cafe
- Fetts, Wahroonga – Fashion
- Kelvin Hall Floral Design, Pymble – Florist
- The Village Vet, West Pymble – Pet Care
- Turramurra Pharmacy, Turramurra – Pharmacy
- Outdoor Residential, Pymble – Service and Trade
- Kiplings Garage Bar, Turramurra – Hotel/Bottleshop/Bar

2023 Better Business Partnership Award

The Better Business Partnership is an initiative sponsored by Ku-ring-gai, Willoughby and North Sydney councils to encourage local businesses to adopt sustainable processes for their energy, waste, staff training and packaging among others. Each year the Better Business Partnership Awards recognise the achievements of the best local businesses who exemplify sustainability. This year 34 local small businesses were finalists in eight categories with Ku-ring-gai businesses receiving awards or were highly commended across seven categories.

Better Business of the Year

Highly commended - Laurie Green Grow Gather Graze, West Pymble

People's Choice Award

Winner - Laurie Green Grow Gather Graze, West Pymble

Childcare and Early Learning

Winner - KU West Pymble Preschool
Highly commended - Lady Game Community Kindergarten, Lindfield

Retail Services

Highly commended - Shed Eleven, St Ives

Office and Professional Services

Winner - Risk Edge, Killara

Social Enterprise and Community

Highly commended - TOMBag

Purpose and Impact

Winner - Laurie Green Grow Gather Graze, West Pymble

2022 Ku-ring-gai Bushcare Association Volunteer Awards

The awards celebrate the commitment and extraordinary work of Ku-ring-gai's environmental volunteers. The following volunteers were recognised:

Environmental Volunteer of the Year

Kathy Bradfield

Young Volunteer Award (under 25y)

Shu Chen

Most Improved Site

Jo Jones

Most Challenging Site

Barra Wood (Convenor: Jonathan Woodward)

Habitat Awareness

Anne Matheson

Best Morning Tea

Jocelyn Chenu

30 years of service:

- Noela Jones
- Prue Lygo
- Nancy Pallin
- Neil Campbell
- John Nairn
- Bruce Hodgson
- Jocelyn Chenu
- Nick Goodman
- Bill Jones

2022 Keep Australia Beautiful Sustainable Cities Awards

Winner – Planet Pens

Ngamurur Class, Northside Montessori School

Students from the Northside Montessori School found a new use for recycling bottle caps. The students sorted the HDPE plastic lids, melted them, shaped them with a lathe and recycled them into pens. They have called their student run enterprise 'Planet Pens' with proceeds going to environmental charities and back into the business.



Left to right: Mayor Jeff Pettett and children representing Northside Montessori School receiving the award.



AWARDS AND
RECOGNITION

ORGANISATION

2022 Keep Australia Beautiful Sustainable Cities Awards

Winner – Heritage and Culture

Ku-ring-gai Heritage Festival and Gai-Mariagal events

The concept for the Ku-ring-gai Heritage Festival arose from an aspiration to connect the Ku-ring-gai community with the historical stories of its area and showcase the unique elements of its built, natural, cultural and Indigenous heritage. The Festival featured 17 events across the LGA, including eight new events that allowed interesting heritage and cultural places, organisations and experiences within the area to be highlighted and enjoyed by the community. A strengthened collaborative process between Council, partners and organisations, ensured a high level of success in preserving and honouring significant local history, heritage and culture.



Ku-ring-gai Council accepting the award for the Ku-ring-gai Heritage Festival and Gai-Mariagal events

Highly commended – Young Legend's

Ku-ring-gai Wildflower Garden – Junior Rangers

Junior Rangers targets primary school aged children with an interest in nature, sustainability and creating a better local environment. The program is delivered weekly after school over three sessions to up to 30 children. Students are encouraged to expand their knowledge of the environment, working together to find solutions for problems they identify in their local environments. The program forms part of a lifelong learning pathway at Ku-ring-gai Wildflower Garden, with the foundations currently being used to expand into a Youth Citizen Scientist program targeting high school students.



Mayor Jeff Pettet and Junior Rangers accepting the award for the Wildflower Garden's ranger program

2023 IPWEA Engineering Excellence Awards

Winner - Multi-Disciplinary Project Management

Lindfield Village Green

The Lindfield Village Green opened in February 2022 and is a 4,000m² public open space in the heart of the Lindfield Town Centre. Council has transformed an open public car park into a place of destination with greenspace to improve vibrancy and liveability for the community. The precinct now consists of a three-level underground carpark, cafe, water play features, tree lined paved walkways, and links to public transport. The project now provides an all-accessible facility which includes two architecturally designed lifts and walkways fully conforming to Disability Discrimination Act requirements.

Highly commended - Projects Greater than \$500,000 but less than \$5 million

St Ives Showground Regional Playground

The playground opened in December 2020 and was designed with accessibility as a priority and to reflect the rich history and environment of the Showground.

2023 Local Government Excellence Awards

Highly commended - Supporting Local Enterprise

Better Business Partnership

The Better Business Partnership (BBP) is an innovative business sustainability program jointly funded by Ku-ring-gai, North Sydney and Willoughby Councils, to support the local business community to be successful through sustainability – economic, environmental and social. BBP is a collaboration between Councils, business owners, business networks, community organisations and other Government agencies to strengthen the local business community. BBP targets small to medium sized businesses and holds regular educational and networking events, recognises and celebrates the sustainability achievements of the sustainability-minded businesses in the program and promotes them to the local community.



Ku-ring-gai, North Sydney and Willoughby Councils are highly commended for the Better Business Partnership program. Photographer: Tom Delaney.

Finalist - Projects over \$1.5 million - Population Under 150,000

Better Business Partnership

Finalist - Community Partnerships - Population Under 150,000

Net Zero Champions - Working with the Ku-ring-gai community to reach Net Zero by 2040

Finalist - First Nations Community Partnership

Gai Mariagal Festival

Finalist – Emerging Leader Awards

Samantha Groth, Library Marketing and Programs Leader

2023 Australasian Management Challenge - NSW division

Winner - Ku-ring-gai Council "Success Squad"

The Australasian Management Challenge is a professional development opportunity designed to challenge thinking, develop networks and expand knowledge on local government, management skills and team work ability.



Ku-ring-gai Council's winning team at the Australasian Management Challenge.

2022 NSW Government Council Crown Land Community Achievement Awards

Winner - Council Crown Land Management Excellence Award

St Ives Showground

Council has shown strong commitment to the principles of the *Crown Land Management Act 2016* and encourage a variety of uses for this significant regional recreational reserve. Council actively promotes and supports activities on the reserve including sport, outdoor recreation, cultural and heritage community events, while considering environmental values. Council also implemented a new booking system, funded upgrades, and opened new features such as the Treetops Adventure Park in November 2021.



Mayor Jeff Pettett accepts the Council Crown Land Management Excellence Award.

2022 NSW Local Government Week Awards

Special Acknowledgement – Innovation in Special Events - Division C – population more than 70,000

Bee Lottery

Special Acknowledgement – Innovation in Special Events - Division D (JOs, ROCs and County Councils and other associate members)

Northern Sydney Regional Organisation of Councils
Circular Clothing and Linen Drop Off Event

2022/23 Royal Lifesaving Aquatic Facility Safety Assessment

Ku-ring-gai Fitness & Aquatic Centre - 99% five-star safety rating – First place in Sydney

Overall, Ku-ring-gai Fitness & Aquatic Centre was ranked joint first place in Sydney for safety in public pools and fourth in NSW for 2022/23. Royal Lifesaving NSW assess public pools every year and the assessment measures safety and compliance within aquatic facilities and their management, in line with current expectations and standards. This year's assessment examined staff training, preparedness to deal with emergency situations, risk management processes and safety practices among others. The Ku-ring-gai Fitness & Aquatic Centre was built by Council to replace the former West Pymble Pool. Located next to Bicentennial Park West Pymble, the centre has a gym, outdoor and indoor pools, a childcare area and hydrotherapy facilities. It also offers fitness classes, aqua aerobics, a swim school for children and adults and a café.



Photographer: Wolter Peeters



PERFORMANCE – DELIVERING THE VISION

INTEGRATED PLANNING AND REPORTING

The NSW Government requires local councils to deliver their community vision and objectives through long, medium and short-term plans, known as the Integrated Planning and Reporting (IP&R) framework. This promotes best practice strategic planning across NSW councils to ensure a more sustainable local government sector. Diagram 1 illustrates the hierarchy of plans within the framework and their relationship to state and regional planning.

The legislation requires councils to prepare the following planning documents in consultation with the community and stakeholders:

- **Community Strategic Plan** (minimum 10 years)
- **Resourcing Strategy** comprising of:
 - Long Term Financial Plan (minimum 10 years)
 - Asset Management Strategy (minimum 10 years)
 - Workforce Management Strategy (4 years)
- **Delivery Program** (4 years)
- **Annual Operational Plan** (including budget, State of Revenue Policy and fees and charges).

Councils are also required to continuously monitor and review planning documents and undertake statutory reporting in line with the framework and Office of Local Government Guidelines (September 2021).

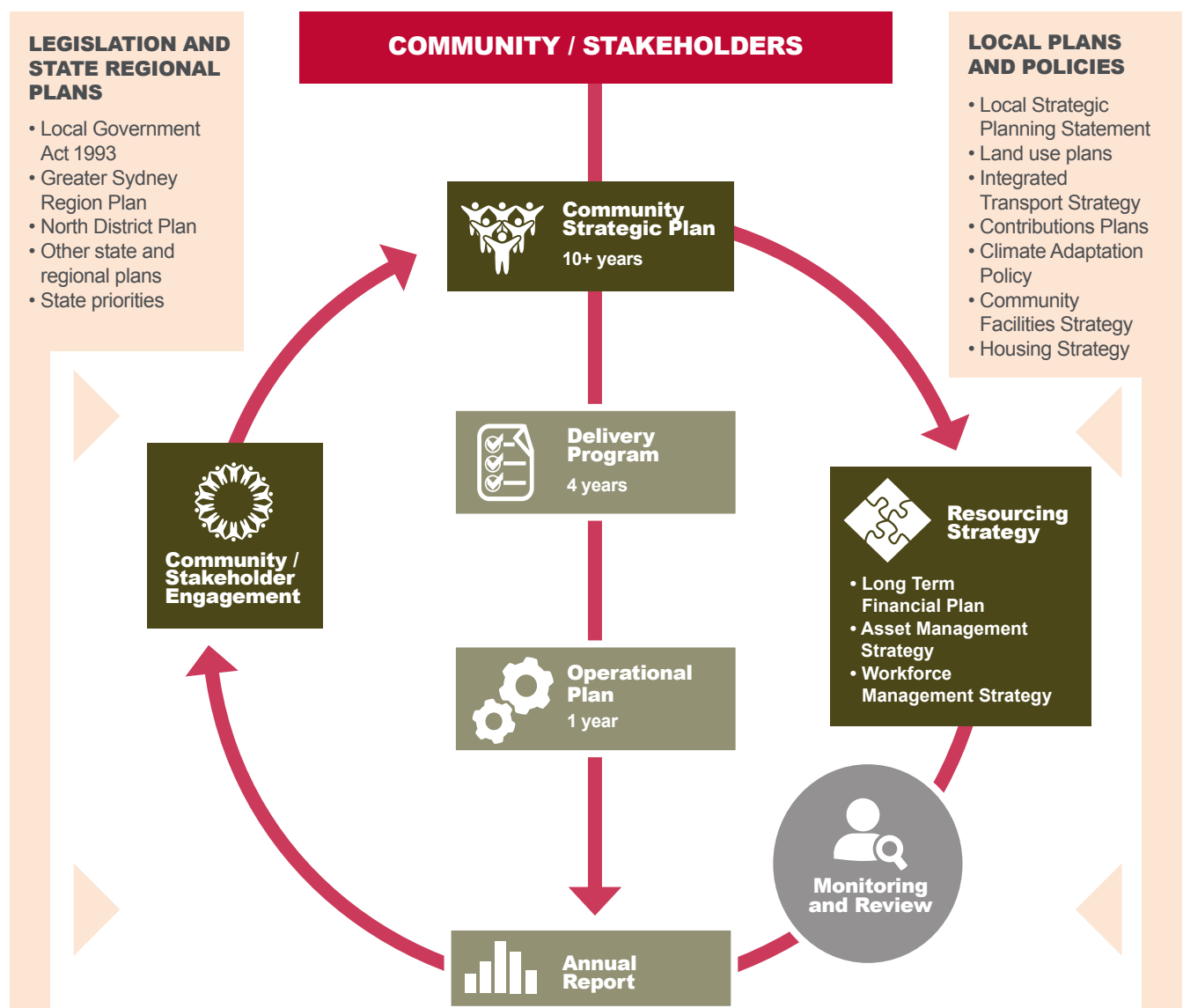


Diagram 1 Integrated planning and reporting framework

Source: Adapted from NSW Office of Local Government – Integrated Planning and Reporting Framework. Website: www.olg.nsw.gov.au

MEASURING OUR PERFORMANCE

Themes

Council's adopted plans address the community's long-term social, environmental and economic aspirations for Ku-ring-gai as well as supporting leadership and governance, under six themes. These six themes are drawn from Council's Community Strategic Plan - Ku-ring-gai 2032, which was adopted in June 2022.

Council's Operational Plan 2022-2023 and Delivery Program 2022-2026

The annual Operational Plan contains Council's planned actions, projects and activities and service delivery programs for the year including required financial resources. Successful outcomes contribute to the achievement of Council's four-year Delivery Program, which aligns with Long Term Objectives identified in the adopted Community Strategic Plan.

During 2022/23, Council successfully delivered a range of capital works, operational projects and essential services. The Delivery Program and Operational Plan June 2023 bi-annual report indicated satisfactory results for progress of Term Achievements, overall a very satisfactory result for Operational Plan Tasks (Council's target of 89% was exceeded) and over 80% of annual Performance Indicators were met during the year.

A summary of Council's overall Delivery Program performance results for 2022/23 is available in the **Performance Summary** section of this report as well as presented by theme throughout **Performance – Delivering the vision**.

Diagram 2 outlines Council's performance measurement framework and summarises the performance monitoring and reporting undertaken during 2022/23.

Performance measurement in 2022/23

QUADRUPLE BOTTOM LINE

Quadruple Bottom Line (QBL)

- Measures performance for key economic, environmental, governance and social parameters
- Presented by overall performance and theme for 2022/23 in the Annual Report

TERM ACHIEVEMENTS

Term achievement progression

- Measures progress of four-year term achievements as outlined in the Delivery Program 2022-2026
- Presented by overall performance and theme for 2022/23 in the Annual Report

PERFORMANCE INDICATORS

Performance indicators for term achievements

- An indicator of achievement in the delivery of Council services, programs and activities during the financial year
- Presented by overall performance and theme for 2022/23 in the Annual Report

OPERATIONAL PLAN TASKS

Operational plan task completion

- Measures completion/substantial completion of tasks and shows how effective Council was in achieving planned activities during the financial year
- Presented by overall performance and theme for 2022/23 in the Annual Report

Diagram 2 Council's performance measurement, monitoring and reporting during 2022/23

Performance monitoring and reporting in 2022/23

QUARTERLY REPORT

- Reports presented to Council quarterly:
 - ✓ Annual budget - including progress and expenditure on capital and operating projects and all Council services.
- Reports presented to General Manager/ Directors September 2022 and March 2023:
 - ✓ Operational Plan - progress and/or completion of annual tasks

BI-ANNUAL REPORT

- Reports presented to Council every six months:
 - ✓ December 2022 - progress of term achievements and annual tasks
 - ✓ June 2023 – progress of term achievements, completion/ substantial completion and annual tasks, and achievement of annual performance indicators
 - ✓ Bi-annual reports are available at www.krg.nsw.gov.au

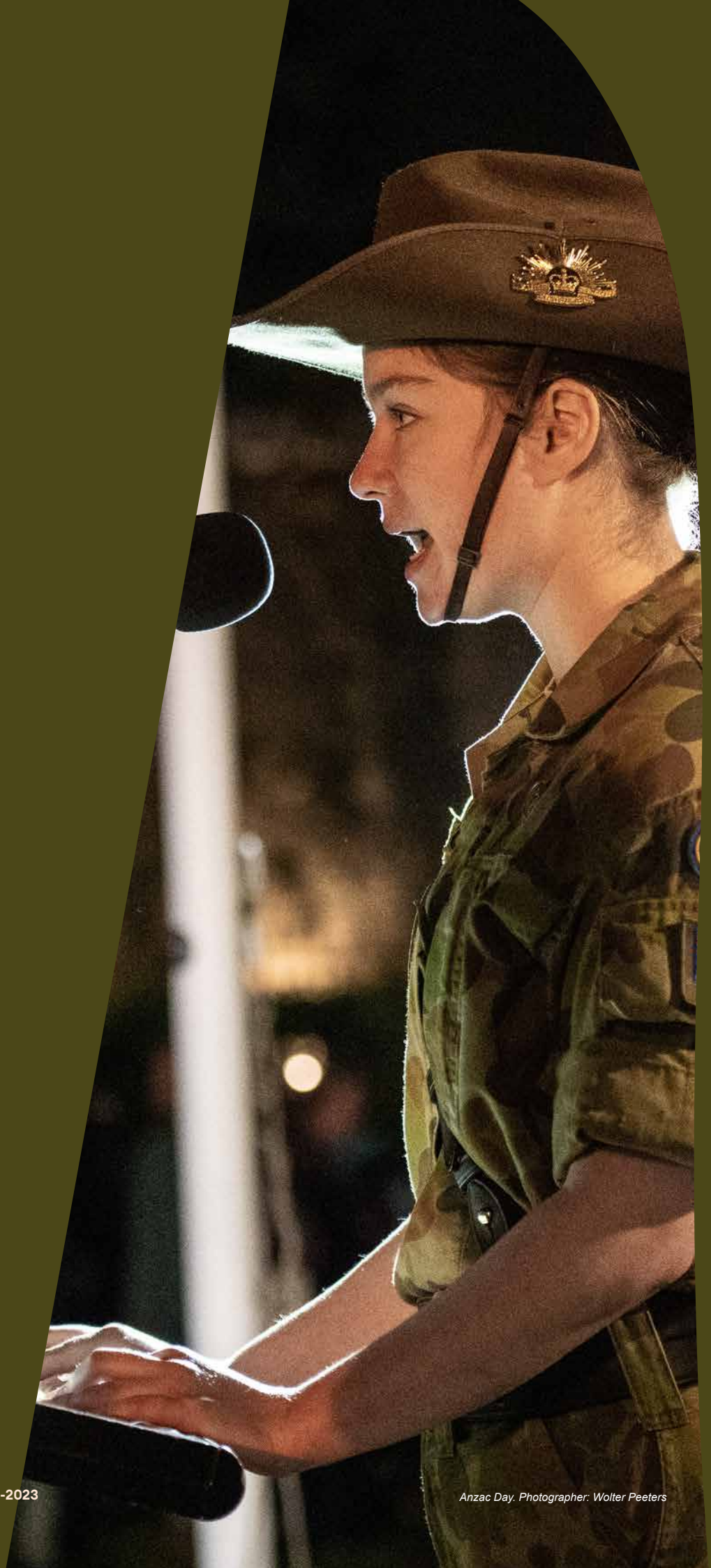
ANNUAL REPORT

- Presented to Council, Ku-ring-gai community and Office of Local Government:
 - ✓ Organisational performance and service delivery reporting through key achievements, challenges and performance indicators outlined in IP&R plans
 - ✓ Statutory reporting in line with local government legislation
 - ✓ Audited financial statements (see separate document at www.krg.nsw.gov.au)

SERVICE PERFORMANCE

- Continued to implement agreed actions from Council's internal audits of services and business processes and monitor service delivery against the results of Council's 2021 survey of community satisfaction with services and facilities. The community research reports are available at www.krg.nsw.gov.au
- Continued to develop a service review program framework

Diagram 2 Council's performance measurement, monitoring and reporting during 2022/23 continued



Theme 1

COMMUNITY, PEOPLE AND CULTURE



This theme is about creating a healthy, safe and diverse community that respects our history and celebrates our differences in a vibrant culture of learning.

Services provided under this theme

- Children's services
- Youth services
- Aged services
- Disability services
- Cultural development
- Community events
- Libraries and art centre
- Community health, safety and wellbeing programs
- Community facilities and halls management
- Sports grounds and parks bookings
- Emergency management support

The following provides an overview of key achievements and challenges during 2022/23 for the theme *Community, people and culture* within the Delivery Program 2022–2026.

ACHIEVEMENTS

Community programs

- Resident participation numbers increased for face-to-face community programs, as a result of Council promotions and information post COVID restrictions. See Figure 17 for participation rates for aged and disability, youth and art centre programs between 2018/19 and 2022/23.
- The impetus for a Dementia Friendly Community gained momentum with the formation of the Ku-ring-gai Dementia Alliance.
- Aged Services worked with several organisations to provide outings, seminars and classes for seniors, designed to enhance their social engagement and wellbeing.
- The Seniors & Volunteer Expo provided an opportunity to over 30 local community organisations and groups to showcase their activities and attracted 1028 individual visits to their stalls.
- The Women's Forum showcased women's achievements, examined local concerns and explored solutions that may be achieved in Ku-ring-gai.
- Junior Golf programs were fully booked for term and holiday programs. The expansion in intermediate levels and opening classes to a wider age range has continued to be very successful.

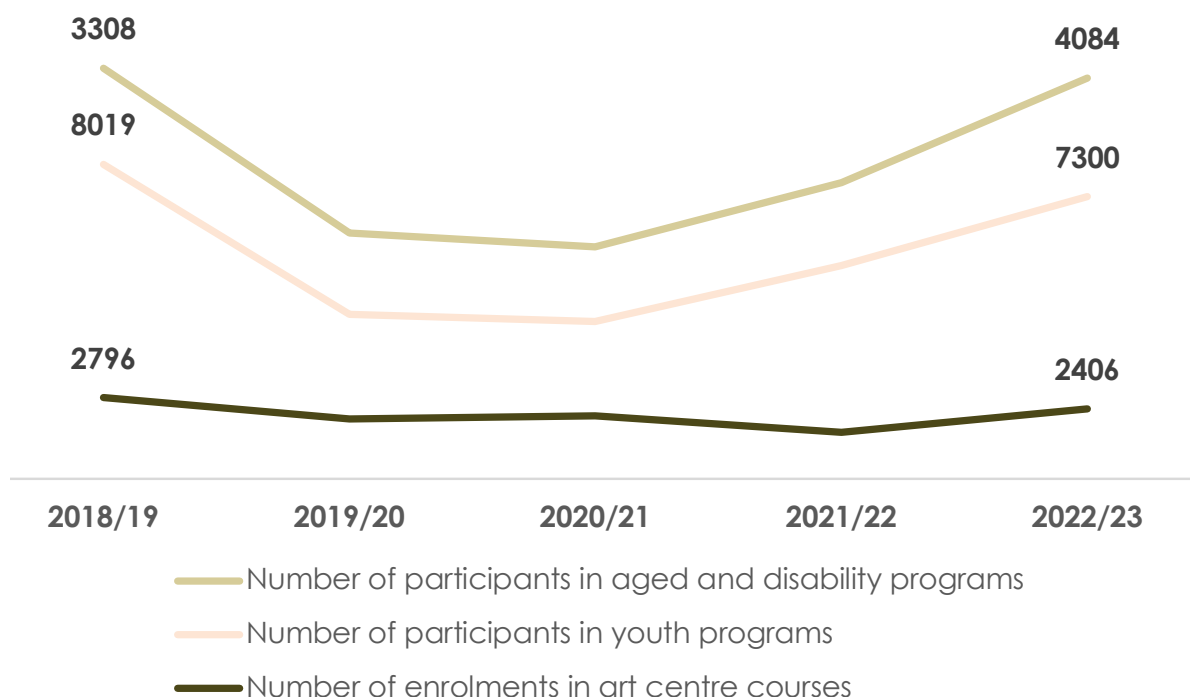


Figure 17 Participation rates in a selection of Council's programs from 2018/19 to 2022/23

Library services and art centre

- A successful application under the Public Library Infrastructure Grant program provided \$450,000 towards improvements at Gordon Library including new shelving, carpets and furniture. Additional State Government funding for libraries has also enabled the installation of 38 new powered benches and seating.
- Identified cost savings identified at the libraries which were reinvested in improved library collections and infrastructure.
- Expanded the diversity of collections including new digital multicultural collections with 1000 titles.
- Implemented a new microfilm reader to enhance and increase accessibility of local history research at the library.
- Significantly increased attendances at libraries and the art centre post COVID-19 restrictions through promotion and events.

Children's services

- Established a new playgroup for young children with additional needs, alongside a support service for parents and carers. The weekly playgroup operates during school terms for children aged 0-6 years who have complex health needs, disability or other long-term medical conditions.

Diversity and inclusivity

- Enhanced training for front line staff to effectively communicate with people who have dementia, hidden disabilities or health conditions.
- Developed a Gender Equality Strategy.
- A Department of Sport grant of \$419,085, was awarded to Council under the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program. The grant will enable Council to design and construct a fully accessible amenities block including Council's second 'changing places' facility and change rooms at Bannockburn Oval, Pymble.

Volunteering

- Established a Volunteer Hub to enhance the service delivery capacity of local services and provide opportunities for residents to contribute to their local community. Council was awarded a \$50,000 grant to establish the Hub by the NSW Department of Premier and Cabinet under the NSW Social Cohesion Grants for Local Government program.
- Launched the Net Zero Champions volunteer program to enable interested residents to support events and promotions related to reaching our Net Zero by 2040 goals.
- Employed five new casual staff in the Environmental Volunteer Program team to assist with enhanced delivery of environmental programs.

Emergency management

- Council was awarded a grant under the Sydney North Health Network Extreme Weather Community Resilience program of \$9,670 to run workshops for people with a disability or chronic health concerns to be more resilient and self-sufficient in emergency situations.
- The Hornsby Ku-ring-gai Bush Fire Risk Management Plan was endorsed by the Rural Fire Service and released for public exhibition in May.
- Completed an Evacuation Centre Audit in conjunction with NSW Health and combat agencies.
- Completed a multi-agency emergency management exercise facilitated by the NSW Police Command Development Unit to test the capability of the Hornsby Ku-ring-gai Local Emergency Management Committee. There were improvements to existing Consequence Management Guides identified as part of the exercise. These improvements will be reflected in the guides following a post exercise review later this year. The scenario was a train derailment.
- Developed the Neighbourhood Planning tool (part of the Climate Wise Communities program) to provide a platform for community networks to self-help before, during and after extreme weather events to assist the formal recovery process.

Community events

- Delivered a successful 2022 Spring events program with no COVID-19 restrictions.
- Launched Ku-ring-gai's new Arts & Cultural Festival.
- Ku-ring-gai was awarded the Keep Australia Beautiful NSW Heritage and Culture Award for the Ku-ring-gai Heritage and Gai-Mariagal Festival.
- Successful delivery of the regional Gai-Mariagal festival program shared by Destination NSW. This included successful introduction of staff engagement through staff yarns with Uncle Brendan.
- Growth of Ku-ring-gai's annual Lunar New Festival and Heritage Festival in delivering a range of cultural events.
- Held The Day of Cultural Delights which provided an opportunity for volunteers from CALD backgrounds to contribute their special skills such as helping to stage the event, performing dance and musical items, dance teaching, and meal preparation for their local community.
- Awarded a grant from Multicultural NSW for \$10,000 for the Ku-ring-gai Lunar New Year Festival.
- Awarded a grant from the National Australia Day Council for \$15,000 for the Ku-ring-gai Australia Day Commemorations and Indigenous cultural engagement.

Community engagement

- Completed a review of Council's community engagement to provide more effective engagement of harder to reach groups including people with disabilities, culturally and linguistically diverse groups and young people.
- Expanded engagement with the community through increased subscriptions to e-news and social media.
- Enhanced Council's website content including public forum submissions, integration with Council's booking system, and the addition of easy-to-use maps for bush walking and mountain bike trails.
- Conducted writing for the staff web training to improve Council's website content and understanding on connecting with Council's audience.

CHALLENGES

- The impact of extended wet weather periods resulting in the cancellation of many active lifestyle programs.
- Ongoing difficulties meeting the high demand for volunteers for certain aged care roles due to more stringent regulations governing volunteering.
- Property owners or their representatives not maintaining the fire safety measures installed within their buildings and submitting the required paperwork to Council on time.



SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Community, people and culture

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













Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2022-2023	94% completed 3% behind schedule 3% on hold
Performance Indicators 2022-2023	69% achieved 31% not achieved






















Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures social, environmental, economic and civic leadership considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of submissions and responses received through community engagement activities delivered by Council.	New measure	2,908 submissions and responses		–
Number of followers of Council's social media accounts.	14,250 followers	55,525 followers		▲
Comment: This result includes: * Facebook - KRG, Mayors, Loving Living KRG, Youth Services, KRG Wildflower Garden, KRG Library, KRG Art Centre * Instagram - KRG, Youth Services, St Ives Skatepark, KRG Library, KRG Art Centre * Twitter, Nextdoor and LinkedIn.				
Number of enrolments for Council's art centre courses.	2,000 enrolments	2,406 enrolments		▼▲
Number of visits to Council libraries.	250,000 visits	325,966 visits		▼▲
Number of new dwellings approved in Ku-ring-gai.	New measure	199 dwellings		–
Comment: Results for this performance indicator do not include detached dwellings at this point due to further refinements required to data collection sources and time frames. It is anticipated that these issues will be resolved in the 2023/24 financial year.				
Utilisation rate for Council's children's services.	87%	84%		▼▲
Comment: Utilisation has slightly decreased due to a closure of one of the vacation care centres at St Ives for 2.5 years for renovations. This contributed to a significant loss in the customer base. The centre was reopened in October 2022 and occupancy is now increasing. Additionally, Family Day Care currently has less educators reducing the number of places available for children.				
Number of participants in programs delivered by Council's youth services.	5,000 participants	7,300 participants		▼▲
Number of participants in programs delivered by Council's aged and disability services.	2,800 participants	4,084 participants		▼▲
Number of residents in Ku-ring-gai hospitalised due to falls.	725 people per 100,000 of the population	751.7 (with injury)		▲
Comment: Rates of overnight hospitalisations for falls among persons aged 65 years and over have been increasing since 2001-2002 for both males and females. Council continues to run senior's exercise classes and programs focussed on falls prevention, strength and mobility training, balance and coordination.				

Indicator	Baseline	Achieved	Performance	5-year trend
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of registrations in active recreation programs supported by Council.	700 registrations	550 registrations		
Comment: Many spring and summer outdoor Active Ku-ring-gai programs were heavily affected by wet weather cancellations resulting in hesitation of participants to enrol.				
Number of accessibility and inclusion improvements delivered through Council's Access, Disability and Inclusion Plan and other strategic documents.	New measure	5 improvements		—
Comment: Improvements delivered through Council's Access, Disability and Inclusion Plan included: * Support of the commencement of a new playgroup/MyTime in January 2023 * Ku-ring-gai Dementia Alliance - 4 bi-monthly meetings held * Multicultural Advisory Committee established - 2 meetings held * Bannockburn Oval - funding secured for changing places bathroom and amenities upgrade * Customer Service staff training module on hidden disabilities and communicating				
Number of Council's community education programs and events that support Ku-ring-gai's diversity.	New measure	49		—
Number of participants in Council's events and programs.	60,000 participants	146,337 participants		 
Percentage registration of companion animals within Ku-ring-gai.	95%	93%		
Comment: Performance was impacted by both the increasing animal ownership rates in the local government area, and ongoing resourcing issues affecting the ability to conduct regular auditing of new pet owners to ensure they take up lifetime registration on the NSW Companion Animals Database.				
Percentage completion of Council's fire trail improvement program.	100%	100%		
Comment: Improvement works were undertaken at Carlyle, Samuel King, Bedford and Glengarry Fire Trails.				
Percentage completion of Council's hazard reduction program.	45%	32%		
Comment: Council's hazard reduction program was impacted by high rainfall during the reporting period. The total area burnt was 23.1ha out of the 72.8ha programmed (which included carry forwards from previous years).				
LEGEND  achieved  not achieved  stable  increasing  decreasing   decreased and currently rising (due to COVID-19 or seasonal impacts) - data unavailable				

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



FURTHER INFORMATION

The Delivery Program 2022-2026 and Operational Plan 2022-2023
June 2023 bi-annual report is available at www.krg.nsw.gov.au





Theme 2

NATURAL ENVIRONMENT



This theme is about working together as a community to protect and enhance our special natural environment and resources.

Services provided under this theme

- Environmental Levy works and programs
- Corporate sustainability program
- Biodiversity and bushland management programs
- Bush fire management program
- Water and catchments management program
- Environmental education and sustainable living programs
- Environmental volunteering program
- Climate change adaptation program
- Energy management program
- Recreation in natural areas program
- Sustainable transport program
- Waste management, recycling and education

The following provides an overview of key achievements and challenges during 2022/23 for the theme *Natural environment* within the Delivery Program 2022–2026.

ACHIEVEMENTS

Sustainability and emission reduction

- Delivery of environmental works and programs funded by Council's annual \$3 million Environmental Levy program. See Figure 18 showing expenditure across key focus areas for 2022/23.
- Continued positive achievements in reducing water and energy consumption (see Figure 19).
- Adoption of a Net Zero Communities Strategy by Council in October 2022.
- Launched the dedicated Net Zero Ku-ring-gai website resulting in a significant increase in engagement through Council's digital channels.
- Updated the Better Business Partnership rebates program to incorporate stronger support for Net Zero actions.
- Continued Council's transition to electric vehicles with the addition of a truck to Council's electric fleet.
- The Better Business Partnership program received a Highly Commended award at the Local Government Professionals Excellence awards in June 2023 in the Partnerships and Collaboration in Supporting Local Enterprise category.
- Addition of the Samuel King Oval water recycling system at the completion of the sports field upgrade.
- Matched community investment associated with environmental rebates for this period was \$635,282.

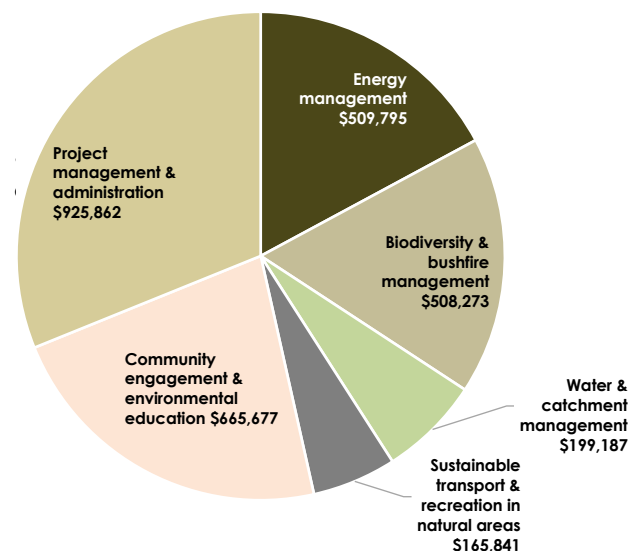


Figure 18 Environmental Levy expenditure 2022/23

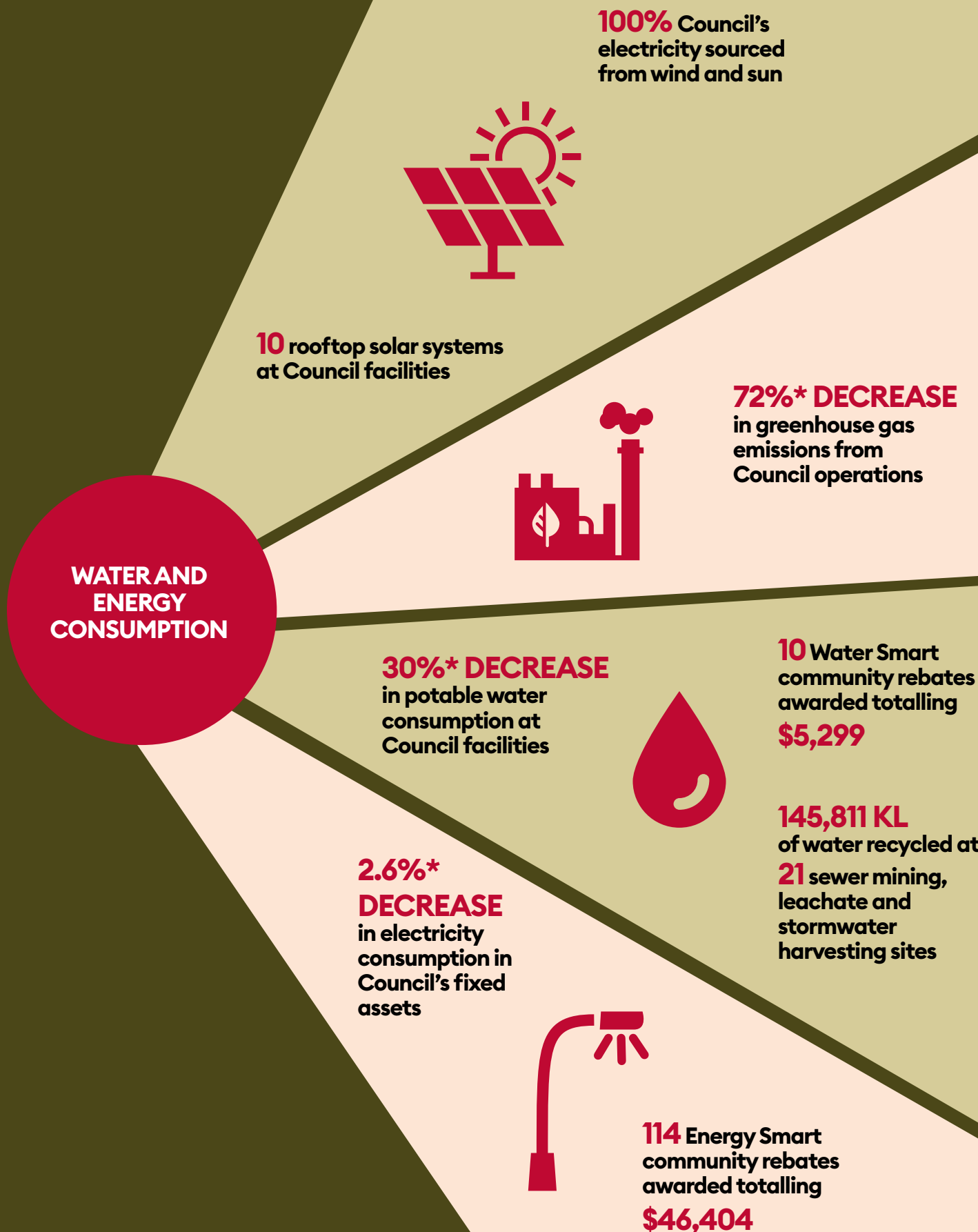


Figure 19 Water and energy highlights during 2022/23

*Compared to 2018/19 measures

Climate change

- Record numbers of residents attended Council's Climate Wise Community bushfire workshops. Over 1,000 people attended CWC/Simtable presentations both live and online.
- Council adopted a Policy for Electric Vehicle Charging Infrastructure on Public Land to support the development of public electric vehicle chargers within Ku-ring-gai.

Environmental enhancement and protection

- Increased subscribers to Council's three e-newsletters.
- Adoption of the Urban Forest Strategy.
- Endorsement by Council of the final Middle Harbour Southern Catchments Flood Study.
- Public exhibition of the Hornsby/Ku-ring-gai Bushfire Risk Management Plan 2023/26 which is expected to be endorsed by the Rural Fire Service later in 2023.
- Implementation of 9 hazard reduction burns treating 22.4ha and protecting 231 residential properties by Council's bushland services in collaboration with NSW Fire & Rescue.

Waste reduction

- Finalisation of The Food Organics Research Project with a report presented to the Environment Protection Authority.

Bushland, water and energy management

- Established the Streamwatch volunteer-based water monitoring program to provide a valuable record of waterway health. The program has helped to identify water quality issues such as greywater system leakages, new waterweed incursions and pollution events.
- Reviewed site management plans for priority bushland reserve plans for bush regeneration activities to ensure the ongoing conservation of bushland areas, threatened species and vegetation communities.
- Completed a comprehensive safety audit of Council's rooftop solar systems to update the preventative maintenance specification and remediate several defects identified during the audit.
- Completed the installation of three rooftop solar systems at Council Chambers in Gordon, Council's Depot at 31 Bridge Street, and the West Lindfield Community Centre to provide continued savings.
- Hosted two webinars in partnership with Northern Beaches Council for businesses and organisations – one webinar for renewable energy power purchase agreements and the second on solar/batteries and energy efficiency for businesses and organisations.

CHALLENGES

- Ensuring sustainability requirements are aligned with changing state and federal instruments and standards.

Net Zero
Ku-ring-gai



**SUSTAINABLE
FUTURES DAY**

netzero.krg.nsw.gov.au
#NetZeroKuringgai

SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Natural environment <i>Working together as a community to protect and enhance our natural environment and resources.</i>	
Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2022-2023	93% completed 7% substantially completed
Performance Indicators 2022-2023	90% achieved 10% not achieved




















Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures civic leadership, economic, environmental and social considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				
Number of residents involved in Council's community environmental programs and events.	5,500 residents	7,637 residents		▼▲
Community actions at a household or individual level, carried out to benefit the environment through participation in Council's environmental programs.	2,430 actions	2,674 actions		–
Number of hectares of bushland/habitat regenerated.	250 hectares	304 hectares		–
Comment: Council staff actively manage 142 hectares of bushland, with 162 hectares managed by contractors, and 71 hectares managed by volunteers.				
Number of ecological assessments completed by Council's ecological assessment officer each financial year.	New measure	224		–
Overall health grade of waterway sites sampled in Ku-ring-gai per year.	Average health grade of "B" (physical and chemical condition, bacterial contamination and the presence of water bugs)	Average site grade for Spring 22 is a C Average site grade from Autumn 23 is a B		–
Percentage of harvested/reused water of total irrigation demand utilised at harvested/reuse sites.	89%	78%		◀▶
Comment: The result achieved in 2022/23 was below the baseline due to the following contributing factors: * The upgrading of 2 new turf fields requiring once off establishment watering including turf repair to the main oval at the St Ives Showground. * Initial effects of El Nino with a drier than normal first half of the year (Autumn and start of winter). Council is progressively installing an upgraded SWH irrigation monitoring system to better manage potable water use at sportsfields.				

Indicator	Baseline	Achieved	Performance	5-year trend
Number of residents involved in climate change adaptation activities per year through participation in Council's Climate Wise Communities.	570 participants	1,067 participants		▼▲
Greenhouse gas emissions (tonnes CO2-e) from Council operations.	9,930 tonnes	2,686 tonnes		▼
Comment: This result puts Council ahead of its 2030 target to reduce total Greenhouse Gas emission by 50%, and on track towards reaching its 2040 target of achieving Net Zero emissions by 2040, or earlier.				
Kilograms of waste generated per resident in Ku-ring-gai.	194kg	180.58kg		◀▶
The number of smart energy and water rebates provided by Council to the community.	180 rebates	123 rebates		—
Comment: Rebates are counted when works are completed. Over the last 12 months, there has been delays between pre-approval and completion of works due to the availability of tradespeople. The number of pre-approvals granted over the last two financial years is the approximately the same. There was a change to Minimum Energy Performance Standards (MEPs) for pool pumps and this may also have reduced the number of eligible rebates in this category.				
LEGEND  achieved  not achieved  stable  increasing  decreasing  decreased and currently rising (due to COVID-19) - data unavailable				

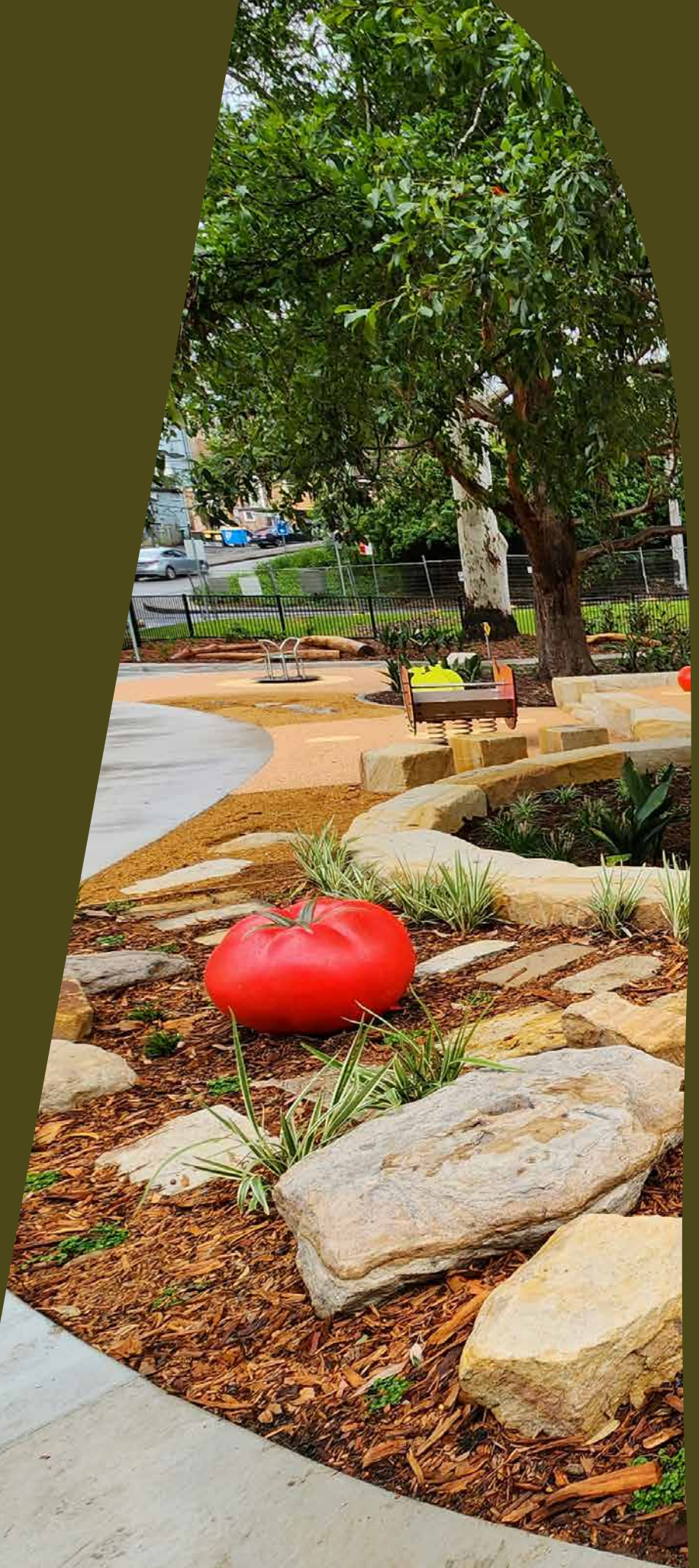
Note: Figures in the performance summary section may have been updated, to those previously reported, to reflect the most accurate data that has become available during the reporting period.



FURTHER INFORMATION

The Delivery Program 2022-2026 and Operational Plan 2022-2023 June 2023 bi-annual report is available at www.krg.nsw.gov.au





Theme 3

PLACES, SPACES AND INFRASTRUCTURE



This theme is about creating a range of well planned, clean and safe neighbourhoods and public spaces designed with a strong sense of identity and place.

Services provided under this theme

- Urban design and planning
- Heritage planning
- Development assessment
- Regulation and compliance
- Open space projects
- Landscape design
- Engineering design
- Civil works and maintenance
- Drainage works and maintenance
- Strategic asset management
- Building asset works and maintenance
- Parks and sportsfield works and maintenance
- Tree preservation and maintenance

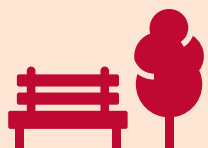
The following provides an overview of key achievements and challenges during 2022/23 for the theme *Places, spaces and infrastructure* within the Delivery Program 2022–2026.

ACHIEVEMENTS

Parks, playgrounds and sports fields

- Awarded \$1.2 million from the NSW Office of Sport for a major upgrade to Hassall Park, St Ives.
- Commenced installation of an all-weather surface for Normal Griffiths Oval, West Pymble in collaboration with local football clubs.
- Completed works at Samuel King oval incorporating a sports field upgrade and the knock down rebuild of the amenities block.
- Completed works at the St Ives Village Green – Recreation Precinct incorporating a district level play space and skate park.
- The Bedes Forest Park concept plan was adopted by Council with strong support from residents.
- Finalisation of local playground projects including Orange Green (North Turramurra), Narang Reserve (Gordon), Kendall Village (Pymble) and Dukes Green (East Lindfield) as well as the neighbourhood centre upgrade at Fox Valley Way (Wahroonga). Construction is in the final phases at St Johns Avenue, Gordon. See Figure 20 showing new or upgraded parks, playgrounds and sports fields completed or in progress at the end of 2022/23.
- Awarded Department of Sport grant of \$419,085 under the Female Friendly Community Sport Facilities and Lighting Upgrades Grant Program. The grant will enable Council to design and construct fully accessible amenities and changing facilities at Bannockburn Oval, Pymble.
- Finalisation of the funding deed and licence agreements for the multi-use indoor sports facility at St Ives High School with design documentation now complete.
- Finalised Recreation Needs Study for Ku-ring-gai which examines future needs and ensures that resources are allocated effectively and are meeting the demands of the community efficiently.

Parks



New St Ives Village Green Recreation Precinct
includes playspace and skatepark

Sports fields



Samuel King Sports field
upgrade, North Turramurra

Lindfield Field Oval No.1
cricket facilities upgrade,
Lindfield

Playgrounds



Narang Reserve
upgrade, Gordon

Orange Green Playground
upgrade, Turramurra

Phillip Mall Playground
upgrade, West Pymble

Dukes Green Playground
upgrade, East Lindfield

Kendall Village
upgrade, West Pymble

Robert Pymble Park
Stage 1 upgrade, Pymble

Warrimoo Playground
upgrade, Warrimoo

IN PROGRESS

11

**parks, playgrounds and
sports fields in progress at:**

Killara, East Killara,
Wahroonga, Warrimoo,
St Ives, Gordon, Roseville
and West Pymble.

Revitalising local and neighbourhood centres

- Successful implementation of the Public Domain Plan in Council's key local centres.
- The exhibition of Roseville, Pymble and St Ives Public Domain Plans received very high levels of community interest with a total of 6,765 unique visitors to Council's website to view the plans; 8,575 individual downloads of the plan; with a total of 144 written submissions received.
- The final concept plan for the Lindfield Avenue and Tryon Road Streetscape upgrade was adopted by Council on 13 December 2022.
- Completion of the upgrade works at the Fox Valley neighbourhood centre.
- Developed concept options for Eastern Road Neighbourhood Centre as part of the engagement to seek feedback from residents and shopkeepers prior to the preparation of detailed designs.

Land use and heritage

- Completed a review of Plans of Management for Community Land.
- Completed a Local Character Study to inform future policies and planning controls on the visual and landscape character of Ku-ring-gai.
- Reviewed the Urban Forest Strategy to inform implementation of Council's Green Grid Strategy under the Local Strategic Planning Statement.
- Implemented a mapping revision to Ku-ring-gai's Bushfire Prone Land Map to provide more accurate mapping that meets both Council and Rural Fire Service requirements.
- Implemented new guidelines and templates for environmental assessments in response to the *Environmental Planning and Assessment Regulation, 2021*.
- Completed a review of Council's s7.12 Contributions Plan and a revised plan came into effect from April 2023.
- Awarded grant funding of \$10,000 from the Veteran's Affairs Office to undertake a refurbishment of the War Memorial Gates at Lindfield Oval.
- Updated Planning Certificates to reflect new legislation by the NSW Department of Planning and Environment.

Figure 20 New or upgraded parks, playgrounds and sports fields

Asset and facilities management

- 5.3 km of additional footpath network constructed in Ku-ring-gai in 2022/23. See Figure 21 showing the 5 year trend for additional footpath construction from 2018/19 to 2022/23.
- Completed new Asset Management Plans for drainage, footpaths and roads. Continued revision of asset management helps to ensure effective maintenance and utilisation of assets, prolonging their lifespan and improve operational efficiency.
- Continued review of commercial leases to ensure optimal utilisation of Council owned space and maximising returns.
- Launched a new fleet of golf carts for Gordon Golf Course.
- Installed three electric vehicle chargers at 828 Pacific Highway for use by Council's fleet.

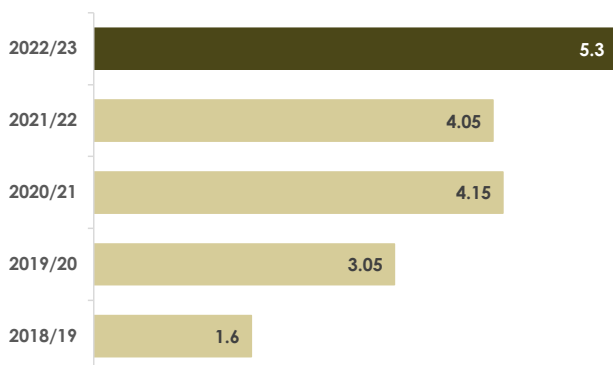


Figure 21 Kilometres of additional footpath network constructed in Ku-ring-gai from 2018/19 to 2022/23

Community facilities

- Awarded \$40,000 from the NSW Government Community Building Partnerships program to replace the floor of the East Lindfield Community Hall.
- Continued a prioritised program of improvements to community buildings and facilities to enhance their functionality and usability, improving the overall experience for residents, and decreasing long-term maintenance costs.

CHALLENGES

- Lack of certainty around the previous NSW Government's Contributions reform process delayed progression of the review of the s7.11 Contributions Plan. However, this allowed Council to focus on the s7.12 review which was completed and in effect from April 2023.
- Aligning local and state planning policy objectives.
- Extended wet weather periods resulting in delays to capital works and challenges in providing quality sports fields during those periods.



Development assessment

Development application median processing times

The median processing time for Development Applications has increased for the 2022/23 year, as shown in Figure 22. The determination time has increased due to resourcing issues facing Ku-ring-gai. The resourcing challenge is also reflected at many other councils and the private sector. The application types that Council assesses remain more complex applications, with many simpler development works now being approved through the private certification/complying development certificates (CDCs) process. Consequently, reduced resources and more complex applications have resulted in an increase in the median processing time. Nevertheless, staff are continuing to address the resourcing issue in the development assessment area.

Staff continued to focus on the assessment of the more complex applications, that require input from various disciplines, are often determined by the Local or Regional Planning Panel or the Land and Environment Court, which adds to processing times. Council continues to focus on determining applications in response to the Minister's 'Statement of Expectations' whilst actively recruiting, which is likely to result in reducing the median assessment times moving forward.

The protection of Ku-ring-gai's character, heritage and natural environment is important to the Ku-ring-gai community. Council acts on behalf of the community to ensure we preserve these outstanding attributes for future generations.

Development application median processing time (days)

2022/23	2021/22	2020/21	2019/20	2018/19
102	87	83	88	76

Figure 22 Development application median processing time

The median processing time result for 2022/23 is based on development application approvals only and does not include modifications and reviews or applications that were cancelled, rejected or withdrawn.

Value of determination applications

2022/23	2021/22	2020/21	2019/20	2018/19
\$508.3 million	\$485.5 million	\$576 million	\$565 million	\$608 million

Figure 23 Total value of determined development applications

During 2022/23, applications determined had a total estimated value of approximately \$508.3 million (see Figure 23), which is a 4.7% (\$22.8 million) increase from the 2021/22 value of \$485.5 million. This figure is based on approved development applications (including modifications and reviews) and does not include applications that were withdrawn, refused or rejected.

Figure 24 below shows the breakdown of the number of determinations by land use type for 2022/23 in comparison to the previous four years.

Development application by land use type

	2022/23	2021/22	2020/21	2019/20	2018/19
Single residential	85%	82%	83%	85%	84%
Commercial and community	6%	6%	6%	7%	7%
High density residential	5%	7%	7%	4%	5%
Other	4%	5%	4%	4%	4%
Total	100%	100%	100%	100%	100%

Figure 24 Total development applications by land use type

Results for 2022/23 are based on approved development applications (including modifications and reviews) by land use type as a percentage of the total (excluding withdrawn, refused or rejected applications).

Development remained steady in Ku-ring-gai, when compared to the previous year:

- the number of development applications in the high-density residential category are a mix of residential flat buildings and multi-unit (townhouse) dwelling developments including development lodged under the provisions of the State Environmental Planning Policy (Housing) 2021, and
- there were 638 development applications determined during the financial year either by Council, the Ku-ring-gai Local Planning Panel or Sydney North Planning Panel. The majority of CDCs are determined by private certifiers. Apart from development applications, Council also processed modification applications (S4.55 and S4.56) and requests for review of determinations (S8.2) as shown in Figure 25.

Application by type

	2022/23	2021/22	2020/21	2019/20	2018/19
CDC (complying development certificates)	667	884	779	691	596
DA (development applications)	638	508	505	563	600
S4.55 and S4.56 (modifications to development applications)	147	210	223	216	235
S8.2 (reviews of determinations)	11	11	3	5	4

Figure 25 Total number of development applications by type

Results for 2022/23 are the total number of approved applications (including modifications and reviews) by type (excluding withdrawn, refused or rejected applications).

SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Places, spaces and infrastructure

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



Delivery Program Term Achievements 2022-2026

81% progressing as scheduled
13% behind schedule (see below)
6% on hold (see below)

- ◀ Strategies, plans and processes are in place to protect and enhance Ku-ring-gai's unique visual and landscape character.
- ◀ A high standard of design quality sympathetic to local character and building environmental performance is achieved in new and existing development.
- || The renewal of Marian Street Theatre is substantially completed.

Operational Plan Tasks 2022-2023

80.5% completed
12% substantially completed
4.5% behind schedule
1.5% significantly behind schedule
1.5% on hold

Performance Indicators 2022-2023

79% achieved
16% not achieved
5% on hold (see page 88)



















LEGEND ◀ behind schedule || on hold










Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures civic leadership, economic, environmental and social considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage of tree management requests actioned within agreed service delivery standards.	80%	90%		
Percentage of Land and Environment Court matters that result in improved environmental outcomes.	95%	100%		
Median processing time for development application determination times.	90 days	102 days		
Comment: Due to resourcing issues, as experienced across many councils, the ability to meet this target has been impacted. However, Council continues to actively recruit for vacant positions along with taking other measures to minimise the assessment time of applications.				
Percentage completion of the development of Council's streetscape and park concept plans for identified precincts in local centres.	New measure	55%		–
Comment: During the period 2022/23 three concept plans were completed and adopted by Council, with an additional two concept plans completed prior to 1/7/2022. The current streetscape program has eight streetscape projects and one park project.				
Percentage completion of the open space capital works program.	80%	80%		–
Percentage completion of progress payments to the Department of Education on the basis of the agreed project plan for the indoor sports centre at St Ives High School.	New measure	10%		–
Comment: The project is currently in tender phase for a contractor to build the facility. The first project milestone has been achieved and the first 10% progress payment to the Department of Education has been completed.				
Percentage completion of the Asset Management Improvement Plan within set timeframes.	New measure	90%		–
Percentage completion of capital works programs for roads, footpaths and drains.	95%	97%		
Kilometres of additional footpath network constructed in Ku-ring-gai.	0.9km	5.3kms		
 ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				
Number of trees planted by Council across Ku-ring-gai to support the establishment of green corridors.	400 trees	114 trees		
Comment: The number of trees planted within the available budget has reduced over the last 2 years. This is due to pricing increases per tree resulting from an improved tree size as well as increased labour costs. While the improved tree size has led to a better survival rate for each planted tree there is a need to review the factors affecting the baseline target that was originally established.				

Indicator	Baseline	Achieved	Performance	5-year trend
Potable water consumption (kL) from Council operations.	149,290kL	110,347kL		▼▲
Comment: Potable water use remains low due to La Niña conditions in the last 3 years, which has reduced potable water demand for irrigation and gardens.				
Electricity consumption (MWh) of Council's fixed assets.	4,700 MWh	4,503 MWh		▼▲
Water reuse/recycling (kL) used by Council operations.	134,562kL	146,000kL		▲
 SOCIAL – QUADRUPLE BOTTOM LINE				
Percentage of Council's neighbourhood centre revitalisation program in progress or completed.	New measure	80%		–
Number of actions as required by the Ku-ring-gai Local Strategic Planning Statement completed.	New measure	4 actions		–
Comment: The Ku-ring-gai Local Strategic Planning Statement includes 125 actions with 33 actions progressed and 31 actions identified as ongoing.				
Percentage progress towards the renewal of Marian Street Theatre	New measure	0%		–
Comment: Design is complete, however, tendering the project for construction is currently on hold while a funding source is investigated.				
Number of Heritage Conservation Areas in Ku-ring-gai.	46 heritage conservation areas	45 heritage conservation areas		–
Comment: The heritage housekeeping LEP amendment included amalgamation of conservation areas. There were no changes to mapped listing extent.				
Utilisation rate of community halls and meeting rooms.	40%	36.44%		▼▲
Comment: During the period many halls and community facilities were closed for maintenance and refurbishments. The end of 2022 saw the back end of the COVID-19 pandemic, with many hirers still not yet delivering their usual programming.				
Number of community groups and organisations participating in Council's annual Sporting Forum.	19 community groups and organisations	34 community groups and organisations		–

LEGEND  achieved  not achieved  stable  increasing  decreasing  decreased and currently rising (due to COVID-19 or seasonal impacts)

|| on hold - data unavailable

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



FURTHER INFORMATION

The Delivery Program 2022-2026 and Operational Plan 2022-2023
June 2023 bi-annual report is available at www.krg.nsw.gov.au





Theme 4

ACCESS, TRAFFIC AND TRANSPORT



This theme is about ensuring that access and connection to, from and within Ku-ring-gai provides safe, reliable and affordable public and private travel, transport and infrastructure.

Services provided under this theme

- Traffic and transport strategy and research
- Road safety
- Engineering design
- Civil works and maintenance

The following provides an overview of key achievements and challenges during 2022/23 for the theme *Access, traffic and transport* within the Delivery Program 2022–2026.

ACHIEVEMENTS

- Completed upgrade works at the intersection of Burns Road and Ellalong Road using Transport for NSW's Black Spot Program funding.
- Awarded \$900,000 from Transport for NSW under its Black Spot Program for 2022/23 and 2023/24.
- Awarded \$2.25 million from Transport for NSW for the construction of footpaths and pedestrian facilities from 2022/23 to 2024/25.
- Granted in-principle approvals for traffic signal concept designs, for intersection modifications in Lindfield, allowing detailed design work to commence.
- Received 100% funding under the Australian Government Black Spot Program for projects at Werona Avenue and Stanhope Road, Killara and Warrimoo Avenue and Dalton Road, St Ives Chase.
- Established the Active Transport Reference Committee to educate and promote active and alternative forms of transport.
- Council accepted and received co-funding from Transport for NSW for active transport improvements to cycling facilities in Ku-ring-gai.
- Awarded a grant for \$90,000 funded through the NSW Government Streets as Shared Spaces Round II Program for street artwork.
- Continued delivery of programs funded through the \$500,000 grant under the NSW Government Streets as Shared Spaces Grant program including The Try Turrumurra Festival.

CHALLENGES

- Extended wet weather periods resulting in delays to capital works.



SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Access, traffic and transport

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















Delivery Program Term Achievements 2022-2026	100% progressing as scheduled
Operational Plan Tasks 2022-2023	100% completed
Performance Indicators 2022-2023	89% achieved 11% not achieved


Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures civic leadership, economic, environmental and social considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 SOCIAL – QUADRUPLE BOTTOM LINE				
Number of new and upgraded pedestrian facilities (bus stops, crossings, islands) constructed in Ku-ring-gai.	10 facilities	11 facilities		
Kilometres of additional cycleway network established in Ku-ring-gai.	0.06 km	0 km		
Comment: No cycleway facilities were delivered during the period. Council has been successful in obtaining grants from Transport for NSW for planning/design of cycleways in 2022/23, which is expected to translate to delivery of cycling facilities in 2023/24. These include: * Rohini Street to Cherry Street (upgrade/widen existing walkway to shared user path, lighting) – 120m * Bobbin Head Road from Burns Road to Milton Road (new 2-way separated cycleway) – 1.6km * Kissing Point Road from Pacific Highway to Catalpa Crescent (shared user path) – 300m				
Number of new and upgraded bicycle facilities installed in Ku-ring-gai.	2 facilities	2 facilities		
Comment: These were: * Robert Pymble Park playground – 2 bike racks near southern entrance * Pymble Station upgrade – new bike racks in Pacific Highway car park, and upgrade to existing bike racks in Grandview Street (TfNSW project)				
Number of actions completed or in progress that contribute to effective movement to, from and within Ku-ring-gai (K.22) in the Ku-ring-gai Local Strategic Planning Statement.	New measure	1 action		–
Number of improvements to railway stations and bus interchanges in Ku-ring-gai undertaken by Transport for NSW completed or in progress.	New measure	2 improvements		–
Number of projects progressed or completed in the 10 Year Traffic and Transport Plan.	New measure	3 projects		–
Comment: Projects included: * Completed construction of a protected right turn bay (and upgrade of road surface to non-skid) at the intersection of Burns Road and Ellalong Road, North Turramurra (funded by Transport for NSW) * Development of a draft Traffic Signal Concept Plan for the intersection of Werona Avenue and Stanhope Road (upgrade intersection to provide pedestrian crossings and associated facilities). Construction is expected during 2023/2024.				
Number of improvements to regional traffic and transport facilities that benefit Ku-ring-gai.	New measure	1 improvement		–
Number of grant applications for blackspot or improvement works submitted by Council.	New measure	1 application		–

Indicator	Baseline	Achieved	Performance	5-year trend
 ENVIRONMENTAL – QUADRUPLE BOTTOM LINE				







Number of education and awareness programs focused on alternatives to private car use facilitated by Council.

New measure

1 program



–

LEGEND  achieved  not achieved  stable  increasing  decreasing  decreased and currently rising (due to COVID-19 or seasonal impacts)
- data unavailable

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



FURTHER INFORMATION

The Delivery Program 2022-2026 and Operational Plan 2022-2023
June 2023 bi-annual report is available at www.krg.nsw.gov.au





Theme 5

LOCAL ECONOMY



This theme is about creating sustainable economic and employment opportunities through vital, attractive local and neighbourhood centres, business innovation and use of technology.

Services provided under this theme

- Economic and social development
- Marketing
- Events coordination

The following provides an overview of key achievements and challenges during 2022/23 for the theme *Local economy* within the Delivery Program 2022–2026.

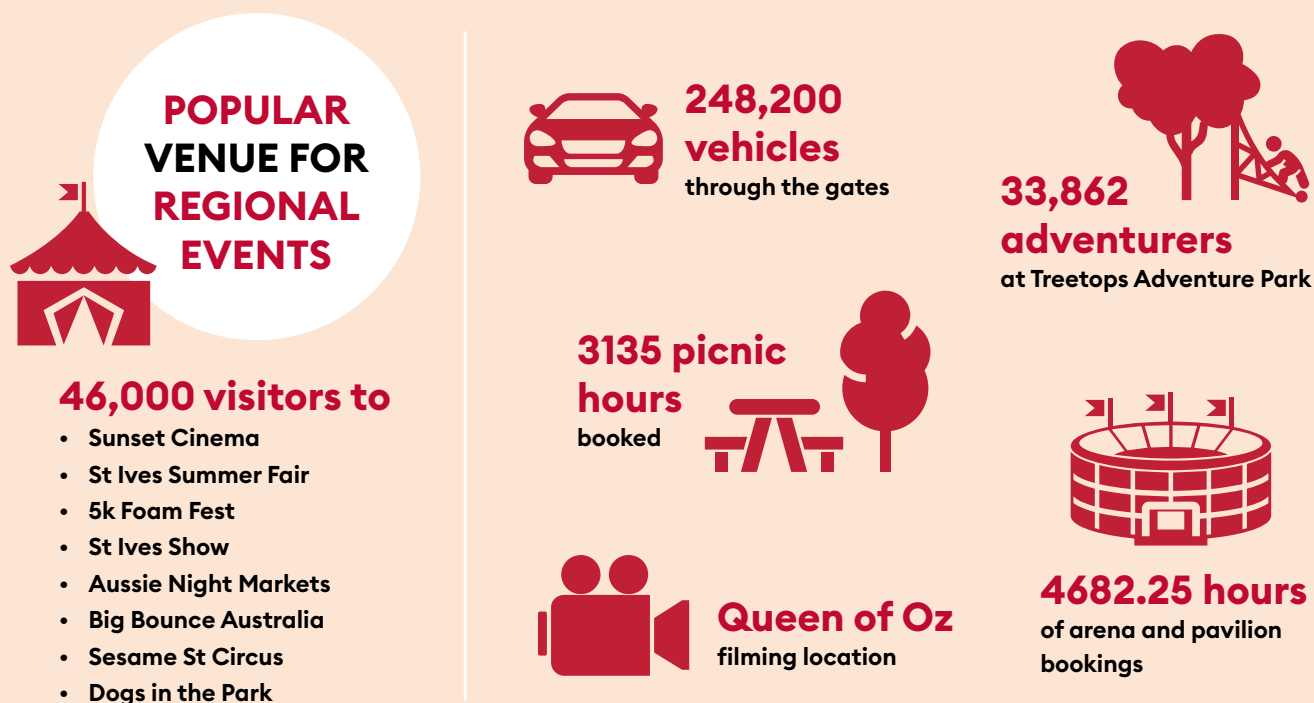
CHALLENGES

- Some continuing effects of COVID restrictions on resident participation in events.
- Extended wet weather affected some events.

ACHIEVEMENTS

- Expanded destination events through new strategies to engage third-party commercial event producers to bring regional events to Ku-ring-gai, such as the Sunset Cinema and 5k Foam Fest.
- Continued strengthening destination business at St Ives Showground and Ku-ring-gai Wildflower Garden. See Figure 26 showing snapshot of events and visitation for 2022/23.
- Council and partners saw over 41,800 visitors to events held including the following destination partner events:
 - Sunset Cinema held at St Ives Showground - 2,819 attendees
 - St Ives Summer Fair held at St Ives Showground - 5,000 attendees
 - 5k Foam Fest held at St Ives Showground - 4,357 attendees
 - Bobbin Head Cycle Classic with 1,454 riders and over 450 volunteers
 - St Ives Show - 14,200 attendees
 - Lindfield Fun Run - 1800 participants, and
 - Ku-ring-gai Chase Fun Run - 700 participants.
- Developed new promotional materials and campaigns for the Ku-ring-gai Wildflower Garden, St Ives Showground and Swain Gardens.
- Partnered with the Destination NSW Eastern Harbour City (North District) Visitor Economy regional network for destination management.
- Refurbished a new café at St Ives Showground which opened in late 2022, funded through a \$2 million NSW Government grant awarded to Council during the pandemic. A range of improvements, including new access roads and upgrades to buildings were undertaken.
- Awarded \$1 million from the NSW Government's Places to Roam grant program to upgrade one of Ku-ring-gai Wildflower Garden's most popular walking tracks replacing the timber boardwalk with a Fibreglass Reinforced Polymer (FRP) product.
- Expanded the Gai-Mariagal Festival and Ku-ring-gai Heritage Festival through new events and partnerships.
- Launched a new regional Ku-ring-gai Eco Festival to connect, inspire, educate and empower the Ku-ring-gai community to live more sustainably.

ST IVES SHOWGROUND



KU-RING-GAI WILDFLOWER GARDEN

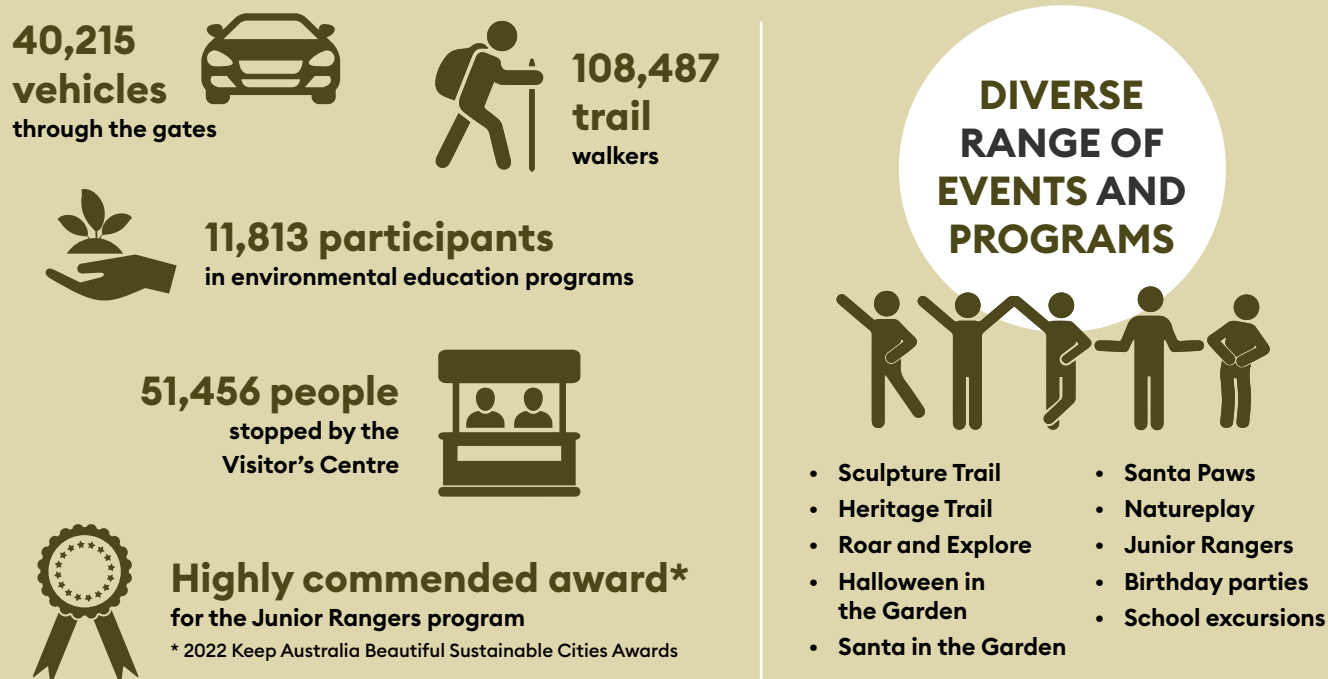


Figure 26 Continued strengthening of destination business at the St Ives Showground and Ku-ring-gai Wildflower Garden in 2022/23.





SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Local economy

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



Delivery Program Term Achievements 2022-2026

50% progressing as scheduled
17% behind schedule (see below)
33% significantly behind schedule (see below)

- ◀ Strategies and plans are in place that support business growth.
- ◀ Secure a development partner for Lindfield Village Hub.
- ◀ Examine options for the development of the Turramurra Community Hub.

Operational Plan Tasks 2022-2023

92% completed
8% significantly behind schedule

Performance Indicators 2022-2023

100% achieved












LEGEND ◀ behind schedule ◀ significantly behind schedule








Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures civic leadership, economic, environmental and social considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 ECONOMIC – QUADRUPLE BOTTOM LINE				
Number of business engagement activities delivered and/or facilitated by Council.	10 activities	11 activities		 
Number of Council's plans and strategies completed or progressed that support business growth in Ku-ring-gai.	New measure	3 plans/ strategies		–
Percentage progress towards securing a development partner for Lindfield Village Hub.	New measure	90%		–
Percentage progress towards planning for Turramurra Community Hub.	New measure	30%		–
Number of participants involved in business engagement activities facilitated by Council.	500 participants	520 participants		 
Number of participants in programs and events at the Ku-ring-gai Wildflower Garden and St Ives Showground.	80,000 participants	170,941 participants		–
Comment: New systems have enabled improved counting of visitors at both St Ives Showground and the Wildflower Garden, and this figure includes trail visitation. The number of visitors over the year significantly exceeded the baseline target of 80,000 for 2022-23 and latest baseline of 85,000 for 2023-24. Due to the significant increase above the current target there is a need to review the target with recommendations for any changes to be reported to Council.				

LEGEND  achieved  not achieved  stable  increasing  decreasing   increased and currently stabilising (due to extra support required through COVID-19 pandemic) – data unavailable

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



FURTHER INFORMATION

The Delivery Program 2022-2026 and Operational Plan 2022-2023 June 2023 bi-annual report is available at www.krg.nsw.gov.au



Theme 6

LEADERSHIP



This theme is about ensuring that Ku-ring-gai is well led, managed and supported by an ethical organisation which delivers projects and services to the community by listening, advocating and responding to their needs.

Services provided under this theme

- Financial management
- Integrated planning and reporting
- Property management
- Asset management
- Governance
- Procurement
- Risk management
- Customer services
- Communication
- Community engagement
- Human resources
- Information management
- Administration and records
- Civic support

The following provides an overview of key achievements and challenges during 2022/23 for the theme *Leadership* within the Delivery Program 2022–2026.

ACHIEVEMENTS

Strategic planning and customer service

- Adoption of the revised Resourcing Strategy, revised Delivery Program 2022-2026 and new Operational Plan 2023-2024 following public exhibition.
- An independent review of customer experience was undertaken in May and June 2023. Results to be available in the first quarter of 2023/24.

Corporate sustainability

- Total greenhouse gas emissions are 71% lower than the 2000 baseline, and 50% lower than 2021/22 emissions. This is largely due to Council transitioning to 100% renewable energy for its electricity supply with ZEN Energy. This outcome puts Council ahead of its 2030 target to reduce total greenhouse gas emission by 50%, and on track towards reaching its 2040 target of achieving net zero emissions by 2040, or earlier.

Support systems

- Successful roll out of over 150 new PCs across the organisation.
- Migration of TechnologyOne core business systems to the SaaS platform. This cloud-based system has reduced the need for on-premises infrastructure and provide simplified software management.
- Implementation of a new system for the community to book duty officer appointments through “Bookable”, including a FAQ page to assist customers with basic questions, to provide quick and convenient assistance.
- Implemented electronic inspection forms across the Operations department to provide determinations in the field such as onsite tree inspection determinations which have been reduced from 16 weeks to 4 weeks.
- Expanded the booking system “Bookable” to enrol in Council events, programs and courses.
- Upgraded the Library Management System allowing for a better user experience and a contemporary look and function.
- Continued improvements to cyber security policies, processes and information security.

- Continued Council's records digitisation program making business information easily searchable and accessible, reducing the risks and costs of physical storage on-premises or at the Government Records Repository.
- Introduced digital signatures reducing the need for printing, signing and scanning documents and improving the efficiency of approval processes.
- Implemented Enterprise Cash Receipting at the Visitor's Centre to improve stocktake integrity, streamline stock replenishment, and ensure data for reporting purposes and sales trend analysis is captured.

Workforce management

- Implementation of revised payroll cross checking methods and reconciliation processes to reduce errors and improve accuracy.
- Revision of employee onboarding and cessation processes.
- Implementation of the 2022 Employee Opinion Survey with over 91% participation rate (excl. casuals). Communication of the results and an action planning day is due to be completed by the end of the financial year.
- Implementation of the inaugural Reward and Recognition Excellence Awards, including awards for behavioural excellence, innovation excellence, customer service excellence, and performance excellence. Staff were also invited to participate in the voting of the first Employee of the Year Award.
- Developed the Market Review and Retention Allowance Policy to support the retention of key employees.
- Reviewed Council's Work Health Safety Strategic and Department Committee structures.
- Updated the induction program for new employees and SafeStart Human Error Reduction Program.
- Implemented new professional development and networking sessions for Art Centre tutors to maintain standards of excellence in tuition.

Governance

- Completed internal audit program of payroll, integrated planning and reporting, continuity planning and implementation of recommendations.
- Updated Council's risk indicators based on a revised risk methodology.
- Implemented improvements to Council's business continuity and disaster recovery processes.
- Completed a review of performance measures for reporting on Council's Delivery Program and Operational Plan progress.

- Implemented a new Privacy Management Plan which explains Council's commitment to safeguarding the sensitive information that we hold. The changes provide the community with a clear and simple statement of how Council will handle personal information and updated guidelines complemented by a series of staff training sessions.
- Reviewed the Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy.

Financial management

- Published the Audited Financial Statements for 2021/22 on Council's website in October 2022.
- Acquired two properties for the purpose of future open space and divestment of one property.

CHALLENGES

- Manage planned and unexpected staff leave (due to illness) and vacancies to ensure adequate resourcing for ongoing service delivery and programs.
- Resourcing challenges for the shared North Shore Council's Internal Audit Service initially in early 2022/23, which were resolved through a co-resourcing arrangement.



Ku-ring-gai Wildflower Garden.
Photographer: Wolter Peeters



SUMMARY OF PERFORMANCE 2022/23

Council's progress during 2022/23 for the Delivery Program 2022-2026 and Operational Plan 2022-2023 is summarised in the following pages.

The Delivery Program and Operational Plan sets out the term achievements, performance indicators and operational plan tasks for each theme. The table below represents Council's performance in completing what we said we would do under this theme during 2022/23.

Leadership

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



Delivery Program Term Achievements 2022-2026

93% progressing to schedule
7% behind schedule (see below)



Council services are progressively reviewed to determine service level expectations and agreed service levels within available resources.

Operational Plan Tasks 2022-2023

96% completed
4% behind schedule

Performance Indicators 2022-2023

82% achieved
18% not achieved

LEGEND ◀ behind schedule





























Annual performance indicators 2022/23

The table below details Council's achievement during 2022/23 of key performance indicators, and further demonstrates the contribution to the achievement of the Quadruple Bottom Line (QBL) in the Delivery Program 2022-2026.

QBL refers to the framework that ensures civic leadership, economic, environmental and social considerations are adequately addressed and monitored. See **Performance Summary** for further details.

Where feasible, a trend analysis of an indicator's performance is presented; however, not all have 5-year data available.

Indicator	Baseline	Achieved	Performance	5-year trend
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage of Operational Plan tasks completed.	89%	96%		▲
Number of active partnerships/collaborations Council has with external stakeholders.	45 partnerships/collaborations	45 partnerships/collaborations		◀▶
Comment: Council's active partnerships and collaborations have altered and expanded over the last few years, reflecting new and expanded Council initiatives. A review of any changes will be undertaken in 2023/24.				
Number of people subscribed to Council newsletters.	50,350 people	60,963 people		▲
Number of positive messages published through external media channels about Ku-ring-gai Council.	New measure	137 messages		–
Percentage of requests for information applications completed within statutory timeframes.	100%	73%		◀▶
Comment: Council processed 30 formal applications in 2022/23. Eight applications were completed outside of statutory timeframes, and business processes have since been improved.				
Percentage of policies reviewed by their due date.	70%	62%		◀▶
Comment: 19 policies were reviewed during 2022/23. Governance provides a list of policies and other controlled documents that is due (or overdue) for review and each department is responsible for the upkeep of their policies.				
Number of initiatives held as part of Council's corporate sustainability program.	5 initiatives	1 initiative		–
Comment: Although Council did not meet the target of 5 events, Council has commenced development of a Sustainable at Home Program for staff as a direct response to changed working practices. Additionally, Council has commenced the Better Business Partnership Accreditation process and this will form a framework for the Corporate Sustainability Program.				
Percentage of staff participating in learning and development activities.	50%	61%		▼▲
Percentage of customer service enquiries responded to within agreed service delivery standards.	85%	87.2%		▲
Percentage of customer service enquiries actioned within agreed service delivery standards.	85%	93.42%		◀▶

Indicator	Baseline	Achieved	Performance	5-year trend
 CIVIC LEADERSHIP – QUADRUPLE BOTTOM LINE				
Percentage completion of Council's continuous improvement program within set timeframes.	New measure	90%		–
Comment: Continuous improvement activities within the organisation continue to progress including the completion of 2022/23 internal audit program, a review of Council's financial sustainability and implementation of recommendations, the commencement of the service delivery review program and the identification of two services for the 2023/24 service review program.				
Percentage completion of Council's service review program within set timeframes.	New measure	20%		–
Comment: Work has progressed on developing a service review framework to assist continuous improvement across Council's operations. The organisation has identified two services for the 2023/24 service review program.				
Percentage of Risk Management Reports presented to quarterly Audit, Risk and Improvement Committee meetings consistent with Council's Enterprise Risk Management Framework.	100%	100%		
Number of Lost Time Injury cases.	11 cases	9 cases		–
Percentage turnover rate for permanent employees.	11%	19%		
Comment: The high turnover reflects a more mobile workforce.				
 ECONOMIC – QUADRUPLE BOTTOM LINE				
Debt Service Cover ratio (Council's availability of operating cash to service debt)	> 2.00x	7.16x		
Unrestricted Current Ratio (ability to meet short-term obligations as they fall due).	>1.5x	3.35x		
Percentage of Council's commercial property portfolio leased in accordance with the Commercial Leasing Policy.	100%	100%		–
Number of Council's unauthorised non-commercial lease agreements formalised and consistent with Council policies.	New measure	8		–
Rates and Annual Charges Coverage Percentage (dependence on rates income).	Less than 60%	56%		
Rates Outstanding Percentage (impact of uncollected rates on Council's liquidity).	Less than 5%	4.53%		
Comment: The baseline was adjusted to reflect benchmarks in the Financial Statements sourced from the Code of Accounting Practice and Financial Reporting (from less than 4% to less than 5%).				
Building and Infrastructure Renewals Ratio.	Greater or equal to 100%	100.97%		
LEGEND  achieved  not achieved  stable  increasing  decreasing   decreased and currently rising (due to COVID-19 or seasonal impacts) - data unavailable				

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



Bee hotel making workshop.



Photographer: Wolter Peeters



LOCAL GOVERNANCE

LOCAL GOVERNANCE

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

The Act also sets out the basis on which council should carry out its functions, decision-making, and community participation in a way that facilitates local communities that are strong, healthy and prosperous.

When carrying out its functions council should:

- provide strong and effective representation, leadership, planning and decision-making
- plan strategically using the integrated planning and reporting framework
- achieve effective, efficient services and continuous improvements using the integrated planning and reporting framework
- work with others to secure appropriate services for local community needs
- provide the best possible value for residents and ratepayers
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work cooperatively with other councils and the state government to achieve desired outcomes for the local community
- provide sound financial management
- act fairly, ethically and without bias in the interests of the local community, and
- be responsible employers and provide a consultative and supportive working environment for staff.

In its decision-making council should:

- recognise diverse local community needs and interests
- consider social justice principles
- consider the long-term and cumulative effects of actions on future generations
- consider the principles of ecologically sustainable development, and
- should be transparent and decision-makers are to be accountable for decisions and omissions.

When encouraging community participation council should:

- actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

Council's roles

Council is the custodian of the shared vision and aspirations of the Ku-ring-gai community reflected in the Community Strategic Plan. Council has several different roles to progress the long term objectives in the Community Strategic Plan through the Delivery Program and Operational Plan. The roles are outlined below.

LEAD

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

EDUCATE

Council plays an important role in explaining, raising awareness and educating the community and other stakeholders on Council's strategic planning, prioritisation and resourcing matters, as well as sustainability, sound environmental management practices, quality urban design and alternative transport options.

ENGAGE

Council plays a vital role in engaging with the community.

This can occur through community advisory and reference groups for major projects, workshops or forums for the Community Strategic Plan, land use planning, consultation on draft policies and other areas of interest as well as regular communication on Council decisions, plans and special matters of interest to residents and the business community.

ADVOCATE

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

COLLABORATE

Many of the long-term objectives identified in the Community Strategic Plan require sharing of responsibilities and resources with service providers and other stakeholders. Council therefore has an important role in collaborating with community groups, businesses, developers and government agencies to achieve the community's long-term objectives for the area.

REGULATE

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

FACILITATE

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

DELIVER

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

COUNCILLORS

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



*Map 1 Ku-ring-gai
Council ward map*

Representation and roles

Councillor representation and roles as detailed following are for the period 1 July 2022 to 30 June 2023.

COMENARRA WARD



Mayor Jeff Pettett

0478 489 430

jpettett@krg.nsw.gov.au

Committee representation

Active Transport Committee (*Chair – elected 15 November 2022*)

Marian Street Theatre Community Reference Committee (*Chair*)

Multicultural Advisory Committee (*Chair – elected 15 November 2022*)

External representative/member

Northern Sydney Regional Organisation of Councils (NSROC) (*Mayor*)

Councillor terms

2012-2017, 2017-2021, 2021+

Deputy Mayor 2018-2019

Mayor January 2022+

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



Cr Greg Taylor

0459 934 960

gtaylor@krg.nsw.gov.au

Committee representation

Flood Risk Management Committee (*Deputy Chair*)

Marian Street Theatre Reference Committee (*Deputy Chair*)

Sustainable Recreation Advisory Group (*Chair*)

External representative/member

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

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

Councillor terms

2021+

Read more about Cr Taylor at www.krg.nsw.gov.au

GORDON WARD



Deputy Mayor Barbara Ward

0447 081 824

bward@krg.nsw.gov.au

Committee representation

Audit, Risk and Improvement Committee (*Member*)

Flood Risk Management Committee (*Chair*)

Status of Women's Advisory Committee (*Deputy Chair*
- Committee dissolved as per Council resolution of 16 August 2022)

External representative/member

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

Councillor terms

2021+

Deputy Mayor January 2022+

Read more about Cr Ward at www.krg.nsw.gov.au



Cr Simon Lennon

0480 352 637

slennon@krg.nsw.gov.au

Committee representation

Heritage Reference Committee (*Deputy Chair*)

External representative/member

Ku-ring-gai Youth Development Service Inc.
Management Committee (*Alternate*)

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

Eryldene Trust (*Delegate*)

Councillor terms

2021+

Read more about Cr Lennon at www.krg.nsw.gov.au

ROSEVILLE WARD



Cr Sam Ngai

0436 655 543

sngai@krg.nsw.gov.au

Committee representation

Audit, Risk and Improvement Committee (*Member*)

External representative/member

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

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

Councillor terms

2017-2021, 2021+

Deputy Mayor (21 September – 4 December 2021)

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



Cr Alec Taylor

0459 907 375

ataylor@krg.nsw.gov.au

Committee representation

Sustainable Recreation Advisory Group (*Deputy Chair*)

External representative/member

Ku-ring-gai Local Area Command [LAC] Community Safety Precinct Committee – Lindfield to North Sydney (*Delegate*)

Councillor terms

2021+

Read more about Cr Taylor at www.krg.nsw.gov.au

ST IVES WARD



Cr Christine Kay

0436 635 454

ckay@krg.nsw.gov.au

Committee representation

Status of Women's Advisory Committee
(*Chair – Committee dissolved as per Council resolution of 16 August 2022*)

External representative/member

NSW Public Libraries Association (NSWPLA) (*Delegate*)

Councillor terms

2018-2021, 2021+

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



Cr Martin Smith

0436 663 376

martinsmith@krg.nsw.gov.au

Committee representation

Ku-ring-gai Traffic Committee
(*Deputy Chair/ Alternate*)

External representative/member

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

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

Hornsby/Ku-ring-gai Bushfire Management
Committee (BFMC) (*Alternate*)

Sydney North Planning Panel (*Member*)

Councillor terms

2017-2021, 2021+

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

WAHROONGA WARD



Cr Cedric Spencer

0436 661 911

cspencer@krg.nsw.gov.au

Committee representation

Active Transport Committee
(*Deputy Chair – elected 15 November 2022*)

Multicultural Advisory Committee
(*Deputy Chair – elected 15 November 2022*)

Ku-ring-gai Traffic Committee (*Chair*)

External representative/member

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

Councillor terms

2017-2021, 2021+

Mayor (21 September – 4 December 2021)

Deputy Mayor 2020-2021

Deputy Mayor 2021-2022 (1 July – 21 September 2021)

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



Cr Kim Wheatley

0459 933 639

kwheatley@krg.nsw.gov.au

Committee representation

Heritage Reference Committee (*Chair*)

External representative/member

North Shore Local Area Command [LAC] Community
Safety Precinct Committee – Lindfield to Brooklyn
(*Delegate*)

Sydney North Planning Panel (*Member*)

Councillor terms

2021+

Read more about Cr Wheatley at www.krg.nsw.gov.au



Photographer: Wolter Peeters



DECISION MAKING AND PARTICIPATION

Ku-ring-gai's residents, community groups and other stakeholders are encouraged to actively participate in and inform local policy formulation and decision-making to achieve the best outcomes for service delivery and assets for the community. There are several ways in which Ku-ring-gai Council involves the local community and stakeholders in policy formulation and decision-making.

Public forums

A public forum is generally held in the week prior to each Ordinary Meeting of Council. Residents are invited to speak to Councillors about agenda items or other matters of public interest. Applications to speak in-person are accepted up until 5pm the business day prior to the forum in accordance with Council's Code of Meeting Practice. Forum dates are available on Council's website and normally commence at 6pm. Forums may also be held prior to Extraordinary Meetings of Council and Council Committee meetings.

Council meetings

Ordinary Council meetings are generally held once a month with residents invited to attend. Meeting dates are available on Council's website and published monthly in The Post. Extraordinary Council meetings may be called from time to time to deal with specific or urgent issues with dates of these meetings published on Council's website.

Council meetings deal with reports prepared by staff on a range of issues, including strategic policy, finance, land use planning, the results of public exhibitions and consultation, legal matters, statutory reporting, tenders for works and other matters of interest to the community.

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

Council agendas are publicly available a week before the public forum on Council's website, at Council's Customer Service Centre, Council libraries and in the Council Chamber on meeting nights.

Council meetings are webcast live and available for viewing on Council's website. Meeting minutes are made available on Council's website following meetings.



FURTHER INFORMATION
regarding Council meetings and public forums is available at
www.krg.nsw.gov.au

Councillor meeting attendance 2022/23

Figure 27 provides a summary of attendance for each councillor for Council Meetings held during 2022/23.

Councillor	Council meetings attended	
	Number	%
Cr Jeff Pettett	11/11	100%
Cr Barbara Ward	11/11	100%
Cr Christine Kay	10/11	91%
Cr Simon Lennon	11/11	100%
Cr Sam Ngai	11/11	100%
Cr Martin Smith	11/11	100%
Cr Cedric Spencer	10/11	91%
Cr Alec Taylor	11/11	100%
Cr Greg Taylor	9/11	82%
Cr Kim Wheatley	11/11	100%

Figure 27 Councillor attendance at Council Meetings July 2022 – June 2023.

Note:

Calculations are based on 11 Council Meetings held in 2022/23 and does not include attendance at the Extraordinary Meeting of Council held 16 March 2023. Council Meeting Minutes are available at www.krg.nsw.gov.au

Advisory and reference committees

To assist in the decision-making process and the operation of Council, advisory and reference committees are established for a period to provide advice, assist in managing facilities or services and perform other functions. These groups often include members of the community as well as councillors. As part of the decision-making process, recommendations made by these formal and informal forums may be referred to an Ordinary Meeting of Council for a decision. Council's Advisory and Reference Committees are listed below.

Active Transport Committee

The Active Transport Committee provides advice to the community regarding planning and design of active transport infrastructure and support facilities, active transport initiatives, content of Council's plans/policies and the development of education, promotion and enforcement strategies. In October 2022 Council adopted draft Terms of Reference for the committee and appointed members in July 2023. Committee meetings will commence in 2023/24.

Audit, Risk and Improvement Committee

The objective of the Audit Risk & Improvement Committee (ARIC) is to provide independent assurance and assistance to Ku-ring-gai Council on risk management, control, governance, and external accountability responsibilities. In addition, the purpose and function of this Committee is to provide relevant advice to ensure that there is an adequate and effective system of internal control throughout Council and to assist in the operation and implementation of the Internal and External Audit Plans. More information on ARIC is available in the **Corporate Governance** section.

Flood Risk Management Committee

The Flood Risk Management Committee includes councillors, residents and representatives from the NSW Department of Planning and Environment, NSW National Parks and Wildlife Service, NSW State Emergency Services, Sydney Water, and other ex officio members (as required). The committee is a technical review committee established under the NSW Government's Flood Prone Land Policy and has

an advisory role to Council. The committee acts as a forum for discussing technical, social, economic and environmental matters relating to flood risk management.

Heritage Reference Committee

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

Ku-ring-gai Traffic Committee

The Ku-ring-gai Traffic Committee is a technical body including representatives of Council, NSW Police, Transport for NSW and the local Members of State Parliament. The committee is established under delegation of Transport for NSW. As such, the committee's role is to consider and advise Council on traffic related matters.

Marian Street Theatre Community Reference Committee

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

Major Projects Advisory Committee

The Major Projects Advisory Committee aims to strengthen governance and decision-making concerning major projects and provide independent advice to Council in relation to property development, land acquisition and disposal activities. Its main role is to provide support to Council decision-making for major projects and to oversee governance of project delivery. Major projects are generally defined as those projects undertaken by Council with a value of \$5 million or more.

Multicultural Advisory Committee

Council resolved to establish a Multicultural Advisory Committee and adopted draft Terms of Reference in September 2022. The committee provides an advocacy role and assists in providing input for Council's plans, strategies and services to multicultural communities, contribute and provide feedback on multicultural events, and assist in developing partnerships and improving equity across multicultural communities. Council resolved to appoint members to the committee on 13 December 2022 and the Committee held its inaugural meeting in February 2023.

Status of Women's Advisory Committee

Council resolved to establish a Status of Women's Advisory Committee in November 2021. In June 2022 Council adopted terms of reference for the committee. At the Ordinary Meeting of Council on 16 August 2022, Council resolved to dissolve the committee and facilitate two women's forums in November 2022 and March 2023.

Sustainable Recreation Advisory Group

The Sustainable Recreation Advisory Group acts as an advisory body to Council, provides advice on environmental issues and opportunities in relation to recreation in natural areas and assists in promoting responsible and sustainable recreation in the region. The group includes members from the local community.



FURTHER INFORMATION
regarding Council's advisory and reference committees
is available at www.krg.nsw.gov.au

Figure 28 provides a summary of attendance¹ for councillors for Advisory/Reference Committees held during 2022/23.

Councillor	Advisory/Reference Committee Meetings attendance ¹		
	Committee	Number	%
Cr Jeff Pettett	Active Transport Committee ²		-
	Marian Street Theatre Community Reference Committee ³		-
	Multicultural Advisory Committee	2/2	100%
Cr Barbara Ward	Audit, Risk & Improvement Committee	5/5	100%
	Flood Risk Management Committee	1/1	
	Status of Women's Advisory Committee ⁴		-
Cr Christine Kay	Status of Women's Advisory Committee ⁴		-
Cr Simon Lennon	Heritage Reference Committee	6/6	100%
Cr Sam Ngai	Audit, Risk & Improvement Committee	5/5	100%
Cr Martin Smith	Ku-ring-gai Traffic Committee ⁵		-
Cr Cedric Spencer	Active Transport Committee ²		-
	Ku-ring-gai Traffic Committee ⁵		-
	Multicultural Advisory Committee	2/2	100%
Cr Alec Taylor	Sustainable Recreation Advisory Group	3/3	100%
Cr Greg Taylor	Marian Street Theatre Community Reference Committee ³		-
	Flood Risk Management Committee	1/1	100%
	Sustainable Recreation Advisory Group	3/3	
Cr Kim Wheatley	Heritage Reference Committee	3/6	50%

Figure 28 Councillor attendance at Advisory/Reference committee meetings July 2022 – June 2023

- Figures for Council's advisory/reference committees are calculated based on attendance for Councillors appointed by council resolution to a committee for the 2022/23 period. Other Councillors may attend these committee meetings as observers however this is not calculated in the above attendance statistics. Council's advisory and reference committees that met during 2022/23 are listed below:
 - Audit, Risk and Improvement Committee
 - Flood Risk Management Committee
 - Heritage Reference Committee
 - Multicultural Advisory Committee
 - Sustainable Recreation Advisory Group.
- The Active Transport Committee did not meet during the reporting period.
- The Marian Street Theatre Community Reference Committee did not meet during the reporting period.
- The Status of Women's Advisory Committee was dissolved by resolution of Council 16 August 2022 and did not meet during the reporting period.
- The Ku-ring-gai Traffic Committee did not meet during the reporting period.





Planning panels

The NSW Government introduced changes to planning panels in August 2020, as part of the Planning Acceleration Program, to support the state's immediate and long-term economic recovery from the COVID-19 pandemic.

The changes¹ aimed to speed up panel determinations by:

- reducing the need to conduct public panel meetings for non-contentious matters by applying a '10-or more' objection trigger for public meetings
- reducing the number of modifications going to panels
- obliging panel chairs to more actively manage development applications (DAs) coming to the panels to reduce deferrals and assessment timeframes
- allowing chairs to bring forward determination on DAs that are experiencing unreasonable delays of over 180 days from lodgement, and
- introducing panel performance measures.

Ku-ring-gai Local Planning Panel (KLPP) meetings

Local planning panels (LPPs) are panels of independent experts and a community member that determine development applications on behalf of Council and provide advice on other planning matters, including planning proposals.

The KLPP makes decisions on development applications where:

- there is a conflict of interest
- the application is considered contentious, and
- there is a departure from a development standard of more than 10% or to any variation to a non-numerical development standard for development or related applications.

The purpose of the panel is to ensure that the process of assessment and determination of development applications with a high corruption risk, sensitivity or strategic importance is transparent and accountable.

Council officers continue to determine development and related applications typically for more straightforward DAs under staff delegation. Council also provides administrative support to the panel to assist its determination of DAs and related applications and includes support in the organisation of meetings, including preparation of agendas and business papers, as well as remuneration for panel members.



FURTHER INFORMATION
regarding the Ku-ring-gai Local Planning Panel is available at www.krg.nsw.gov.au

Sydney North Planning Panel (SNPP) meetings

Sydney and regional planning panels strengthen decision making on regionally significant development applications and other planning matters.

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

Ku-ring-gai Council is part of the Sydney North Planning Panel region. The panel was created in November 2016 and makes decisions on significant development applications affecting the local region typically for development that has a Capital Investment Value (CIV) of >\$30m or development with a CIV of \$5m or more for Crown or Council related development applications.



FURTHER INFORMATION
regarding the Sydney North Planning Panel is available at www.krg.nsw.gov.au

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

ENGAGEMENT AND COLLABORATION

Effective and meaningful community engagement helps communities shape their own futures and informs the vision and direction of Council.

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

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

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

A new community engagement strategy, currently under preparation, also acknowledges the value of community engagement and participation. It will guide how and when Council engages with the community, acknowledging that every engagement activity will require consideration of various issues to ensure engagement is effective.

Benefits of effective community engagement include:

- assists Council in accessing the rich and diverse knowledge, experience, interests and opinions of the Ku-ring-gai community to ensure decisions meet community stakeholder needs and are robust and informed
- builds positive relationships between the community and Council
- enables Council to deliver projects, programs and services to its community more effectively, and
- assists better-informed, more sustainable decisions based on community needs.

Council connected with our community in 2022/23 through an increasingly sophisticated range of media including surveys, apps, newsletters, public exhibitions, community forums, and the Your Say section of our website.

Snapshot – Council engagement and communication 2022/23

YOUR SAY

40

PUBLIC
EXHIBITIONS



19,050 visitors

KRG ENGAGEMENT
HUB

7,811 visitors YOUR SAY WEBPAGE

COMMUNITY SUBMISSIONS

2,908

COMMUNITY
SUBMISSIONS OR
RESPONSES RECEIVED
BY COUNCIL



WEBSITE

2,398,794

SITE VISITS



Most popular pages

- HOME • LIBRARY
- CLEAN UP COLLECTIONS
- WASTE AND RECYCLING
- WHAT'S ON • DA TRACKING

SOCIAL MEDIA



32,883 FOLLOWERS ON
FACEBOOK ACROSS 7 PAGES



5,342 FOLLOWERS ON
INSTAGRAM



3,527 FOLLOWERS ON LINKEDIN



3,395 FOLLOWERS ON X



10,378 MEMBERS ON NEXTDOOR

LOCAL MEDIA



107 media releases issued

30 advertisements*

across **5** publications

*not including tenders

NEWSLETTERS

60,963 people

SUBSCRIBED ACROSS
13 E-NEWSLETTERS



Ku-ring-gai Update

SENT TO 45,865 RATE PAYERS

COMMUNITY ENGAGEMENT IN 2022/23

Examples of community consultation and engagement undertaken during the 2022/23 year included the following:

Engagement*	Activities
Draft revised Resourcing Strategy, revised Delivery Program & Operational Plan (May 2023)	<ul style="list-style-type: none"> • newspaper/magazine advertisements • e-news and website advertising • social media • your say website • publications at libraries and customer service centre • media releases
Draft Privacy Management Plan (May 2023)	<ul style="list-style-type: none"> • e-news and website advertising • social media
The Glade, Wahroonga - draft landscape masterplan phase 3 consultation (March 2023)	<ul style="list-style-type: none"> • onsite community information sessions • online engagement platform • e-news and website advertising • social media
Queen Elizabeth Reserve Landscape Masterplan (March 2023)	<ul style="list-style-type: none"> • onsite community information sessions • survey • online engagement platform • e-news and website advertising • social media
Lorraine Taylor Reserve Playground Concept Plan (February 2023)	<ul style="list-style-type: none"> • survey • online engagement platform • e-news and website advertising • social media
Car Share Policy (February 2023)	<ul style="list-style-type: none"> • e-news and website advertising • social media • your say website
Draft s7.12 Local Levy Contributions Plan 2022 (February 2023)	<ul style="list-style-type: none"> • e-news and website advertising
Councillor Expenses and Facilities Policy 2022 (January 2023)	<ul style="list-style-type: none"> • e-news and website advertising
Hassall Park, St Ives Masterplan - Stage 1 works (January 2023)	<ul style="list-style-type: none"> • e-news and website advertising • social media • online engagement platform
Plans of Management for Sportsgrounds and Parks (December 2022)	<ul style="list-style-type: none"> • public hearing • e-news and website advertising • social media
Eastern Road, Turramurra streetscape upgrades (November 2022)	<ul style="list-style-type: none"> • survey • online engagement platform • e-news and website advertising • social media
Ibbitson Park, Lindfield playspace upgrade (November 2022)	<ul style="list-style-type: none"> • survey • online engagement platform • e-news and website advertising • social media
Outdoor Dining and Footpath Trading Policy (October 2022)	<ul style="list-style-type: none"> • e-news and website advertising • social media
Pymble Public Domain Plan (October 2022)	<ul style="list-style-type: none"> • e-news and website advertising • social media • online engagement platform
Landscape Masterplan for Queen Elizabeth Reserve, West Lindfield (October 2022)	<ul style="list-style-type: none"> • e-news and website advertising • social media • online engagement platform

Engagement*	Activities
Financial Statements and Auditor's Reports year end 30 June 2022 (September 2022)	• public meeting • e-news and website advertising • social media
Gordon Library improvements (September 2022)	• survey • e-news and website advertising • social media
Roseville Public Domain Plan (September 2022)	• e-news and website advertising • social media • online engagement platform
New park at Bedes Forest, St Ives (September 2022)	• e-news and website advertising • social media • online engagement platform
Sequoia Close, West Pymble playspace upgrade – concept (August 2022)	• e-news and website advertising • social media • online engagement platform
Draft Landscape Masterplan for The Glade, Wahroonga (August 2022)	• survey • online engagement platform • e-news and website advertising • social media
Draft Policy for Electric Vehicle Charging Infrastructure (July 2022)	• e-news and website advertising • social media
St Ives Public Domain Plan (July 2022)	• e-news and website advertising • social media
Ku-ring-gai Recreation Needs Study (July 2022)	• survey • online engagement platform • e-news and website advertising • social media
Draft Urban Forest Strategy (July 2022)	• e-news and website advertising • social media • online engagement platform
Playground upgrade at Lorraine Taylor Reserve, St Ives (July 2022)	• e-news and website advertising • social media • online engagement platform

* Does not include notices of intent, planning proposals or development assessments.

Collaboration

While Council has several roles in progressing the Ku-ring-gai community's long term objectives, other stakeholders, such as state agencies, non-government organisations, business, community groups and individuals also have a vital role to play in delivering these outcomes. This can be as contributors of ideas and views on proposed projects or service levels, partners in delivering specific outcomes or delivering outcomes on behalf of Council.

Council proactively pursues community collaboration and partnerships to optimise the value from available and often limited resources, for the benefit of the local community. Examples of the diverse contributions made by our stakeholders can be found throughout this Annual Report. Specific stakeholders are also listed for each long term objective in the *Community Strategic Plan – Ku-ring-gai 2032*.



FURTHER INFORMATION
www.krg.nsw.gov.au

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

Stakeholder	How we collaborate with stakeholders
Residents and property owners	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • participation on community reference or advisory committees • regular Council communications
Business community (local businesses, industry and business groups eg Chambers of Commerce)	<ul style="list-style-type: none"> • seek direct inputs through workshops and surveys • facilitate local programs with the Office of the NSW Small Business Commissioner and NSW Business Chamber • work with local Chambers of Commerce, surrounding councils and the Commonwealth Scientific and Industrial Research Organisation (CSIRO) • support businesses to deliver events • sponsorship of local events and markets and an annual sponsorship program • facilitate business and economic development workshops and events • support an online business engagement portal including a discussion forum, surveys and issue communication
Community organisations and groups (eg churches, neighbourhood associations, environmental groups)	<ul style="list-style-type: none"> • coordinate volunteer Bushcare/Parkcare/ Streetcare/ Trailcare/Streamwatch groups and community gardeners • work with groups to deliver annual events • offer community small grants programs • promote and support volunteering • host regular issues/needs forums • host special events and regional forums • environmental research partnerships with tertiary institutions

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



Photographer: Wolter Peeters

THE ORGANISATION





ORGANISATIONAL STRUCTURE

Ku-ring-gai Council services are delivered to the community via five departments together with the General Managers unit (Civic) and Major Projects unit.

Each discrete service is provided by one of the twenty-two business/service units that operate across the departments as shown in diagram 3.

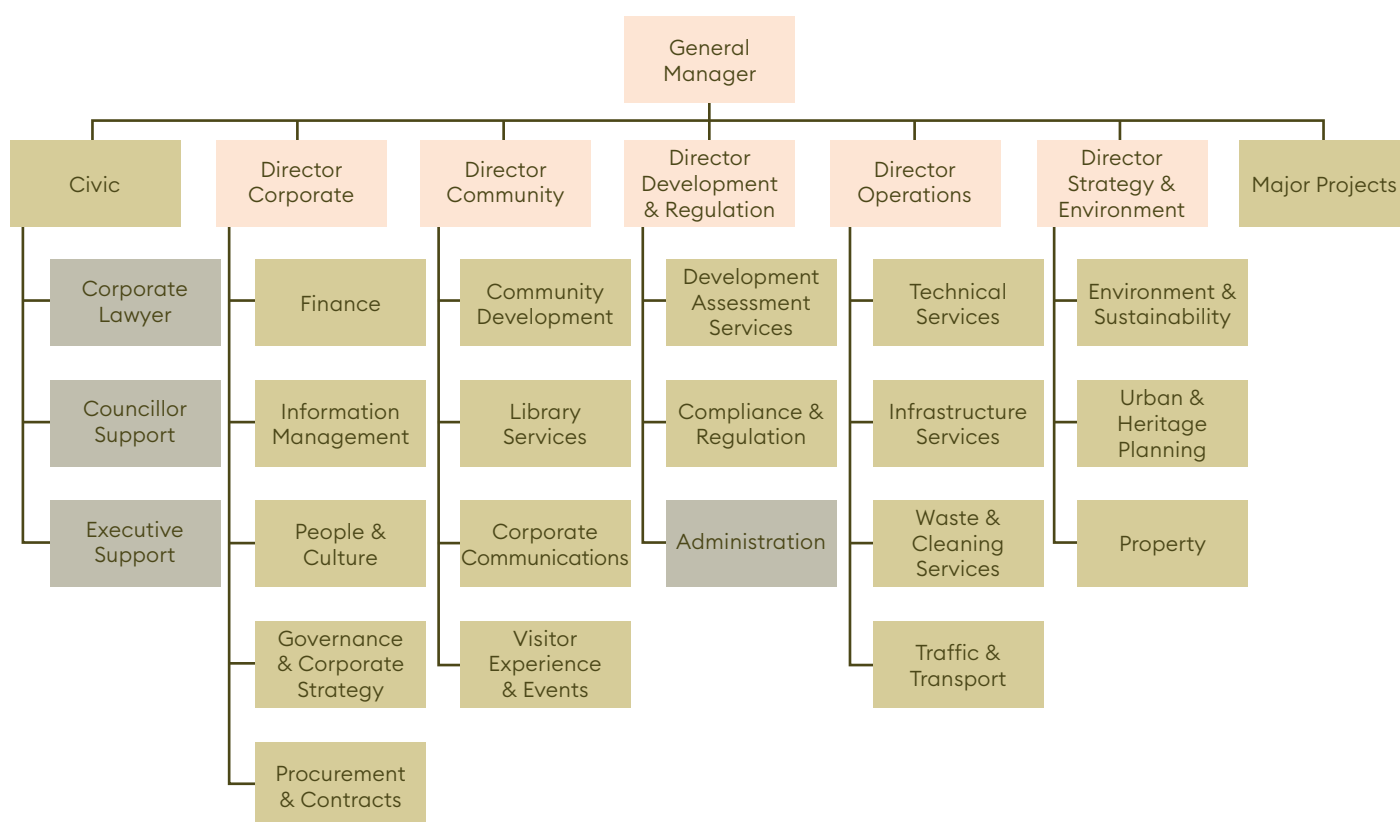


Diagram 3 Ku-ring-gai Council organisational structure

LEADERSHIP 2022 - 2023

The executive management team consists of the General Manager and Directors of five departments.

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



FURTHER INFORMATION
www.krg.nsw.gov.au

MICHAEL MIOCIC

Director, Development and Regulation

Bachelor of Town Planning

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

GEORGE BOUNASSIF

Director, Operations

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

George commenced at Ku-ring-gai in 2017 and has since utilised an innovative approach to lead and inspire a diverse workforce to deliver high level customer service to the local community. He has a passion for developing leadership capabilities within the organisation to empower his team to deliver effective and efficient services for the community. Over the course of George's local government career, he has managed more than \$3.5 billion in infrastructure assets and delivered more than \$1 billion in capital works projects which include the development of the Lindfield Village Green, St Ives Recreational Precinct and the upgrade of the St Ives Showground. He has also led the development and implementation of Ku-ring-gai's new Waste Strategy which provides additional services, improved recycling capabilities and greater flexibility for the residents of Ku-ring-gai.



JOHN MCKEE

General Manager, Civic Management

Bachelor of Business, Member Local Government Managers Association

John was appointed General Manager in March 2006 after holding the position of Director Finance and Business for five years at Council. The general manager responsibilities include overall organisational leadership, financial, governance, operational and service performance, and organisational support for the elected Council.

ANDREW WATSON

Director, Strategy and Environment

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

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

DAVID MARSHALL

Director, Corporate

Bachelor of Engineering (Hons), Graduate Diploma in Accounting, Certified Practising Accountant, Master of Business Administration (MGSM)

David joined Ku-ring-gai in 2013 and has extensive experience in leading local government corporate, community and recreation services. David has a special interest in the sustainable management of organisations, integrating corporate and financial planning, asset management, governance and technology, and supporting our people to secure a strong and viable council.

JANICE BEVAN

Director, Community

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

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



Workforce snapshot

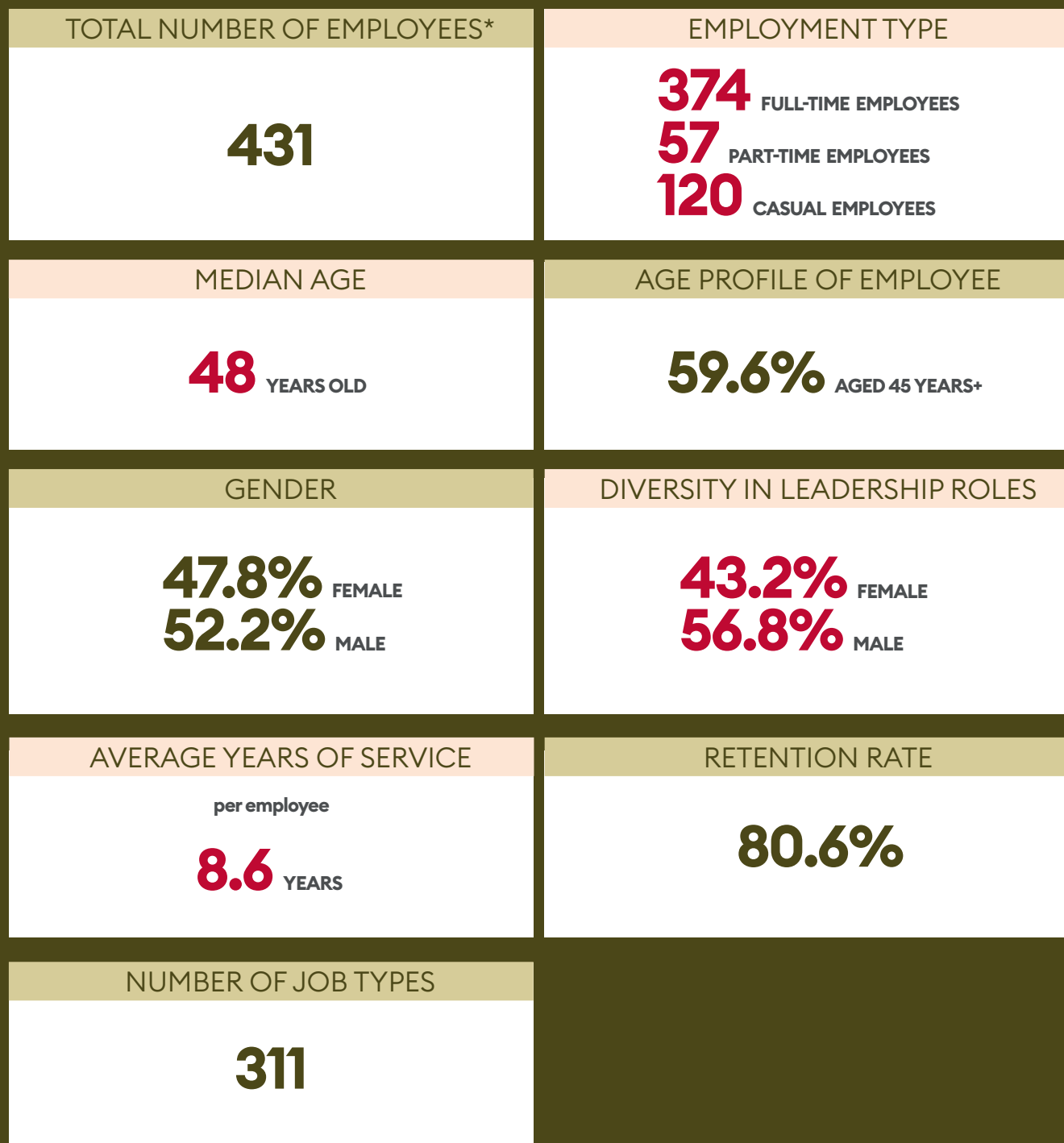


Figure 29 Employee snapshot as of 30 June 2023

* Full-time and part-time employees

WORKING AT KU-RING-GAI COUNCIL

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

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

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

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

Council continued to manage staff in accordance with the *Local Government Act 1993*, *Industrial Relations Act 1996 (NSW)*, the *Local Government (State) Award 2023* and other relevant legislation as reflected in Council's policies.

Council is an equal opportunity employer dedicated to ensuring that the workplace is free from unlawful discrimination as identified under Federal and NSW State law and in Council's Equal Employment Opportunity Management Plan 2020-2024. See **Statutory Reporting** for further information on Council's activities to implement the plan.

Key achievements in 2022/23

- implemented the Employee Opinion Survey with a successful participation rate of 91% (excl. casuals)
- developed the Market Review and Retention Allowance Policy to support the retention of key employees
- developed the Gender Equality Strategy 2023-2025
- celebrated the inaugural Employee Excellence and Employee of the Year Awards
- developed a new 90-day onboarding program
- completion of the Succession Planning system integration
- implemented the Total Rewards and Recognition Program
- introduction of a new employee monthly induction which complements the existing induction program
- reviewed and re-adopted the Fraud & Corruption Control Policy and Fraud & Corruption Control Strategy
- reviewed the Business Continuity Plans for Council's Depot and Council Chambers and completed Council's Business Continuity Plan Exercise with the Crisis Management Team and Incident Management Team
- reviewed and implemented Council's Work Health Safety Strategic and Department Committee structures ensuring continual improvement across these committees
- delivered various training programs, awareness workshops and wellness programs to encourage employees to contribute to, and participate in, a healthy work health and safety culture
- refined risk methodologies against Council's risk profile and organisational risk register and continued to develop Council's risk appetite statement and enterprise risk management strategy
- focussed on locating and capturing the claims volume and claims management performance in the public liability portfolio
- continued a diverse learning and development program with support for over 1,900 training or conference attendances, induction, code of conduct, and compliance training
- increased Council's capacity to the online system with a total of 81 eLearning courses, and
- programmed Council's leadership development program, 7 Habits of Highly Effective People and 7 Habits for Managers workshops to 100 employees supporting leadership development at all levels of Council's workforce.

Employee profile

Figure 30 provides a snapshot of Council's employee profile with comparisons across five years. The most significant change over the five-year period was a steady trend of increases in females in Band 6 and above from 10.7% to 12.5%. The retention rate has dropped from a high of 89% in 2020/21 (the first year of the pandemic) to 80.6% in 2022/23. This is likely due to post-pandemic changes to the labour market and unemployment rate providing additional opportunities for prospective job applicants.

	5 year trend	2022/23	2021/22	2020/21	2019/20	2018/19
Number of employees (full and part-time)	◀▶	431	440	431	432	412
Median age range (years)	◀▶	45 - 54	45 - 54	45 - 54	45 - 54	45 - 54
Retention rate	▼	80.6%	84.3%	89%	88%	86%
Percentage of females	◀▶	47.8%	47.7%	45%	46%	48%
Percentage of males	◀▶	52.2%	52.3%	55%	54%	52%
Females in Band 6 and above	▲	12.5%	11.6%	11.1%	10.8%	10.7%
Males in Band 6 and above	◀▶	16.5%	17.0%	17.1%	17.6%	16.7%

◀▶ stable ▲ increasing trend ▼ decreasing trend

Figure 30 Employee profile from 30 June 2019 to 30 June 2023

Workforce headcount

As of 30 June 2023, Ku-ring-gai Council employed 431 full and part-time employees and 120 casual employees (see Figure 31) in a diverse range of service areas.

Year	Employment type			
	Full-time	Part-time	Total full and part-time	Plus casuals
2022/23	374	57	431	120
2021/22	384	56	440	119
2020/21	380	51	431	125
2019/20	381	51	432	231
2018/19	353	59	412	276

Figure 31 Workforce total headcount by employment type from 30 June 2019 to 30 June 2023

The total number of persons who performed paid work on Wednesday 23 November 2022

Under section 217 of the *Local Government (General) Regulation 2021*, Council must publish a statement of the total number of persons who performed paid work for them on Wednesday 23 November 2022 (see Figure 32).

Employment type	Total number of people
Number employees permanent full-time	359
Number employees permanent part-time	48
Casuals (week of 23/11/2022)	27
Fixed-term contract	16
Senior employees (as per the <i>Local Government Act 1993</i>)	6
Contract labour	20
Contract apprentice or trainee	1

Figure 32 The total number of persons who performed paid work at Council on Wednesday 23 November 2022

Workforce age and gender

The median age of our workforce was 48 years with 59.6% of employees aged 45 years and over. This represents a slight ageing of the workforce from the previous period 2021/22 as shown in Figure 33.

Workforce by age and gender	Male	Female	Total	2022/23 %	2021/22 %
15 - 24	3	6	9	2.1	1.6
25 - 34	24	36	60	13.9	15.7
35 - 44	52	53	105	24.4	24.1
45 - 54	61	60	121	28.1	26.8
55 - 64	61	40	101	23.4	23.9
65 +	24	11	35	8.1	7.9
Total	225	206	431	100%	100%

Figure 33 Workforce percentage by age and gender as of 30 June 2023 (rounding applied)

Workforce in senior positions

There was a slight increase in the percentage of females in senior roles (Technical Band 6 and above) with women comprising of 43.2% (up from 40.95% in 2021/22) and a corresponding decrease in males at 56.8% (down from 59.05% in 2021/22) as shown in Figure 34.

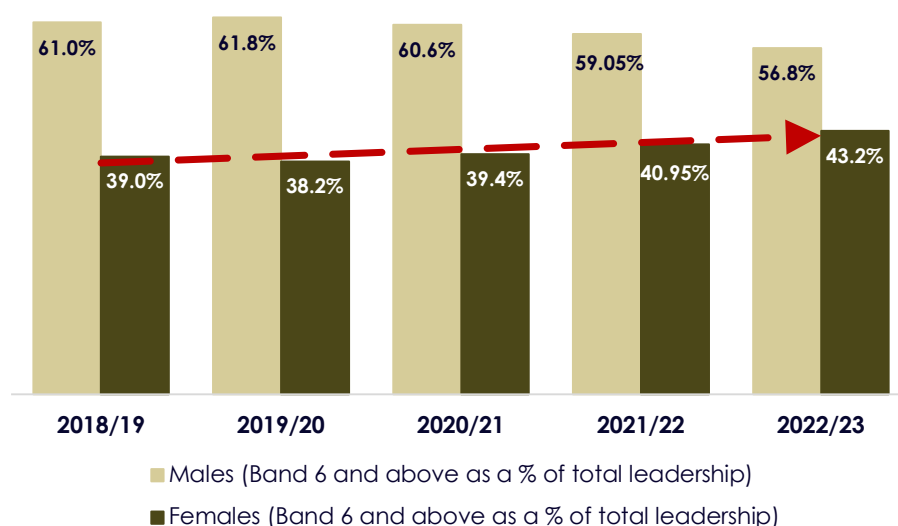


Figure 34 Percentage of males and females in senior positions (Band 6 and above) from 30 June 2019 to 30 June 2023 (rounding applied)

DIVERSITY AND INCLUSION

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

Continuing to build awareness and educating employees on diversity and inclusion is important and all employees are required to complete a 'Diversity in the Workplace' e-module biennially. The course is designed to increase employee understanding of diversity, explain the benefits and challenges of diversity across society and within workplaces and provide ways in which they can be more inclusive.

In 2022/23, Council celebrated the following events: Zero Discrimination Day, Harmony Day, World Health Day, NAIDOC Week, Wear it Purple Day, R U OK Day, National Child Protection Week, World Mental Health Day, Remembrance Day, White Ribbon Day, and International Day of People with a Disability.

Council continued to implement the Ageing Workforce Strategy which has been designed to not only address the global challenges faced with an ageing population, but to also build strategies for retaining older employees, while providing them more opportunities to balance work and life leading up to retirement.

A new Equal Employment Opportunity (EEO) Management Plan is currently under development to drive EEO strategies for awareness, policies and programs, innovation and gender equality.

Gender Equality Strategy

At Ku-ring-gai Council, we are committed to the principle of treating employees of all genders equally and providing equal opportunities without discrimination or bias based on gender identity or expression.

During 2022/23, Council developed the Gender Equality Strategy to achieve greater gender equality by addressing the barriers and challenges faced by women, non-binary individuals, and other marginalised groups in areas such as recruitment, learning and development and employee rewards and recognition.

The principles and foundations of the strategy have been established based on a comprehensive analysis of the current state of gender equality within the organisation. It outlines specific areas of concern and details actions that aim to address these challenges.

The Strategy will remain in place until the end of 2025, after which it will be reviewed and updated where necessary to ensure that the initiative, action items and target dates continue to remain relevant and on track.



FURTHER INFORMATION

Refer to **Equal Employment Opportunity** in **Statutory Reporting**.





Lindfield Village Green.
Photographer: Ian Hobbs

RECRUITMENT AND RETENTION

Council continued to use a process of merit-based selection to determine the most suitable applicant for a position as an equal opportunity employer in accordance with the provisions of the *Local Government Act 1993* (s349) and Council's Equal Employment Opportunity Management Plan 2020-2024.

During 2022/23, recruitment process improvements continued with a strong focus on delivering an exceptional candidate and hiring manager experience. In addition to expanding on Council's Employee Value Proposition, plans have been created for increased interaction and a closer partnership between Council and the hiring manager to ensure a more proactive, streamlined and efficient recruitment campaign.

Council developed a new onboarding and induction program providing new employees with information regarding organisational data, processes and policies to set them up for early success. The program aims to equip employees with the relevant tools and resources to allow them to integrate seamlessly into the organisation within their first 90 days.

Plans are underway for a review of Council's Recruitment and Selection Policy to ensure its principles and provisions continue to remain relevant and market leading.



Council's retention rate decreased to 80.6% (turnover rate of approximately 20%) from 84.3% in the previous year. The higher turnover suggests a tightening of the labour market following the pandemic, and the lower-than-expected national unemployment rate which has provided additional opportunities for prospective job applicants.

Council manages employee retention through a variety of methods including systematic identification and review of areas of high turnover, employee feedback, performance and reward systems and implementation of targeted employee retention programs to address significant workforce issues (where required). In addition, Council recently developed the Market and Retention Allowance Policy and is working on an Employee Engagement Strategy.

The succession planning framework and system integration was completed during 2022/23. Succession planning enables high potential employees to be exposed to extensive learning and development programs and professional experience across the organisation, allowing them to further enhance their competencies and strengthen their capabilities. This will ensure employees are role-ready for their next career move, and that Council will have the right resources in the right role when required.

Future workforce planning

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

Actions to support these initiatives in 2022/23 included:

- monitoring turnover and customising retention and attraction strategies
- ongoing review and streamlining of recruitment and onboarding processes
- creation of a Market Review and Retention Allowance Policy
- continuous improvement of the talent management system
- implementation of the Employee Opinion Survey and development of an Organisational Action Plan
- ongoing expansion of the e-learning library
- ongoing review and implementation of the Total Rewards and Recognition Program
- development of the Gender Equality Strategy
- ongoing implementation of the Ageing Workforce Strategy, and
- ongoing implementation of the Leadership Development Program.



FURTHER INFORMATION

Workforce Management Strategy (as part of the Resourcing Strategy)
www.krg.nsw.gov.au

LEARNING AND DEVELOPMENT

Council's workforce is highly skilled, technically competent and supported by effective recruitment processes that identify and employ for the knowledge, skills and experience required to deliver Council's Delivery Program and Operational Plan. As such, Council's Learning and Development Program focused on four main areas in 2022/23:

- **Maintenance and development of individual skills and knowledge for current positions or future career paths** – achieved through training objectives set by employees each year, financial assistance and support for external study and attendance at industry seminars and conferences.
- **Work, health and safety compliance training** – ensured Council's compliance with a range of legal requirements, covering a variety of disciplines and is delivered in-house whenever possible for cost effective training and minimum disruption to teams and work delivery.
- **Safestart Human Error Reduction Program** – used to reduce common errors that lead to injuries and fatalities. It is delivered in addition to the systems and processes already established in the WHS Management System and deals with understanding and upskilling employees to reduce unintended mistakes and improve habitual behaviour.
- **Leadership development** – programs focus on skills, attitudes and behaviours and are based on Franklin Covey's model of emotional intelligence with 7 Habits of Highly Effective People a foundational program for all employees. Council recognises that leadership does not reside only with the managerial positions but that all employees contribute to achieving Council's objectives.

Learning and development spending

Council continued to maximise the value of training spend and minimise financial costs through reducing the cost per head of training where possible and utilising trained, accredited internal facilitators to deliver programs.

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

Council's learning and development expenditure is shown in Figure 35.

Learning and development expenditure	2022/23	2021/22	2020/21	2019/20	2018/19
Total	\$240,538.20	\$238,447.97	\$208,584.13	\$262,050.01	\$230,499.96

Figure 35 Workforce learning and development expenditure from 30 June 2019 to 30 June 2023

Training attendance

With the community returning to pre-pandemic life, training attendances and average training hours have significantly increased from the previous year as shown in Figure 36. Council has continued to maintain as many opportunities as possible for learning and development with a blend of eLearning and face-to-face training offered throughout 2022/23.

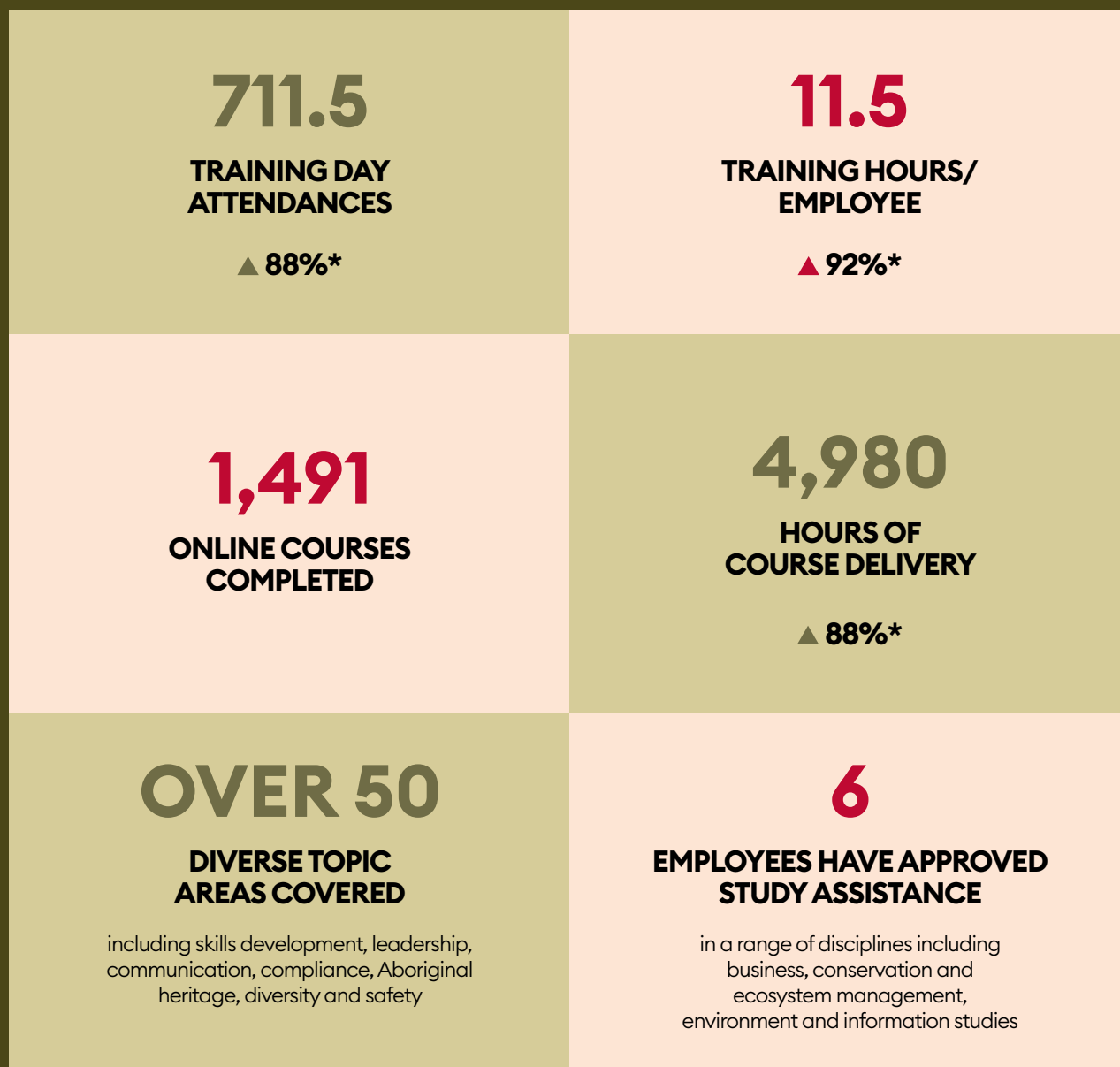


Figure 36 Training breakdown as of 30 June 2023

* Increased compared to the previous financial year 2021/22

ORGANISATION

Corporate culture

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

We continue to leverage the initiatives contained in the Workforce Management Strategy (WMS) to pave way for shaping and improving our culture.

Within the WMS are several key themes that encourage a strategic approach to meeting current and emerging challenges. These also play an important role in developing and shaping our corporate culture, and ensuring our practices continue to meet industry standards.

Employee productivity

Council continued to improve processes and apply best practice to encourage strong performance and employee engagement.

Achievements during 2022/23 include:

- revamping the Total Rewards and Recognition Program to encourage strong participation from employees
- facilitating the inaugural Excellence Awards which recognise outstanding achievement by employees, and
- implementation of the 2022 Employee Opinion Survey which measured organisational performance and employee engagement.

Celebrating employee achievements

The introduction of Council's Total Rewards and Recognition (R&R) Program provides a foundation for employee achievements and success to be recognised and celebrated.

Together with a range of other strategies and initiatives, the program is central to attracting, developing and retaining employees. It promotes employee satisfaction and engagement, and drives excellence in organisational behaviour, performance and results.

In December 2022, Council celebrated its inaugural Employee Excellence Awards. All employees were invited to nominate themselves and their peers for outstanding results and consistent effort. The initiative was well received with winners identified in each of the following categories:

- Behavioural Excellence
- Performance Excellence
- Innovation Excellence
- Customer Service Excellence
- Employee of the Year

In addition, Council continued to celebrate and recognise employees who reached a service milestone.

Employee opinion survey

The EP Boost Employee Opinion Survey was launched in October 2022.

The purpose of the survey was to assess employee engagement and organisational performance and to capitalise on the opportunities available to boost success in these areas. Other areas including diversity and inclusion, ageing workforce and COVID-19 management were also measured.

The survey was conducted by the Voice Project, a leading provider of employee engagement surveys. It was confidential and all permanent full-time/part-time, fixed term/temporary and casual employee members were encouraged to participate.

The results of the survey were presented to employees in early 2023. In total 85% of employees (including casuals), or 91% (excluding casuals) completed the survey. This was an excellent participation rate which far exceeds the industry average of 71%*.

Council's results showed an overall improvement compared to the previous employee opinion survey conducted in 2017 and performed more favourable than the industry average*. Clear strengths identified included respect, diversity and inclusion and management of COVID-19, and areas of improvement included career opportunities and learning and development.

* Based on data provided by Voice Project.

Since the release of the survey results, the senior leadership team have conducted further analysis and established a draft action plan which aims to address the priorities identified.

Promoting a healthy work/life balance

Council has an ongoing commitment to employees and their wellbeing at work that is supported by the Wellbeing Program Benefit Policy. Initiatives such as the transition to retirement scheme, self-funded leave program and flexible working arrangements are key to fostering this approach.

To support employee health and wellbeing, Council promoted the following initiatives throughout the year:

- **Wellness program** – including financial reimbursement towards wellbeing activities, influenza vaccinations, skin cancer screening, education and skin protection equipment and audiometric testing, education and action plans for employees in operational positions.
- **Employee assistance program** – ensuring employees can seek independent, confidential support and advice regarding issues in their work, personal and family lives.
- **Flexible workplace** – supporting employees in balancing the demands of their work with their family and/or personal responsibilities whilst continuing to meet Council's strategic and operational business requirements including agreements under the working from home policy, purchased leave, flexible working hours policy, study allowance and examination leave and transition to retirement planning.
- **Pre-employment health assessments** – ensuring Council's workforce is fit, healthy and well matched to the physical tasks required of them.

Ongoing structure reviews

For Council, the review of existing structures is about balancing current services, resources and productivity with stakeholder demands and expected deliverables.

Council continued to review its structure to ensure all positions remain relevant and play an integral role in serving the community.

Minor restructures have taken place predominantly in the Operations and the Community departments which have resulted in minor changes in reporting lines, one redundant position, and seven new positions.

WORK HEALTH AND SAFETY

Ku-ring-gai Council is dedicated to the continual improvement of our work health and safety performance.

Council's current work health and safety management system and policy is being reviewed in line with the *Work Health and Safety Act 2011* and *Work Health and Safety Regulations 2017*, Australian Standards, codes of practice and best practice initiatives.

Council implements a risk-based approach to hazards and risks so that they are identified and controlled in accordance with the Hierarchy of Controls from the *Work Health and Safety Regulations 2017*.

Key achievements in 2022/23

Council has continued working on a broad range of initiatives including:

- providing access to the Employee Assistance Program to all employees
- ongoing monitoring of the health and wellbeing of employees under the wellness program
- maintaining and improving tailored work health and safety (WHS) reporting indicators and dashboards for the ongoing assessment of Council's WHS performance
- implementation of the First Aid and First Aid Response Procedure
- installation of Automated External Defibrillators in 22 public facilities to assist the public and employees to manage sudden cardiac emergencies
- review and implementation of Council's WHS Strategic and Department Committee structures and ensuring continual improvements in these Committees
- facilitation of the Working from Home Policy and review of agreements to enable a flexible hybrid working arrangement for employees
- delivery of various training programs, awareness workshops and e-newsletters to encourage employees to contribute to a healthy work health and safety culture
- review of the Emergency Control Organisation to ensure coverage of key roles
- ongoing development of a Volunteer Management Policy and various supporting documents such as registers, forms, procedures and statements, and
- review and update of the Business Continuity Plans for Council Chambers and Council Depot.

Insurance

Council continued to monitor and recalibrate its loss mitigation performance and efficacy of strategies to support Council's insurance program. This included:

- increased engagement between Council and external stakeholders to improve Council's claims and injury management practice and experience, and
- utilisation of claims data to tailor training for, and communication with, internal operational employees.

Health and safety committees

During 2022/23, Council continued to review the Work Health and Safety (WHS) Committee structures in consultation with StateCover to ensure Council's compliance with WHS legislations and obligations.

Council has an established WHS Committee structure consisting of two levels; Strategic Work Health and Safety Committee and Department Work Health and Safety Committee (see Diagram 4).

The Strategic WHS Committee consists of at least one representative from each Department WHS Committee, usually the chairperson.

The Strategic WHS representatives are responsible for maintaining and liaising with their department's representatives by:

- hosting regular formal/informal meetings
- escalating WHS concerns and suggestions identified or discussed
- implementing key WHS initiatives established or endorsed by the Strategic WHS Committee, and
- active monitoring and reporting of member changes from the Department WHS Committees and assisting to recruit replacement members.

Council is reviewing the current Work Health and Safety Committee Charter in consultation with all representatives.

Strategic Work Health and Safety Committee

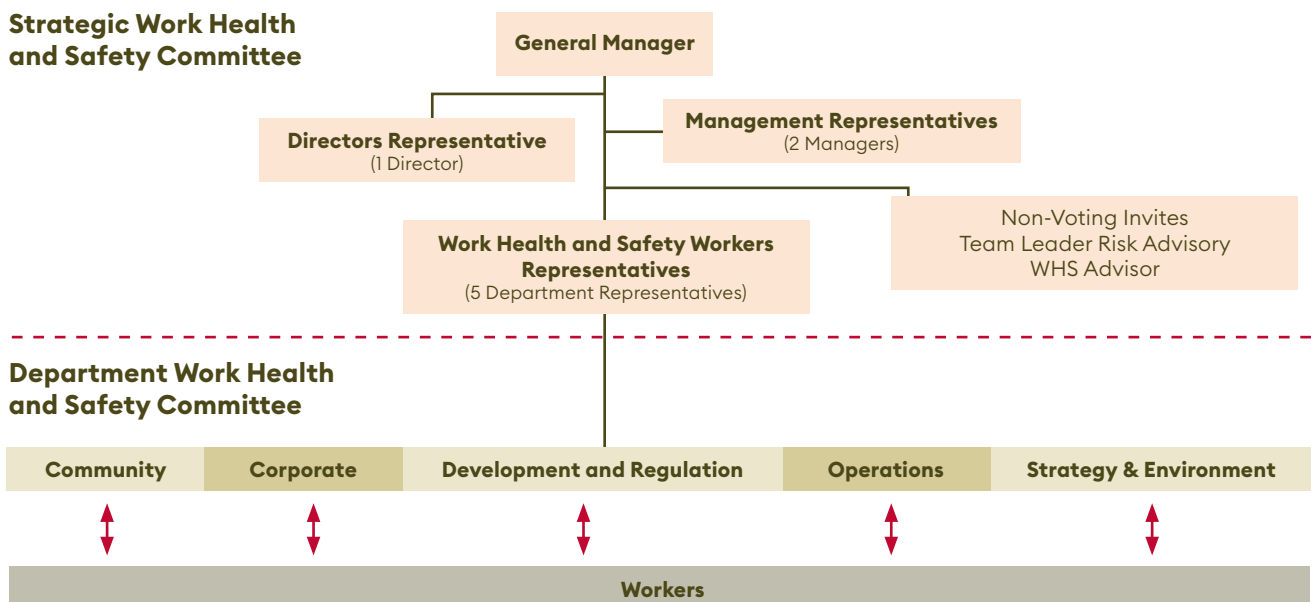


Diagram 4 Work Health and Safety Committees structure



Emergency management

The Emergency Control Organisation (ECO) is a structured group of employees with the authority to take command in the management of an emergency. The ECO consists of Council's First Aid Officers and Fire Wardens.

During 2022/23, the ECO continued to ensure coverage for key roles, the availability and distribution of personal protective equipment and clear communication of roles and responsibilities by relevant employees.

Crisis management team

Council's Crisis Management Team comprising the General Manager, directors and senior managers continued to provide support and oversight to support business activities with exposure to Council's Business Continuity risks.

First aid

The management of automated external defibrillators (AEDs) was identified as a key initiative during the first aid risk assessment as part of the development of Council's First Aid and First Aid Response Procedure. AEDs assist the public and employees to deal with any sudden cardiac emergencies.

In 2022/23, Council implemented and installed 22 AED units on identified priority Council owned sites including the Ku-ring-gai Wildflower Garden, Gordon and North Turramurra Golf Courses, Gordon Library and its branches, community centres and halls.

Managing the on-going risk of the COVID-19 pandemic

Council has continued to actively monitor and provide assistance to employees during the COVID-19 pandemic to appropriately respond and manage the risks.

In 2022/23, the key focus areas included:

- ensuring organisational compliance at all levels with legislative requirements
- a well informed and appropriately resourced workforce, and
- collaboration with all business units to ensure WHS and employee wellbeing remain a priority.

Reducing workplace injury

The current key performance indicators used to measure Council's injury and claims management program performance include claims notification delay, average/median costs of claims, claims finalisation rate, wage loss by business units and average wage loss by body parts.

Council's insurance program continued to focus on aligning its claims and injury management to industry best practice and triangulating findings with external parties (StateWide Mutual/JLT and StateCover) to deliver a better claims and injury management experience to its internal and external stakeholders.

E-news

With the easing of the COVID-19 pandemic, Council transitioned the previous employee COVID-19 e-newsletter into a regular but less frequent WHS & Welling Matters e-newsletter.

The WHS & Wellbeing Matters e-newsletter is provided to employees monthly and includes a *Reduce your COVID risk* section.

During the past 12 months some of the other topics included were:

- slips, trips and falls
- good hygiene at work
- fatigue in the workplace
- safety around dogs
- working from home workstation ergonomics
- holiday road safety
- sun protection, and
- alcohol and drug awareness.

WHS training

During 2022/2023, Council continued to ensure that all employees were trained appropriately in skills related to their work responsibilities.

Training programs delivered to employees and volunteers within Council’s WHS compliance training calendar include:

- bomb threats
- evacuation procedures
- fire warden and fire extinguishers
- refresher CPR, first aid and advanced first aid
- committee training to WHS representatives
- safe work under power lines
- safestart human error prevention
- implementing traffic control
- working in confined spaces, and
- dog awareness.

Incident reporting

Council continued to focus on improving incident reporting processes to allow more timely and efficient tracking of WHS controls, preventative actions and contributing factors.

Number of incidents

Reported incidents (including property damage) have remained stable in 2022/23 and is significantly lower than previous years (Figure 37). There continues to be a strong focus on ensuring all incidents are reported across Council via the incident reporting process.

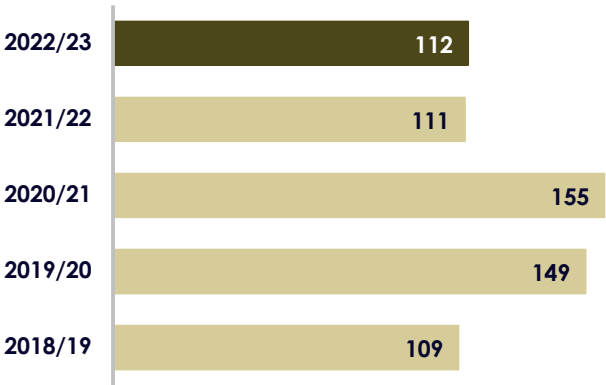


Figure 37 Total incident reports from 30 June 2019 to 30 June 2023

Types of incidents

In 2022/2023, there was an increase in *other and unspecified mechanisms of incident* which includes near misses, property and vehicle damage. This coincided with the WHS initiatives that encourages incident reporting on near-miss and hazardous events when no injury or damage is involved.

This year also reported the highest number of *biological factors* over the past five years. There was an increase in contact with biological factors of non-human origin (that is contact with an animal or insect) accounting for seven out of the eight incidents.

There has been a significant decrease across several injury types - *falls, trips and slips, hitting objects with a part of the body and being hit by moving object*. See Figure 38.

Type of incident	2022/23	2021/22	2020/21	2019/20	2018/19
Falls, trips and slips of a person	17	21	23	21	19
Hitting objects with a part of the body	13	18	16	21	13
Being hit by moving objects	7	14	14	19	8
Sound and pressure	0	0	3	3	0
Body stressing	14	16	20	16	15
Heat, electricity and other environmental factors	6	2	2	0	1
Chemicals and other substances	2	1	24	10	6
Biological factors	8	3	0	0	1
Mental stress	4	4	11	7	7
Other and unspecified mechanisms of incident (incl. near miss events, property and vehicle damage)	41	32	42	52	39
Total	112	111	155	149	109

Figure 38 Types of incidents recorded from 30 June 2019 to 30 June 2023

Workplace injury

StateCover claims by year

The number of claims per year has slightly increased (Figure 39). In response, the work health and safety team commenced an intensive review of safety risks to prevent injuries to improve claims performance.

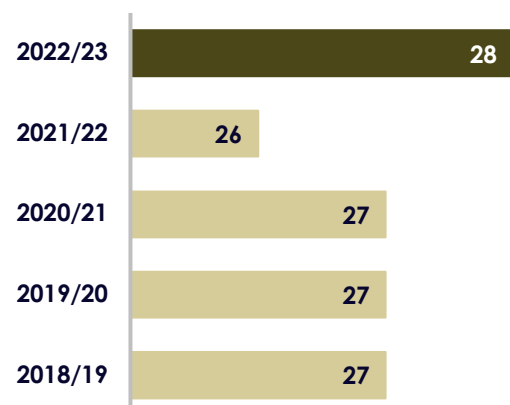


Figure 39 Number of StateCover claims by year from 30 June 2019 to 30 June 2023

Lost time

There has been a substantial increase in the total number of average hours lost per claim compared to the last financial year from 79 to 260 hours per claim (Figure 40).

This significant increase is attributed to a single psychological claim which makes up over 70% of the total hours lost for all lost time injuries during the financial year (1,652 hours).

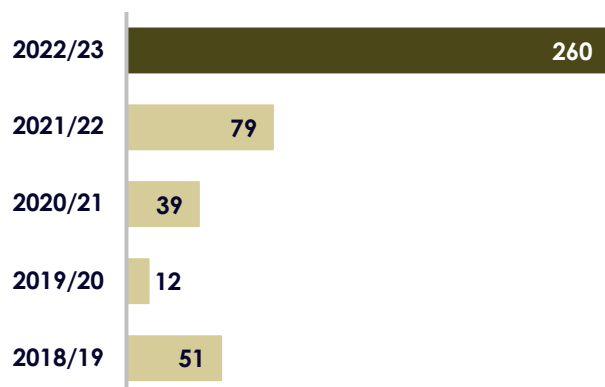


Figure 40 Average lost time (hours) per claim due to workplace injury from 30 June 2019 to 30 June 2023

StateCover premium and performance rating comparison

Council's worker's compensation performance is performing better than the Office of Local Government (OLG) average in the current financial year (see Figure 41). However, the risk of workers compensation injuries that adversely impacts Council's claims experience remains. Council continues to work collaboratively with StateCover to manage existing and emerging risks.

Financial year	Worker's compensation premium	Ku-ring-gai Council's average rate	WIC rate* / industry rate	StateCover average	OLG average
2022/23	\$964,886.94	2.02%	2.370%	3.37%	3.34%
2021/22	\$1,000,026.23	1.93%	2.370%	2.77%	2.91%
2020/21	\$962,332.33	1.93%	2.370%	2.78%	2.53%
2019/20	\$1,385,960.54	2.84%	2.594%	2.79%	2.62%
2018/19	\$686,476.38	1.69%	2.594%	2.47%	2.80%

Figure 41 - StateCover premium and performance rating comparison from 30 June 2019 to 30 June 2023

* Worker's Compensation Industry Classification



Twilight in the Park



CORPORATE GOVERNANCE

Council is committed to maintaining and enhancing a strong governance framework supported by independent advice, policy and review mechanisms. This commitment is reflected in Ku-ring-gai's Community Strategic Plan, integrated planning framework, policies, plans and strategies.

Key achievements and actions in 2022/23

- responded to government legislation affecting Council services and the community and effectively communicated required changes and information to councillors, staff and the Audit, Risk and Improvement Committee (ARIC)
- implemented Council's audit program for 2022/23, which included reviews of plant and fleet management, integrated planning and reporting, business continuity planning and payroll
- supported attendance at Council and Committee Meetings by audio-visual link or face to face in accordance with legislation, codes and guidelines issued by the Office of Local Government
- live-streamed and recorded council meetings, which are available on Council's website, and provided opportunities for community engagement at public forums
- reviewed and implemented a new Privacy Management Plan which explains Council's commitment to safeguarding the sensitive information that Council holds, complemented by a series of staff training sessions
- reviewed the Fraud & Corruption Control Policy and Fraud & Corruption Control Strategy
- responded to formal and informal information access requests and processed most access applications promptly and in line with the *Government Information (Public Access) Act 2009*
- continued to support ongoing professional development for Councillors including training provided by Local Government NSW
- continued the review of key Council policies to ensure they address current legislation and regulations and reflect best practice, and
- completed other required governance reporting and compliance requirements.

Audit, risk and improvement committee

Ku-ring-gai Council's Audit, Risk and Improvement Committee (ARIC) is an advisory committee of Council that has been in place since 2009. The ARIC operates in accordance with the Office of Local Government Internal Audit Guidelines and the ARIC Charter.

Under section 428A of the *Local Government Act 1993* a council must appoint an Audit, Risk and Improvement Committee which must keep under review the following aspects of council's operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the council, and
- any other matters prescribed by the regulations.

The main objective of the ARIC is to provide independent assurance and assistance to Ku-ring-gai Council on internal and external audits, risk management, an appropriate control framework, legislative compliance and external accountability.

The committee meets at least on a quarterly basis with voting members as follows:

- two independent external members:
 - Stephen Coates (Chairperson) - Re-appointed in 2021 for a further term of two years until March 2023.
 - Brian Hrnjak - Re-appointed in 2022 for a further term of two years until 2024. In March 2023, Brian was appointed as the Chairperson for a period of two years.
 - Michael Ellacott - Appointed in March 2023 for a two-year term.
- two councillors:
 - Councillor Sam Ngai (July 2022 – June 2023)
 - Councillor Barbara Ward (July 2022 – June 2023)

In addition to the voting members, other non-voting attendees include the Mayor, General Manager, Head of Internal Audit and other staff as requested by the General Manager. These staff include the Director Corporate, Manager Finance, Manager Governance & Corporate Strategy, Group Lead Major Projects, Manager People & Culture, Team Leader Risk Advisory, and Claims & Injury Management Advisor. Invitations are also extended to the External Auditor from the Audit Office NSW and their agent, Crowe Australasia. Five committee meetings were held during 2022/23.

An annual program of review is approved by senior management and the committee with regular reports on progress and final recommendations. The committee also provides advice to Council to ensure an adequate and effective system of internal control and to assist in the operation and implementation of the internal and external audit plans.

New guidelines

In December 2022, the Office of Local Government issued a circular advising that councils and joint organisations must comply with new guidelines for risk management and internal audit in NSW from 1 July 2024. All councils and joint organisations must ensure audit, risk and improvement committee chairs and members meet eligibility and independence requirements set out in the guidelines and have a risk management framework and internal audit function in place that complies with the guidelines.

At a minimum, Audit Risk and Improvement Committees must comprise of the following:

- an independent chair who meets the independence criteria and the eligibility criteria for committee chairs
- at least two independent members who meet the independence criteria and the Guidelines for Risk Management and Internal Audit for Local Government in NSW, and
- councils also have the option of appointing one non-voting councillor member.

During 2022/23, Council's ARIC continued working to align with the upcoming guidelines.

Internal audit

Ku-ring-gai Council's internal audit function is provided under a shared service arrangement with North Sydney, Lane Cove, Mosman, Strathfield and Hunters Hill Councils. During 2022/23 Ku-ring-gai Council continued to host the internal audit shared service.

An Internal Audit Status Report is presented to each ARIC meeting which provides a status on the internal audit function in terms of resources, planned and completed audits.

In July 2022, the resourcing model for the internal audit shared service moved to a co-sourced arrangement under the management of one internal staff member, the Head of Internal Audit. A tender was conducted and a panel of six experienced and qualified independent internal audit service providers were selected and appointed in December 2022 to undertake selected audits.

Internal audit plan 2022/23

An annual Internal Audit Plan is agreed with Ku-ring-gai Council senior management and the ARIC each year with progress reported to each ARIC meeting. The internal audit plan is shared with external auditors to avoid potential duplication of coverage.

A consolidated internal audit plan is also developed with the councils in the shared service to take advantage of efficiencies in operations arising from work completed at each of the six councils.

Overall benefits of a shared service include efficiencies from cost sharing, shared learnings and better practices gained from internal audits conducted at all six councils which are reported on regularly.

Ku-ring-gai Council's completed internal audits in 2022/23 included:

- plant and fleet management (Full scope)
- integrated planning and reporting framework (Limited scope)
- business continuity planning (Limited scope)
- payroll master file and transactions (Data analytics review), and
- assurance mapping update (Half yearly review).

In addition to these audits, past internal audit recommendations are validated each quarter.

The scope of individual internal audit coverage is approved as part of the annual audit program. This can include:

- full scope - complete coverage of a process/ processes or business unit
- limited scope - narrower scope limited to 2-3 business processes or concentrates on the highest risks, and
- health check - high level assurance activities focusing on one specific risk/process to provide a snapshot of risks and controls or validation of past audit recommendations made.

At its meeting in June 2023, the ARIC approved the following areas for inclusion in Council's 2023/24 internal audit plan:

- contract management
- customer service
- expense management
- fire safety and compliance
- property management, and
- tree management.

Implementing internal audit recommendations

The ARIC reviews all internal audit reports and presentations on audit findings. Management is invited to discuss identified improvement opportunities and timeframes for their implementation. Implementation of management actions arising from internal audit reports is a critical element of an effective internal control framework and is tracked and reported on at every meeting. Throughout 2022/23, the status of the completion and remaining management actions was reported to committee meetings.

Financial management and external audit

The ARIC receives an annual report from the external auditor (Audit Office of New South Wales) on the status of Council's financial statements.

Representatives from the Audit Office and Crowe Australasia (the Auditor's nominated agent) attended Committee meetings to discuss the engagement plan, prior to commencing work for the 2022/23 financial statements.

In September 2022, the Committee considered a report from the Audit Office and discussed the audited financial statements and audit coverage. The committee also received and endorsed actions on control matters identified during the annual financial audit.

Council's Finance Manager provided the ARIC with an overview of Council's financial performance and investment portfolio for the financial year 2022/23.

- actions in response to applications received under the *Privacy and Personal Information Protection Act 1998* (PPIP Act), *Government Information (Public Access) Act 2009* (GIPA Act) and *Health Records and Information Privacy Act 2002* (HRIP Act)
- compliance and reporting requirements including a summary of relevant circulars, legislative updates and matters arising, and a summary of actions taken in the reporting period in response to those that impact the local government sector
- outstanding actions schedule, and
- activities relating to complaints and compliments received by Council.

An organisation-wide review of Council policies is ongoing to ensure policies are up-to-date and consistent with current legislative and regulatory requirements. Senior management receives regular reports outlining policies that are due to be reviewed. Nineteen policies were reviewed during the year.

Compliance

Reports are provided by the organisation to the Committee each meeting to monitor compliance with legislation and regulations and assist in the review of Council's performance in relation to external accountability and legislative compliance obligations.

This includes the following regular agenda items:

- investment and financial status of Council
- risk management update
- reporting on internal audit recommendations/ implementation
- internal audit reporting in the period including reports regarding complaints and investigations
- matters relating to workers compensation, injury management, accident and insurance claim processes as well as lost time injury frequency, incidence and severity rates
- status reports on major projects to review their ongoing governance
- legislative updates from the Office of Local Government

Risk management

Risk management continued to be promoted by the organisation as an essential element of good corporate governance and used to support the achievement of strategic and operational objectives within Council. This includes integration with, or linkages to, key business and decision-making processes and service delivery across the organisation.

In 2020, Council's Risk Advisory function established the IDDDS (Identify-Diagnose-Design-Deliver-Sustain) service model to help track developmental milestones for key projects/activities under enterprise risk management, worker's compensation, public liability and work health and safety.

Enterprise risk management

Council is currently in the design phase of an overall Enterprise Risk Management (ERM) framework including an ERM Policy, ERM Strategy and Risk Appetite Statement.

An ERM Policy was approved by senior management and adopted by Council in June 2021. Since early 2022, a range of workshops with senior management and business unit managers were conducted to communicate and review changes to the ERM methodology. Following the workshops, managers carried out a review of the risks identified for their business unit which were combined into department risk registers. The approved department risk registers were then collated to form an organisational risk register, which was endorsed by senior management in October 2022.

Next steps include completing a final review of the ERM Strategy and Risk Appetite Statement. Once these have been approved the ERM Framework will be implemented across the organisation. A regular risk review process will be introduced during the implementation phase with key risk movements identified and reported to senior management and ARIC.

Business continuity

Business continuity training and exercises to build staff awareness and capability were delivered through an external consultant in March 2023. This involved a themed business continuity exercise for the organisation's crisis management team, depot incident management team and alternate staff. The purpose of the exercise was to determine and evaluate the response capability of key staff in relation to rapidly escalating disastrous events that may impact Council.

Results of the exercise indicated that overall, participants demonstrated very strong capability in the initial response and escalation requirement of a disastrous event directly affecting Council. Observations and recommendations from the exercise are under review for recommended improvements.





Photographer: Alex Mayes



STATUTORY REPORTING

STATUTORY REPORTING

Local Government Act 1993

Section 428(1) – Annual Report

Council must prepare an Annual Report within five months of the end of the financial year. The Annual Report is a report to the community and must outline Council's achievements in implementing its four-year Delivery Program and effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed during the year. The Annual Report must also contain Council's audited financial statements and notes and any information required by regulation or guidelines. The Annual Report is required to be posted on Council's website with e-mail notification sent to the Minister for Local Government by 30 November.

Section 428(2) – Report on implementing the Community Strategic Plan

A report on implementing the Ku-ring-gai Community Strategic Plan is not required for the 2022/23 reporting period. The next report, which supersedes the previously required End of Term Report and State of the Environment Report, is required for the 2023/24 reporting period.

Council's most recent End of Term Report 2017-2021 and State of the Environment Report 2017-2021 were included in the 2020/21 reporting period. These reports are available at www.krg.nsw.gov.au

Section 428(3) – Integrated Planning and Reporting Guidelines

Council's Annual Report 2022/23 has been prepared in accordance with the requirements of the NSW Office of Local Government's Integrated Planning and Reporting Guidelines for Local Government in NSW.

Section 428(4)(a) – Financial Statements

Council's audited Financial Statements for the 2022/23 financial year are provided in a separate document to this Annual Report.

Section 428(4)(b) – Integrated Planning and Reporting Guidelines and Regulations

Council's Annual Report for the 2022/23 financial year has been prepared in accordance with the guidelines and all relevant legislation and regulations.

Section 428(4)(c) – Statement of action taken by council in relation to any issue raised by the Anti-slavery Commissioner

Nil to report.

Section 428(4)(d) – Statement of steps taken to ensure goods and services procured by/for council were not the product of modern slavery

This Modern Slavery Statement is provided in accordance with Section 428 (4) of the *NSW Local Government Act 1993*. It outlines Council's commitment to combatting modern slavery, actions undertaken during 2022/23 and measures implemented to reduce the risk of procurement activities resulting in or contributing to human rights violations.

Council's procurement functions are centrally led by a team that provides probity and support for all major procurement activities in accordance with legislative and Council requirements. Staff recognise the importance of taking steps to ensure that goods and services procured by and for the organisation are not the product of modern slavery.

Council's supply chain includes suppliers contracted under State Government, NSW Prescribed Entities, Regional Organisation of Councils Contracts, Council tendered contracts and service providers engaged under Councils Standard Terms and Conditions.

Council is updating its Procurement Policy to include the adoption of an Ethical Sourcing Policy, as part of its 2023/24 implementation program, which will outline Council's commitment to preventing and addressing modern slavery in all its procurement activities.

The implementation of Council's Procurement Policy has resulted in the actions below being undertaken during 2022/23.

Activity/ description	Actions undertaken during 2022/23
Staff awareness and training	
Staff awareness of modern slavery and Council's policy and expectations	E-learning package developed and will be communicated to staff using updated quotation and tender documentation during 2023/24.
Staff training	Training program developed and will be provided to all staff during 2023/24.
Supplier engagement	
Awareness of Council's policy and expectations	Council's policy and expectations is communicated to new suppliers and will be rolled out to existing suppliers during 2023/24.
Supplier training	Supplier training under development.
Supplier self-assessment questionnaire (SAQ)	The questionnaire was developed and used in procurement processes.
High risk supplier engagement	Suppliers assessed as high risk invited to register via VendorPanel and confirm their compliance.
Risk assessment	
Inherent risk assessment at a category level	All high-risk categories have been identified.
Pre-purchase checklist to identify higher risk procurements	Pre-purchase checklist being drafted to be implemented as part of the Request for Quotations (RFQ) and Request For Tender (RFT) process for staff.
Supplier risk assessment – existing suppliers	Council's existing suppliers were risk assessed.
Supplier risk assessment – new and potential suppliers	Purchasing from Local Government Procurement Contracts and utilising modern slavery risk ratings.
Tendering and contracting	
Modern slavery tender criteria	Criteria developed and included in all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Procurement process/procedure includes the requirement to assess that the tendered price allows for at least the minimum level of wages and other entitlements required by law.	Pricing received is compared across suppliers to ensure low level offers for high-risk activities are considered as part of the supplier evaluation process.
Modern slavery contract clauses	Developed and included in all contracts.
Supplier Code of Conduct	Developed and currently in use for suppliers.

Activity/ description	Actions undertaken during 2022/23
<i>Reporting and grievance mechanisms</i>	
Confidential reporting mechanism/ process for staff, contractors, community to report concerns related to modern slavery.	Confidential reporting mechanism/processes are currently in place.
<i>Response and remedy framework</i>	
Response and remedy framework involving actions, such as facilitation of access to health, legal or psychosocial services, financial compensation and prevention of future harm.	The response and remedy framework was developed during 2022/23.
<i>Monitoring and review</i>	
Monitoring and review of the effectiveness of modern slavery related processes.	Data collected will be reviewed and actioned accordingly during 2023/24.

Local Government Procurement (LGP) identified the following high-risk categories in Australia for areas which have a high potential of modern slavery as part of the supply chain process. Based on this, Council has developed the following measures and undertaken the following actions during 2022/23.

Category/due diligence measure	Actions undertaken during 2022/23
<i>Category 1: Information and communications technology (ICT) – hardware</i>	
Supplier engagement	Council utilises Local Government Procurement contracted suppliers that have already been assessed.
Modern slavery risk assessment of suppliers	A self-assessment questionnaire using LGP Contracts modern slavery risk ratings/risk assessment conducted of existing suppliers.
Modern slavery tender criteria	Developed and included in all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Modern slavery contract clauses	Developed and included in all current contracts.
Supplier Code of Conduct	Developed and currently in use for suppliers. Council provides this with all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Contract KPIs in relation to modern slavery in place	When using Local Government Procurement ICT contract panel this is included in the Standing Offer Deed between approved contractor and LGP.
KPI measurement	Too early to perform. Council will need to review results from current contracts in place before this can be assessed.

Category/due diligence measure	Actions undertaken during 2022/23
<i>Category 2: Renewable energy (solar panels)</i>	
Supplier engagement	Council utilises Procurement Australia contracted suppliers that have already been assessed.
Modern slavery risk assessment of suppliers	A self-assessment questionnaire using LGP Contracts modern slavery risk ratings/risk assessment conducted of existing suppliers.
Modern slavery tender criteria	Developed and included in all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Modern slavery contract clauses	Developed and included in all current contracts.
Supplier Code of Conduct	Developed and currently in use for suppliers. Council provides this with all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Contract KPIs in relation to modern slavery in place	When using the prescribed contract panel this is included in the Standing Offer Deed between approved contractor and Prescribed entity.
KPI measurement	Too early to perform. Council will need to review results from current contracts in place before this can be assessed.
Category/due diligence measure	Actions undertaken during 2022/23
<i>Category 3: Cleaning services</i>	
Supplier engagement	Council utilises New South Wales Government contracted suppliers that have already been assessed.
Modern slavery risk assessment of suppliers	A self-assessment questionnaire using LGP Contracts modern slavery risk ratings/risk assessment conducted of existing suppliers.
Modern slavery tender criteria	Developed and included in all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Modern slavery contract clauses	Developed and included in all current contracts.
Supplier Code of Conduct	Developed and currently in use for suppliers. Council provides this with all Request for Quotations (RFQ), Request For Tender (RFT) and Expression Of Interest (EOI).
Contract KPIs in relation to modern slavery in place	When using prescribed contract panel this is included in the Standing Offer Deed between approved contractor and Prescribed entity.
KPI measurement	Too early to perform. Council will need to review results from current contracts in place before this can be assessed.

Section 428(5) – Lodgement of Council’s Annual Report 2022/23

The Annual Report 2022/23 is required to be posted on Council’s website with notification e-mailed (web link) to the Minister for Local Government, via the Office of Local Government, by 30 November 2023.

Section 54P(1) – Environmental Upgrade Agreements

Ku-ring-gai Council did not enter into any environmental upgrade agreements during 2022/23.

Special Rate Variation Guidelines 7.1 – Activities funded by Special Rate Variation of General Income

Council has two Special Rate Variations – the Environmental Levy and Infrastructure Levy. These funded a range of projects, programs and activities during 2022/23.

Environmental Levy

Council’s Environmental Levy had a total proposed budget for 2022/23 of \$3,289,000.

During the financial year, the actual expenditure totalled \$2,974,635 with all funding spent on programs, projects and activities as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART) for the Special Rate Variation.

Figure 42 provides a summary of expenditure by theme during 2022/23, as compared to the original 2022/23 budget total.

Theme	2022/23 original budget*	2022/23 actuals**
Biodiversity and bushfire management	\$572,000	\$508,273
Community engagement and environmental education	\$629,000	\$665,677
Energy management	\$686,000	\$509,795
Project management and administration	\$838,000	\$925,862
Sustainable transport and recreation in natural areas	\$208,000	\$165,841
Water and catchment management	\$356,000	\$199,187
TOTAL	\$3,289,000	\$2,974,635

Figure 42 Summary of Environmental Levy expenditure by theme in 2022/23

* The 2022/23 original budget does not include funds saved from the previous year or funds added to the Environmental Levy Reserve.

** Where actual expenditure is greater than the proposed budget, this is due to savings retained from 2021/22, or reduced spending in other themes over the 2022/23 year.



FURTHER INFORMATION

on activities completed during 2022/23 see **Natural Environment** and Council’s **Financial Statements** (separate document).

Infrastructure Levy

Council's Infrastructure Levy had a total proposed expenditure for capital projects of \$3,163,700 for 2022/23 as outlined in Council's adopted Delivery Program 2022-2026 and Operational Plan 2022-2023.

During the financial year, the actual expenditure totalled \$3,163,700 with all funding for the Special Rate Variation spent on road renewal projects as per the requirements set out by the Independent Regulatory and Pricing Tribunal (IPART).

There were minor changes made to the 2022/23 program compared to the original program due to unforeseen circumstances leading to some deferment of proposed works and competing priorities. Figure 43 lists the capital projects funded from the special rate variation during 2022/23.

Suburb	Location	Project description	Funding expended (\$)
East Lindfield	Tryon Road	Lindfield Soldiers Memorial Park Oval - No 2	49,989
Gordon	Henry Pass	Henry Street to Werona Avenue	26,500
Gordon	Henry Street	St Johns Avenue to Ravenswood Avenue	121,914
Gordon	Ravenswood Avenue	Pacific Highway to Henry Street	299,598
North Turramurra	Bobbin Head Road	Samuel King sportsfield upgrade	39,965
North Wahroonga	Derwent Avenue	Daly Avenue to Tamar Place	64,655
Pymble	Kathy Close	Bobbin Head Road to cul-de-sac	41,751
Pymble	Livingstone Avenue	Pacific Highway to Penrhyn Avenue	721,899
Roseville	Abingdon Road	Shirley Road to Longford Street	371,406
Roseville Chase	Warrane Road	Duntroon Avenue to Allan Street	71,518
South Turramurra	Bowen Avenue	Cul-de-sac to Benning Avenue	132,900
St Ives	Blair Place	Lowry Crescent to cul-de-sac	21,047
St Ives	Dainton Avenue	Killeaton Street to Flinders Avenue	46,000
St Ives	Flinders Avenue	Lucia Avenue to Briar Street	171,700
St Ives	Koala Close	Lowry Crescent to cul-de-sac	16,159
St Ives	Lowry Crescent	Anthony Close to No 24	108,000
St Ives	Sherwood Place	Sussex Road to cul-de-sac	17,394

Suburb	Location	Project description	Funding expended (\$)
St Ives	Catherine Street	Carmen Street to end	612,857
St Ives	Memorial Avenue	Cranford Avenue to Mudies Road	71,280
St Ives Chase	Fairview Avenue	Greenhill Crescent to cul-de-sac	23,609
St Ives Chase	Greenhill Crescent	Windsor Place to Dalton Road	133,513
TOTAL			\$3,163,700

Figure 43 Capital projects funded from the special rate variation during 2022/23



FURTHER INFORMATION

on activities completed during 2022/23 see **Performance – delivering the vision** and **Financial Statements** (separate document).



Local Government (General) Regulation 2021

cl 132 - Amount of rates and charges written off during the year

The amount of rates written off during 2022/23 totalled \$4,133.49 which was mostly due to small balances write off, change of ownership, or immaterial misallocation of interest charged to an incorrect service address.

There were no major charges written off (greater than \$10,000) during the financial year.

cl 186 - Information regarding induction training and ongoing professional development during the year

The *Local Government Act 1993* places a responsibility on each mayor and councillor to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles. To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and ongoing professional development programs that will help mayors and councillors to acquire and maintain the skills necessary to perform their roles.

Ongoing professional development for mayors and councillors is essential to an effective and high performing council. Under Council's current Councillor Expenses and Facilities Policy (commencing on 21 December 2022), the limit is \$11,500 in the first year of term and \$9,500 per year of term thereafter. Includes registration fees, travel, accommodation, meals, refreshments and incidental expenses. Induction and internally arranged training and workshops for all Councillors are additional and subject to budget.

Councillor professional development delivered during the reporting period includes:

- 27 September 2022: Chairing Effective Meetings. This session was delivered by Rhindfel Consulting with seven Councillors attending. Costs attributed to this are reported in **(iv) Other training of mayor and councillors and provision of skill development for mayor and councillors.**

Councillor workshop – February 2023

Council staff co-ordinated and delivered a workshop for Councillors with the below items discussed:

- Strategic review: Council's Delivery Program
- Delivering on the recommendations of the Financial Sustainability Review, including asset recycling, increasing rates, review of fees and charges and service delivery reviews.
- Draft Budget 2023/24
- Operational priorities and challenges
- Capital works
- Council policies (social media/ Councillor-staff interaction and requests for information), and
- Councillor requested agenda items.

See **Details of mayoral and councillor fees, expenses and facilities** for further information regarding training, conference and briefings for councillors during 2022/23. The information and costs outlined in the following section is applicable to all Councillors during 2022/23 and is in line with Council's Financial Statements.

cl 217 (1)(a) - Details (including the purpose) of overseas visits by councillors and council staff or other persons representing Council (including visits sponsored by other organisations)

This must include the purpose of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations).

Nil to report.

cl 217 (1)(a1) - Details of mayoral and councillor fees, expenses and facilities

This must include the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

- (i) Provision of dedicated office equipment allocated to councillors – \$4,817.19.

This includes dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs).

- (ii) Communication costs (including telephone calls) – \$7,404.31.

This includes telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes.

- (iii) Attendance of councillors at conferences and seminars – \$38,413.18 (including accommodation, conference registration, transport and meals).

Figure 44 on the following pages provides a summary of conferences participated in by councillors during 2022/23.

Councillor	Conference/seminar	Costs (\$)
Cr Kay	Local Government NSW annual conference	2,102.31
	Australian Local Government Association – National General Assembly	3,293.77
	Australian Local Government Women’s Association NSW conference	2,009.24
	Destination and Visitor Economy Conference	1,375.28
Cr Lennon	Local Government NSW annual conference	1,824.21
	National Local Roads and Transport conference	1,919.74
	Australian Local Government Association – National General Assembly	3,382.75
	Destination and Visitor Economy Conference	954.55
Cr Pettett	Local Government NSW annual conference	1,823.51
	National Local Roads and Transport conference	2,213.31
	Australian Local Government Association – National General Assembly	2,245.00
	Destination and Visitor Economy Conference	1,866.55
Cr A Taylor	Local Government NSW annual conference	1,809.15
	Australian Local Government Association – National General Assembly	1,700.44
Cr G Taylor	Local Government NSW annual conference	1,617.01
	Australian Local Government Association – National General Assembly	1,840.98
	Nature Conservation Council of NSW Bushfire conference	622.72
Cr Ward	Local Government NSW annual conference	204.54
	Australian Local Government Association – National General Assembly	1,891.66
	Destination and Visitor Economy Conference	954.55

Councillor	Conference/seminar	Costs (\$)
Cr Wheatley	Australian Local Government Association – National General Assembly (<i>Costs associated with June 2022 attendance</i>)	489.60
	Australian Local Government Association – National General Assembly	2,272.31
Total		\$38,413.18

Figure 44 Summary of conferences participated in by councillors during 2022/23

- (iiia) The provision of induction training for councillors, supplementary induction training for mayors and professional development programs for mayors and other councillors

In addition to the professional development listed in Figure 44, councillors also receive regular briefings from staff, external consultants and experts as well as participate in workshops on a range of complex matters that require their input or decisions. These include long and medium term strategic and resource planning, progress of major projects, policy preparation and the impacts of major legislative change. These briefings and presentations can cover technical, legislative and financial issues and are an important part of councillor professional development at Ku-ring-gai Council.

The following table outlines briefings, presentations and site inspections provided to councillors during 2022/23.

July 2022	August 2022
<p>Tour/ site inspection: Operations Department at Council Depot</p> <p>Electric vehicle - test drive day at Honda HART Australia (451 Mona Vale Road, St Ives New South Wales 2075)</p>	<p>Briefing: Additional measures to reduce illegal tree removal in Ku-ring-gai</p> <p>Briefing: 2021 ABS Census Ku-ring-gai Council demographic presentation</p> <p>Briefing: Draft Pymble Public Domain Plan, Recreation Needs Study, Draft Urban Forest Strategy</p>
September 2022	October 2022
<p>Briefing: Dementia Action Plans and Dementia Alliances</p>	<p>Briefing: Domestic Waste Comparative Review</p> <p>Briefing: Turramurra Community Hub</p> <p>Briefing: Middle Harbour Southern Catchments Flood Study - Final Report</p> <p>Site inspection: The Glade, Wahroonga - Landscape masterplan</p> <p>Site inspection: Former Roseville Bowling Club site</p> <p>Indigenous Workshop and Information Session presented by Susan Moylan-Coombs and Professor Dennis Foley</p>
November 2022	December 2022
<p>Ku-ring-gai Women's Forum</p> <p>Site inspection: 130 Killeaton Street, St Ives</p> <p>Site inspections: Middle Harbour Southern Catchments Flood Study</p> <p>Site inspection: Queen Elizabeth Reserve, Lindfield (draft landscape masterplan)</p> <p>Site inspection: 10 Park Crescent, Pymble</p> <p>Briefing: Lindfield Village Hub</p>	<p>Briefing: Financial Sustainability Review</p> <p>Briefing: Gender Diversity</p>

February 2023	March 2023
<p>Site inspection: 8A, 14, 16 Buckingham Road, Killara (and Roseville Public Domain Plan)</p> <p>Site inspection: St Ives and Pymble Public Domain Plans</p> <p>Strategic planning workshop</p> <p>Site inspection: Ku-ring-gai High School</p>	<p>Briefing: Draft 2023/24 Budget and outcomes from Councillor workshop</p>
April 2023	May 2023
<p>Site inspections: Pymble and St Ives (Reclassification Planning Proposal)</p>	<p>Briefing: Hornsby Ku-ring-gai Bush Fire Risk Management Plan</p> <p>Briefing: Draft Recreation Needs Study</p> <p>Briefing: Gender Equality Strategy, Asset Sales and Service Reviews</p> <p>Briefing: NSROC Food Organics Research Project</p>
June 2023	
<p>Briefing: Gordon Centre and Ku-ring-gai Development Control Plan Housekeeping Review</p> <p>Tour of Tulkiyan House</p>	

- (iv) Other training of mayor and councillors and provision of skill development for mayor and councillors – \$7,710*. See Figure 45.

Councillor	Training	Costs (\$)
Cr Ngai	UNSW course - Law and Policy for Sustainable Development	4,890.00
Cr Pettett	Social Media for Councillors training	400.00
Cr A Taylor	Local Government NSW – Planning for Councillors	420.00
All councillors	Chairing Effective Meetings	2,000.00
TOTAL		\$7,710*

Figure 45 Other training of mayor and councillors and provision of skill development in 2022/23

* Balance of costs as reported in Financial Statements includes a credit of \$461.64 for costs attributed to the Councillor Workshop in February 2023.

- (v) Interstate visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vi) Overseas visits undertaken by councillors while representing the council, including cost of transport, accommodation and other out of pocket travelling expenses – Nil to report.
- (vii) Expenses of any spouse, partner or other person who accompanied a councillor in the performance of civic duties – \$238.77 spouse expenses.

This includes expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Secretary from time to time.

- (viii) Expenses involved in the provision of care for a child or an immediate family member of a councillor, to allow the councillor to undertake his or her civic functions – Nil to report.

Council has a Councillors' Expenses and Facilities Policy that governs the expenses paid and facilities provided to the Mayor and councillors in the discharge of their civic duties. The Policy is available at www.krg.nsw.gov.au

The total amount of money spent on mayoral and councillor fees was \$375,369.00.

The total amount of money spent on Councillor attendance at civic functions and events was \$9,655.12.

The above figures are GST exclusive and consistent with Council's audited 2022/23 **Financial Statements**.

cl 217(1)(a2)(i) and (ii) - Contracts awarded by Council in 2022/23

This includes contracts exceeding \$150,000 not including employment contracts. It must include the name of the contractor, the nature of the goods or services supplied by the contractor and the total amount payable to the contractor under the contract.

Figure 46 includes tendered contracts exceeding \$150,000 using prescribed entities (Local Government Procurement, Procurement Australia), State Government contracts or those contracts arising from any other procurement process.

Payee name	Description	Contract description	Contract amount (\$)
GroupGSA Pty Ltd	Design, engineering and consulting services	Lindfield Avenue Streetscape Improvement Project	318,615
NSW Electoral Commission	Administration – local government elections	2024 Ordinary Elections	909,072
Metz Project Services Pty Ltd	50m pool refurbishment	Ku-ring-gai Fitness and Aquatic Centre, West Pymble	280,000
KK Consultants Pty Ltd	Civil works	Catherine Street, St Ives	498,755
Growth Civil Landscapes Pty Ltd	Play space upgrade	Philip Mall, West Pymble	294,967
Wilshire Webb Staunton Beattie Matthews Folbigg Pty Ltd Shaw Reynolds Lawyers Pty Ltd HWL Ebsworth Lawyers Marsden Law Group Sparke Helmore Lawyers Pty Ltd Maddocks Moray & Agnew Redenbach Legal Hones Lawyers Pty Ltd	Legal services panel	Provision of legal services	*Schedule of Rates

Figure 46 Tendered contracts awarded by Council in 2022/23

Payee name	Description	Contract description	Contract amount (\$)
Centium Pty Ltd Prosperity Advisers (Sydney) Pty Ltd InConsult Pty. Ltd. Australia Services Trust RSM O'Connor Marsden & Associates Grant Thornton	Audit services panel	Provision of internal audit services	*Schedule of Rates
Yunz Contracting Pty Ltd	Pavilion and gateway structure restoration	Gordon tennis	441,759
GJs Landscapes Pty Ltd	Play space upgrade	Narrang Reserve, Gordon	411,532.25
Asplundh Tree Expert Australia P/L ta Summit Open Space Services	Grass mowing services contract 2022-2027	Northern sector - Local Government Area	*Schedule of Rates
Envirolands Landscape Contractors T/a Hideaway Landscapes Pty Ltd	Grass mowing services contract 2022-2027	Southern sector - Local Government Area	*Schedule of Rates
Plateau Tree Services	Tree maintenance service contract 2022-2027	Local Government Area	*Schedule of Rates
Tree Serve Pty Ltd	Tree maintenance service contract 2022-2027	Local Government Area	*Schedule of Rates
Specialised Pavement Services Pty Ltd	Street sweeping	Local Government Area	*Schedule of Rates
Wao Pty Ltd	Lease and fitout	261 Mona Vale Road, St Ives	**Lease
JDH Architects	Design consultancy agreement	St Ives indoor sports complex	782,978
Treetops Adventures Holdings Pty Ltd	Licence agreement - occupation of land for adventure course	St Ives Showground precinct	150,000 payable to Council

Figure 46 Tendered contracts awarded by Council in 2022/23 continued

* Schedule of rates applies to tenders where a panel of service providers is established and the rates are used when obtaining quotations for work to be done.

** Retail licence agreement - lease to use Council property for retail purposes.

Figure 47 includes all other spending exceeding \$150,000.

Payee name	Description	Contract description	Contract amount (\$)
A N J Paving Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Burns Road, Turramurra	161,181
	RFT20-2021 - Operations - (excavation and heavy patching)	Rosedale/Kulgoa/Cameron/ Larnock, Pymble	422,816
	RFT20-2021 - Operations - (excavation and heavy patching)	Wentworth Avenue, East Killara	348,367
	RFT20-2021 - Operations - (excavation and heavy patching)	Koola Avenue, East Killara	222,285
	RFT20-2021 - Operations - (excavation and heavy patching)	Eucalyptus Street/ Horace Street, St Ives	246,635
	RFT20-2021 - Operations - (excavation and heavy patching)	Turramurra Avenue, Turramurra	198,669
	RFT20-2021 - Operations - (excavation and heavy patching)	Archbold Road, Roseville	224,888
C W Concrete Pty Ltd	RFT18-2018 - minor works panel	Memorial Avenue, St Ives	160,764
	RFT18-2018 - minor works panel	Wentworth Avenue, East Killara	156,163
	RFT18-2018 - minor works panel	Clermiston Avenue, Roseville	177,364
Cleanaway Pty Ltd	RFT14-2019 - processing and marketing	Local Government Area - green waste	3,410,073
Convil Group Pty Ltd	RFT3-2022 - Neighbourhood centre upgrade	Fox Valley Road, Wahroonga	502,150
Downer EDI Works Pty Ltd	RFT20-2021 - Operations - (Excavation and heavy patching)	Doncaster Avenue, West Pymble	563,007

Figure 47 All other spend exceeding \$150,000 in 2022/23

Payee name	Description	Contract description	Contract amount (\$)
Fulton Hogan Industries Pty Ltd	RFT20-2021 - Operations - (excavation and heavy patching)	Ku-ring-gai Avenue, Turramurra	288,872
	RFT20-2021 - Operations - (excavation and heavy patching)	Yeramba Street, Turramurra	182,574
	RFT20-2021 - Operations - (excavation and heavy patching)	Fairlight Avenue/Rosetta Avenue, East Killara	223,586
	RFT20-2021 - Operations - (excavation and heavy patching)	Blair/Koala/Lowry/ Sherwood/Anthony/ Camelot/Sussex, St Ives	196,000
	RFT20-2021 - Operations - (excavation and heavy patching)	Springdale Road, Killara	330,000
	RFT20-2021 - Operations - (excavation and heavy patching)	Mount Pleasant Avenue Wahroonga	178,164
	RFT20-2021 - Operations - (excavation and heavy patching)	Greenhill/Nioka/Fairview, St Ives Chase	189,943
	RFT20-2021 - Operations - (excavation and heavy patching)	Ravenswood/ Henry Street, Gordon	294,602
	RFT20-2021 - Operations - (excavation and heavy patching)	Livingstone Avenue, West Pymble	711,905
	RFT20-2021 - Operations - (excavation and heavy patching)	Memorial Avenue, St Ives	217,729
	RFT20-2021 - Operations - (excavation and heavy patching)	Woodbury Road, St Ives	461,008
	RFT20-2021 - Operations - (excavation and heavy patching)	Briar/Dainton/Shannon/ Flinders, St Ives	488,027
	RFT20-2021 - Operations - (excavation and heavy patching)	Abingdon Road, Roseville	355,783
GJ'S Landscapes Pty Ltd	RFT16-2021 - play space upgrade	Orange Green, North Turramurra	286,469
GO Gardening Pty Ltd	RFT6-2022 - play space upgrade	Dukes Green, East Lindfield	508,154
Growth Civil Landscapes Pty Ltd	Recreation precinct - August variation claim per Bill of Quantity (BOQ)	St Ives Village Green, St Ives	1,376,000
	Playground	Robert Pymble Park, Pymble	1,707,706

Figure 47 All other spend exceeding \$150,000 in 2022/23 continued

Payee name	Description	Contract description	Contract amount (\$)
KK Consultants Pty Ltd	Footpath, 5 bus stop upgrades, compliance and landscaping	Clissold Road, Wahroonga	177,199
	RFT18-2018 - minor works panel - footpath	Barwon Avenue, South Turrumurra	215,209
Landmark Engineering & Design Pty Ltd	Streetscape upgrade, amenities	Wade Lane, Gordon	178,790
Makki Constructions Pty Ltd	RFT7-2019 - building service panel - amenities upgrade	Samuel King Oval, North Turrumurra	154,168
Minter Ellison Lawyers	Legal fees	Lindfield Village Hub, Lindfield	231,000
Northern Fencing Specialists Pty Ltd	RFT18-2018 - minor works panel - picket fence, safety screens	Roseville Park Oval, Roseville	240,011
Optimal Civil Pty Ltd	Minor works construction	Flinders Avenue and Shannon Street, St Ives	261,494
Quality Management & Constructions Pty Ltd	RFT15-2021 streetscape upgrade	St Johns Avenue, Gordon	5,634,548
Rees Electrical Pty Ltd	RFT18-2018 - minor works panel	Warrimoo sportsfield, St Ives	162,272
State Civil Pty Ltd	RFT7-2019 - building service panel	Karuah Road, Turrumurra	178,579
	RFT7-2019 - building service panel	Ravenswood Avenue, Gordon	151,691
Stateline Asphalt	RFT7-2019 - building service panel	Kendall Street, West Pymble	180,576
Turf One Pty Ltd	RFT9-2021 synthetic sportsfield	Norman Griffiths, West Pymble	3,417,301
Veolia Environmental Services	RFT6-2020 - waste collection tender	Local Government Area - waste collection	11,836,100
Yunz Contracting Pty Ltd	RFT18-2018 - minor works panel	Pentecost Avenue, Pymble	177,547
	RFT18-2018 - minor works panel	Burns and Ellalong Roads, Turrumurra	692,492
	RFT18-2018 - minor works panel	Council Chambers fitout	262,663
	RFT18-2018 - minor works panel	Bannockburn Road, Pymble	204,746
Zen Energy Retail Pty Ltd	Energy provider	Local Government Area - Council properties	770,000

Figure 47 All other spend exceeding \$150,000 in 2022/23 continued

Payee name	Description	Contract description	Contract amount (\$)
Adtrans Hino Pty Ltd	Hino FE 1426 auto	Vehicle purchase	184,469
	Hino 300S 921	Vehicle purchase	156,276
	Hino 300S 921	Vehicle purchase	155,886
All Grass Sports Surfaces Pty Ltd	Tennis court resurfacing	Allan Small, East Killara Killara Park, Killara	179,300
Ausroad Plant Services Pty Ltd	Ausroad horizontal discharge (HD) unit	Plant vehicle equipment - road maintenance	436,313
Corporation Sole EPA Act	s.7.42 <i>Environmental Planning & Assessment Act 1979</i> fees	Council contribution 2022/23	463,438
Datacom Systems (Au) Pty Ltd	Microsoft enterprise agreement	Council software renewal	282,848
Department of Customer Service	Traffic and parking expenses	Annual renewal	200,000
DFSI Valuation Services	Valuer General NSW	Land valuation fees	218,103
Granicus Australia Pty Ltd	OpenCities software	Licence renewal	364,019
Northern Sydney Councils Waste Services	NSCWSA - regional disposal contract	Local Government Area - waste disposal	9,400,000
NSW Department of Education and Communities	Indoor sports facility	St Ives	2,930,510
NSW Local Government Jardines Liability	Public liability/ professional indemnity	Insurance renewal	1,002,001
	Council property	Insurance renewal	439,844
	Motor vehicles	Insurance renewal	471,032
RDO Equipment Pty Ltd	Vermeer BC1200XL chipper	Plant equipment	152,562
Statecover Mutual Limited	Insurance	Annual renewal	964,886
Statewide Civil Pty Ltd	Car park – Stage 5 upgrade	Koola Park, East Killara	660,649
TechnologyOne Limited	TechnologyOne software	Annual renewal	1,114,402

Figure 47 All other spend exceeding \$150,000 in 2022/23 continued

Payee name	Description	Contract description	Contract amount (\$)
Telstra	Telephony and internet services	Annual renewal 2022/23	261,000
Telstra	Telephony and internet Services	Annual renewal 2023/24	263,500
The Trustee for Blue Op Partner Trust	Australian Energy Regular (AER) determined rates	Local Government Area - street lighting 2022/23 maintenance and capital	1,320,000
	Australian Energy Regular (AER) determined rates	Local Government Area - street lighting - residuals - main street lighting	266,992
The Trustee for John Family Trust	Excavation services	Bent Street, Lindfield	164,853
	Excavation services	Hamilton Park, Turramurra	220,642
	Excavation services	Stanley Street, St Ives	171,088
TPG Network Pty Ltd	Internet services	Annual renewal 2022/23	192,826
TPG Network Pty Ltd	Internet services	Annual renewal 2023/24	192,826

Figure 47 All other spend exceeding \$150,000 in 2022/23 continued





cl 217(1)(a3) - Amounts incurred by Council in relation to legal proceedings

This includes a summary of the amounts incurred by the council during the year in relation to legal proceedings taken by or against the council (including amounts, costs and expenses paid or received by way of out of court settlements, other than those the terms of which are not to be disclosed) and a summary of the state of progress of each legal proceeding and (if it has been finalised) the result.

Land and Environment Court (Classes 1, 2, 4):

The total cost incurred in the 2022/23 financial year for class 1 planning appeals was \$1,261,734 (see Figure 48). The amounts received for costs recovered totalled \$116,000. Further costs of \$30,664 were incurred for proceedings in class 2 and 4 appeals of the Land and Environment Court (see Figures 49 and 50).

Nature of proceedings – Land and Environment Court Class 1

Proceedings	Result	Costs (\$)
Council ats PJM Group Pty Ltd	Upheld (amended proposal)	1,168
Council ats Castle Constructions Pty Ltd	Upheld (amended proposal)	1,026
Council ats Ma	Resolved by agreement	2,625
Council ats Bridgewell and DSL Developments Pty Ltd	Resolved by agreement	220
Council ats CKDI Pty Ltd	Dismissed	51,597
Council ats Beechworth Management Pty Ltd	Resolved by agreement	43,268
Council ats Capital Corporation Wahroonga Pty Ltd	Upheld (amended proposal)	27,714
Council ats WZSydney Pty Ltd	Dismissed	68,937
Council ats Turrumurra Avenue Development Pty Ltd	Resolved by agreement	3,431
Council ats Garbourg	Dismissed	8,064
Council ats Bellevue Projects Pty Ltd	Discontinued	36,046
Council ats Jere Investments Pty Ltd	Resolved by agreement	50,531
Council ats SRGD No 2 Pty Ltd	Resolved by agreement	69,820
Council ats Attard	Upheld (amended proposal)	21,477
Council ats Mackenzie Architects International Pty Ltd	Upheld (amended proposal)	61,317
Council ats Turrumurra Avenue Development Pty Ltd	Resolved by agreement	6,802
Council ats Bannigan	Resolved by agreement	270
Council ats TECP Consulting Pty Ltd	Upheld (amended proposal)	67,949
Council ats Eastern High Pty Ltd	Not concluded	126,871

Figure 48 Nature of proceedings – Land and Environment Court Class 1 in 2022/23

Proceedings	Result	Costs (\$)
Council ats Beaconsfield Pde Pty Ltd	Resolved by agreement	2,369
Council ats Woodside Lindfield Pty Ltd	Not concluded	7,065
Council ats Burns Rd Pty Ltd	Not concluded	67,244
Council ats Archian Pty Ltd	Not concluded	48,845
Council ats Zhou	Discontinued	50,119
Council ats Sandy Outlook Pty Ltd	Not concluded	47,840
Council ats Quessy & Hopkins	Not concluded	4,208
Council ats Li	Upheld (amended proposal)	35,250
Council ats Vigor Master Pty Ltd	Not concluded	6,231
Council ats Bennett & King	Dismissed	87,112
Council ats Metro St Ives Pty Ltd	Not concluded	16,646
Council ats Zou	Not concluded	22,632
Council ats WINIM Development Pty Ltd	Not concluded	29,976
Council ats Patel	Not concluded	66,543
Council ats White Stone International Pty Ltd ATF White Stone Trust	Discontinued	8,952
Council ats Proxima Venturo Pty Ltd ATF Proximo Venturo Fund	Not concluded	8,290
Council ats Song	Not concluded	2,880
Council ats Stuart	Not concluded	3,315
Council ats Szostakewicz	Discontinued	20,647
Council ats Hua	Not concluded	2,725
Council ats Telegraph St Ives Development Pty Ltd	Not concluded	17,700
Council ats McIntyre Development Pty Ltd	Not concluded	2,498
Council ats Lim	Not concluded	3,552
Council ats SRGD No 2 Pty Ltd (No. 2)	Not concluded	3,039

Figure 48 Nature of proceedings – Land and Environment Court Class 1 in 2022/23 continued

Proceedings	Result	Costs (\$)
Council ats De Sousa Property Holdings Pty Ltd	Not concluded	1,776
Council ats Garbourg (No. 2)	Not concluded	1,714
Council ats Cowan Estate Pty Ltd	Resolved by agreement	10,532
Council ats Min & Min	Not concluded	11,032
Council ats Taylor	Not concluded	4,798
Council ats PJM Group Pty Ltd (No. 2)	Not concluded	16,136
Council ats Nesseim	Not concluded	360
Council ats Burgess & Wu	Not concluded	577
TOTAL		\$1,261,734

Figure 48 Nature of proceedings – Land and Environment Court Class 1 in 2022/23 continued

Nature of proceedings – Land and Environment Court Class 2

Proceedings	Result	Costs (\$)
Council ats So & Keung	Discontinued	4,310
Council ats Sellars	Not concluded	836
Council ats Jaques	Not concluded	0
TOTAL		\$5,146

Figure 49 Nature of proceedings – Land and Environment Court Class 2 in 2022/23

Nature of proceedings – Land and Environment Court Class 4

Proceedings	Result	Costs (\$)
Council ats Natural Grass at Norman Griffiths Inc	Not concluded	21,208.00
TOTAL		\$21,208.00

Figure 50 Nature of proceedings – Land and Environment Court Class 4 in 2022/23

cl 217(1)(a4) - Works on private land

Council is required to provide a summary of resolutions made under Section 67, 67(2)(b) of the Act concerning work carried out on private land, including details or a summary of such work, if the cost of the work has been fully or partly subsidised by the council, together with a statement of the total amount by which the council has subsidised any such work during that year.

On 17 March 2020, following a Notice of Motion from Councillor Cheryl Sztatow, Council resolved:

That Council approve staff to provide voluntary assistance with maintenance at Eryldene Historical House to the annual value of a maximum \$5,000.

This voluntary assistance would be for Council staff and Council plant hire cost only and would exclude the cost of any materials required for the task.

During the reporting period and in line with the above resolution, eight Council staff assisted with cleaning works at Eryldene Historical House (value of \$2,400) for a day.

During 2022/23 artwork was installed on the pavement in the laneway beside 23 Rohini Street, Turramurra, and a small mural added to the external wall of the Replay Café at 2A William Street, Turramurra. The installation value of the artworks was \$90,000 which was wholly funded through a grant Council received from NSW Government through the Streets as Shared Spaces Round II Program. The artworks were completed in November 2022 and permission was granted from both owners for the works.

cl 217(1)(a5) - Contributions/grants to organisations and individuals

Each year, Council provides financial assistance to community and cultural groups in Ku-ring-gai in accordance with Section 356 of the Act. The grants enhance the capacity of community groups to provide much needed support services to the community, foster celebrations, promote the development of artistic pursuits in Ku-ring-gai, increase resident participation in community activities and deliver small community based environmental projects at a neighbourhood level.

During 2022/23, Council resolved to allocate funding listed in the following tables. Funding may not have been expended during the financial year or may have been rolled over to 2022/23 from previous years due to various service delivery or project impacts.

Community project grants

Every year Council provides financial assistance to community and cultural groups in Ku-ring-gai with projects funded under the Community Grants Program covering a diverse range of target groups including, children, young people, older people, people with disabilities and people from culturally and linguistically diverse backgrounds.

The Ku-ring-gai Community Grants Program 2022 awarded funding to community and cultural groups to provide services to the people of Ku-ring-gai. The aim of this program is to foster self-reliance and build the capacity of local community organisations to meet the current and emerging needs of the community.

In November 2022, Council resolved (GB.1, Min 241) to distribute \$95,416 to community and cultural groups, and a further \$4,384 was contributed to Eryldene as a standing resolution of Council.

Figure 51 details the summary of recipients, projects and funding allocation.

Summary - recipients and funding allocations

Proceedings	Result	Costs (\$)
Community and Cultural Groups	Various (recipients and funding are detailed in Figures 52, 53 and 54)	95,416
Eryldene Historic House	Rates, garbage rebate (standing resolution of Council)	4,384
TOTAL		\$99,800

Figure 51 Summary of recipients and funding allocations of community project grants in 2022/23

1. Category: Small equipment

Name of organisation or group	Amount (\$)
The Uniting Church in Australia Property Trust	1,894
Christ Church St Ives	2,000
St Lucy's School	2,000
1st Pymble Scouts	1,000
Ku-ring-gai Orchid Society Inc	1,600
Easy Care Gardening Inc	1,898
Roseville Kids Care	1,820
Cerebral Palsy Alliance	2,000
UTS Football Club	2,000
Studio ARTES Northside Inc	2,000
West Pymble Scout Group	1,355
Rotary Club of Wahroonga Inc	1,500
St Ives Junior Cricket Club	1,544
Stealers Baseball and Softball Club Inc	1,750
Sydney United Sports Club Incorporated	2,000
St John Ambulance (NSW)	1,585
North Turramurra Football Club	1,200
Ku-ring-gai Youth Orchestra	415
North Turramurra Netball Club	2,000
Hornsby Ku-ring-gai Community College	2,000
TOTAL	\$33,561

Figure 52 Recipients and funding allocations of community project grants in 2022/23 - Small equipment

2. Category: Community development

Name of organisation or group	Amount (\$)
Ku-ring-gai Meals on Wheels Service	1,500
The Shepherd Centre – For Deaf Children	4,000
CASS Care Ltd	4,000
Action For People With Disability Inc	4,000
Men's Kitchen	4,184
Blue Apple Art Studios, Unisson	1,367
Phoenix House Youth Services	2,000
Hornsby/Ku-ring-gai Child and Family Interagency	850
Empowering Parents In Crisis	3,805
Cerebral Palsy Alliance	4,120
StreetWork Australia Limited	2,000
TOTAL	\$31,826

Figure 53 Recipients and funding allocations of community project grants in 2022/23 – Community development

3. Category: Arts/cultural

Name of organisation or group	Amount (\$)
Ku-ring-gai Male Choir	3,600
St Ives Preschool Kindergarten	3,104
The Shepherd Centre - For Deaf Children	4,000
CASS Care Ltd	4,000
The Cavalcade of History and Fashion Incorporated	2,910
Pymble Turramurra Pre-school	3,000
Roseville P & C Kids Care Association	3,290
Multicultural Integration Community Support	3,500
Ku-ring-gai Youth Orchestra	625
StreetWork Australia Limited	2,000
TOTAL	\$30,029

Figure 54 Recipients and funding allocations of community project grants in 2022/23 - Arts/cultural

Environment project grants

Council's Environmental Levy funds a small grants scheme, which provides money to community groups or individuals to complete projects that benefit Ku-ring-gai's natural environment. During 2022/23, Council awarded 18 grants valued at \$50,607 for works that included bush regeneration and erosion control, animal protection and various sustainability initiatives.

Figure 55 details the recipients, project details and funding under this program, as resolved by Council in July 2022 (GB. 18, Min 157).

Environmental Levy Grant Program 2022/23

Recipient organisation or group	Name of project	Amount – excl. GST (\$)
Kimo Bushcare Group	Improve and maintain condition of site following 2021 ecological burn	2,912
Roseville Public School	Bee Inspired! Create native pollinator garden – install beehive and plant native plants	500
Sydney Grammar	Save the Bees! Install bee hotel and plant native plants	500
St Ives High School	Plant edible garden install honey collector hive	3,500
St Ives Towards Sustainability Inc	Promoting environmental protection, recycling, and safe disposal of rubbish	500
Northside Montessori School	Planet Pens – recycle plastic into pens	3,000
St Ives Pre school	Stage 2 – bee hotel and native plants	500
WildThings NSW	Plant habitat for small birds and insects	4,970
Bicentennial Park Bushcare group	Restore degraded areas of STIF vegetation by removing smothering vines	9,000
Hampshire Ave Bushcare group	Restoration of bushland along Quarry Creek	5,000
Abbotsleigh School	Improve waste management through three means: composting, recycling, and Return and Earn.	1,500
Wahroonga Adventist School	Native garden plus native beehive to create pollinating gardens to support the teaching and learning of sustainable food production	500
St. Ives North Public School	Edible garden with self-watering raised beds that combine traditional rotating crops and native plants	4,942
Our Lady of Perpetual Succour Primary School	New native beehive	500
Goodstart Early Learning Centre	Establish a pollinator and edible garden, plant fruit trees, vegetables and native plants in garden beds and pots	1,690

Figure 55 Recipients, project details and funding for Environmental Levy Grant Program in 2022/23



Photographer: Wolter Peeters



Recipient organisation or group	Name of project	Amount – excl. GST (\$)
Tracey Russell	Re-examine the incidence of roadkill in the Ku-ring-gai monitoring major roads within the Council area	5,000
Killara Park Bushcare	Bush Regeneration STIF and educational signage about importance of the area	5,283
Beaumont Road Public School	Reducing food waste and creating education opportunities by creating awareness about waste reduction	810
TOTAL		\$50,607

Figure 55 Recipients, project details and funding for Environmental Levy Grant Program in 2022/23 continued

Heritage home grants

Council's Heritage Home Grants is an annual funding program available to owners of heritage items and contributory properties located within heritage conservation areas.

The Heritage Reference Committee considered all applications and made recommendations to Council for funding allocation under this program. In July 2022, Council resolved (GB. 16, Min 156) to award grants for 2022/23 as shown in Figure 56 and waive any applicable minor works application fees required by successful grant recipients to undertake projects approved for funding.

Address	Description of works approved or grant	Amount (\$)
3/ 38 Cecil Street, Gordon*	Repair roof at chimney flashings and other locations to prevent water ingress to the building^	5,000
1 Garden Square, Gordon	Restore front balcony to match existing in accordance with DA conditions	3,625
37 Nelson Street, Gordon	Repaint external timberwork with traditional colour scheme to be revised^	5,000
51 Werona Avenue, Gordon	Repair roof to prevent water ingress and internal water damage with details to match existing	5,000
8 Lorne Avenue, Killara	Repair roof flashing to prevent water ingress	3,432
33 Marian Street, Killara	Restore steel window frames, remove rust, treat and paint to match existing	5,000
24 Montah Avenue, Killara	Replace concrete roof tiles to match existing^	5,000
14 Dangar Street, Lindfield	Repoint brickwork, tuckpoint front façade, repair or replace roof slates, retain and repair terracotta ridge capping^	5,000
25 Bobbin Head Road, Pymble	Repoint and repair front stone fence	4,400
2 Bancroft Avenue, Roseville	Repaint external timber and metal features to match existing	5,000
3 Bancroft Avenue, Roseville	Repair double-hung sash and casement windows frames and draught seal, retaining original hardware and glazing	5,000
1-5 Tryon Road, Lindfield	Repair, replicate and restore three steel-framed leadlight windows to match existing historic details^	5,000
62 Bancroft Avenue, Roseville	Repaint original decorative ceilings	2,500
64A Coonanbarra Road, Wahroonga	Stain timber shingles and repaint other external timberwork on rear and side elevations	5,000
128 Coonanbarra Road, Wahroonga	New colorbond roof cladding with traditional details and finishes^	5,000
5 Gilda Avenue, Wahroonga	Repair damaged roof slates and valley flashing	5,000

Figure 56 Heritage home grants awarded by Council in 2022/23

Address	Description of works approved or grant	Amount (\$)
41 Brentwood Avenue, Warrawee	Repair or replace external timber eaves, fascias, awnings and shingles to match existing, to prevent water ingress	5,000
11 Eulbertie Avenue, Warrawee	Repair roof to match existing to prevent water ingress	3,200
27 Finlay Road, Warrawee	Restore roof cladding to match original edge and detailing in accordance with consent conditions	5,000
TOTAL		\$87,157

Figure 56 Heritage home grants awarded by Council in 2022/23 continued

^ Varies the application description of works for appropriate conservation in line with Heritage Reference Committee advice.

* Greater than requested sum to accommodate essential related works.

Sponsorship program

Council provides funding to public and private sector activities through direct funds and in-kind support, in line with Council's Sponsorship Policy and the Ku-ring-gai Destination Management Plan. The annual program provides funding to local organisations for events, festivals and arts and cultural activities.

In July 2022, Council approved (GB.1: Min 162) a total of \$85,000 in sponsorships for community-based services, programs and events. Included in this resolution was

approved funding of \$6,000 for the Carols in the Park event, however this did not take place during 2022/23 and is not included in the table below.

Funding listed in the table below for welcome baskets was approved internally as sponsorship requests \$5,000 or below do not require Council approval.

Figure 57 outlines total funding awarded during 2022/23 under Council's Sponsorship Program.

Events sponsorship under \$5,000	
Name of organisation or group	Amount (\$)
Ku-ring-gai Art Society Exhibition	2,000
Ku-ring-gai Shield	1,500
Events sponsorship over \$5,000	
Name of organisation or group	Amount (\$)
Wahroonga Food and Wine Festival	8,000
St Ives Food and Wine Festival	6,000
Bobbin Head Cycle Classic	7,500
Bare Creek Trail Run	4,500
Special Olympics Ku-ring-gai Chase Fun Run	4,500
Arts and Cultural Sponsorship over \$5,000	
Name of organisation or group	Amount (\$)
Ku-ring-gai Philharmonic Orchestra	25,000
Marian Street Theatre for Young People	20,000
General Sponsorship	
Name of organisation or group	Amount (\$)
Welcome baskets	5,000
TOTAL	\$84,000

Figure 57 Sponsorship program funding allocation in 2022/23

cl 217(1)(a6) - A statement of all external bodies that during that year exercised functions delegated by the council

Nil to report.

cl 217(1)(a7) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council (whether alone or in conjunction with other councils) held a controlling interest during that year

Nil to report.

cl 217(1)(a8) - A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the council participated during that year

• Aboriginal Heritage Office

Council is a member, along with Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby councils, which monitors, preserves and protects more than 1,000 Aboriginal heritage sites across northern Sydney.

• Better Business Partnership program

The program is a joint initiative with Ku-ring-gai, North Sydney and Willoughby Councils. This free program provides independent advice/support to businesses to be more sustainable and is funded by the three participating councils. We are aligned with our partner Council's Community Strategic Plans and have a mission to support small business to understand and map a pathway towards Net Zero Emissions in line with Council targets.

• Biodiversity Stewardship Agreement

The Biodiversity Stewardship Agreement (ID132) in Comenarra Park, Rofo Park and Sheldon Forest was established in 2014 and covers 98.9ha. The agreement provides for the permanent protection and management of biodiversity through the funding of biodiversity management activities. Council oversees the agreement and allocates the appropriate funding to implement the identified actions.

• Commonwealth Home Support Program (CHSP)

The Commonwealth Home Support Program (CHSP) provides funding for services which help older people to remain living in their own home for as long as they wish. Council supports local service providers such as The Village Chef, Hornsby Ku-ring-gai Community Transport, Ku-ring-gai Neighbourhood Centre Care and Easy-Care Gardening through participation on their boards, subsidised accommodation, professional advice on policy and procedures, as well as volunteer training and appreciation.

• Schools Infrastructure NSW (SINSW)

Council is working with Schools Infrastructure NSW (SINSW) to deliver a joint use indoor sport facility at St Ives High School. The funding deed and licence agreements for this Council funded project were signed in December 2022 and the tender process was substantially completed during 2022/23.

• Hawkesbury Nepean and Greater Sydney Harbour Coastal Management Programs

Council is an active participant in these programs with projects bringing together multiple stakeholders from state agencies and local governments to co-ordinate investigations into the physical and ecological processes that impact on the health of these waterways and their catchments. Council staff attend steering committee meetings and, together with the other council partners, have the responsibility of distributing grant funding and allocation of staff/contractors to undertake project activities as required.

• Hornsby Ku-ring-gai Bushfire Management Committee

Bush Fire Management Committees are established under the *Rural Fires Act 1997* and the *Rural Fires Regulation 2013* for each area in the state which is subject to the risk of bush fires. Ku-ring-gai Council is a member of the Hornsby Ku-ring-gai Bushfire Management Committee which brings together members with experience, technical expertise and local knowledge to work together for bush fire management purposes, and Councillors. This committee is run by the Hornsby Ku-ring-gai Rural Fire Service and is made up of combat agencies, public land managers and functional areas to prepare and plan for bush fires in the Hornsby Ku-ring-gai area. The main function of the committee is to develop a Bush Fire Risk Management Plan which is a five-year strategic plan that covers all treatments from fire trail maintenance and hazard reduction burns to community education and training of volunteers. The Hornsby Ku-ring-gai Bushfire Management Committee has reviewed the Hornsby Ku-ring-gai Bush Fire Risk Management Plan 2022-2026 following extensive community consultation. The plan is

due to be endorsed by the Hornsby Ku-ring-gai Bushfire Management Committee in August 2023 for submission to the Bush Fire Coordinating Committee (BFCC). It is expected to be considered before the end of 2023.

- **Hornsby Ku-ring-gai Local Emergency Management Committee**

Ku-ring-gai Council is the current chair of the Hornsby Ku-ring-gai Local Emergency Management Committee. It is a joint committee with Hornsby Council and oversees the implementation of the Hornsby Ku-ring-gai Emergency Management Plan, which covers the preparation, planning, response and recovery for emergencies that may affect the region such as fires or storms. Council works closely with combat agencies (NSW Police, Fire and Rescue NSW, NSW Rural Fire Service, State Emergency Services) and other landowners and functional areas (National Park and Wildlife Service, Transport for NSW, Ausgrid) to be ready to respond to events that may occur. This also included the setup and function of the Emergency Operations Centre, located at the Rural Fire Service Region Office in Cowan. Council's Manager Infrastructure Services is the Chair of Committee and the Local Emergency Management Officer from Hornsby Council is the Secretary.

- **Ku-ring-gai Local Planning Panel (KLPP)**

In March 2018, it became mandatory for councils to operate planning panels in the Greater Sydney Region. Council provides administrative support and Council officers complete assessments of development applications with recommendations for the Panel's consideration and determination.

- **Northern Sydney Regional Organisation of Councils (NSROC)**

Ku-ring-gai Council is a member of NSROC along with Hornsby, Hunter's Hill, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby. Through collaboration, the eight councils work together to address issues and develop regional solutions to benefit local communities and the region.

- **Northern Sydney Waste Alliance**

A joint tender agreement for waste disposal and waste processing through an external contractor with Hunters Hill, Ku-ring-gai, Lane Cove, City of Ryde and Willoughby Councils participating.

- **Northern Sydney Sector Support Network**

Council is a member of the Northern Sydney Sector Support Network which works collaboratively across the region to develop and support community volunteering and in-home care for older residents.

- **Saving Our Species sites**

Council collaborates with the Department of Planning and Environment on several Saving Our Species projects. These are formal collaborations, often with multiple partner agencies and focusing on the conservation of threatened species. Recently Council has increased collaboration efforts for the Endangered Species *Haloragodendron lucasii* and the Critically Endangered *Hibbertia spanantha*.

- **Shared internal audit service**

Ku-ring-gai Council hosts a shared internal audit service with Hunters Hill, Lane Cove, Mosman, North Sydney and Strathfield Councils to achieve cost efficiencies, sharing of knowledge and improved audit practices and outcomes for all councils.

- **Sporting groups and clubs**

Council has well established relationships with local sporting groups and clubs across Ku-ring-gai.

- **Stakeholders**

The **Engagement and Collaboration** section details relationships Council has with stakeholders.

- **StateCover**

Council is a member of StateCover which is a mutually-owned provider licensed to provide workers compensation insurance to local councils across NSW.

- **Statewide Mutual Insurance**

Council is a member of StateWide Mutual which is a local government self-insurance pool that offers insurance schemes, risk management program and industry-specific claims management.

- **Sydney North Planning Panel (SNPP)**

Ku-ring-gai is part of the Sydney North Planning Panel which is an independent body that make decisions on significant development that affects the local region.

- **The Village Chef (by Meals on Wheels)**

The Village Chef (by Meals on Wheels) is a community-based service that provides nutritious meals delivered to people's homes by local volunteers, ensuring older people can remain independent in their community. It is a preventative care model developed to provide short or long-term assistance to frail older people and their carers, those recovering from illness, or people with a disability. It provides three services in one, a meal (nutrition), a safety and wellbeing check (monitoring of physical and psychological wellbeing) and social cohesiveness (strengthening communities/ locals helping locals). The service is synonymous with volunteerism and provides opportunities for engagement (delivering, coordinating, governance of

local boards) and builds social capital. Funding for the Meals On Service is provided by the Commonwealth Home Support Program with Council supporting the service through board member representation, subsidised accommodation, professional advice on policy and procedures, as well as volunteer training and appreciation.

• **Transport for NSW**

The construction of the Lindfield Village Green was completed during 2021/22 and opened to the public in February 2022. The space has three levels of underground parking which includes 105 commuter parking spaces funded by Transport for NSW under an agreement reached between the Council and the NSW Government.

cl 217(1)(a9) - A statement of the activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan

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

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

Equity

Within Ku-ring-gai Council we expect that all employees will:

- be treated with respect and fairness
- work in a place free from all forms of harassment and unlawful discrimination
- have access to and compete equitably for recruitment, selection, promotion and transfer opportunities
- choose and pursue their own career path, and
- have access to relevant training and development opportunities.

Diversity

Diversity recognises that employees differ not just on the basis of race, gender and ethnicity but also on other dimensions such as age, lifestyles and geographic origins. Diversity involves not only tolerance of employees regardless of their differences, but acceptance of employees because of their differences and valuing their individual contribution to the workplace.

Achievements

Our progressive and best practice approach to EEO continues to be both effective and impactful with key strategies in place for delivery.

Our Equal Employment Opportunity Management Plan 2020-2024 sets out the objectives and strategies required for delivery across the period. The plan underpins the pillars that are critical in supporting and further developing staff knowledge and understanding of equity and diversity principles.

The three main objectives of the plan include:

1. Communication and awareness of EEO principles and programs
2. Ensuring non-discrimination across all human resources related practices, and
3. Collection and recording of information.

To ensure the effective delivery of each objective, several initiatives identified aim to drive awareness and actively promote diversity and respect within the workplace. New notable achievements from the plan so far include:

1. Communication and Awareness of EEO principles and programs

Total Rewards & Recognition (R&R) Program

The Total Rewards & Recognition (R&R) Program encapsulates a suite of current and new benefits that are offered to Ku-ring-gai Council staff members. Together with a range of other strategies and initiatives, the five Reward & Recognition categories outlined in this program are central to attracting, developing, engaging, retaining and maintaining staff.

The Total Rewards & Recognition Program is critical to promoting overall staff satisfaction and engagement, and driving excellence in organisational behaviour, performance and results.

One of the key objectives of the program is to promote behavioural excellence and to recognise staff who continually demonstrate positive behaviour including those who apply best practice EEO principles and standards.

In December 2022, Council celebrated its inaugural Excellence Awards with a ceremony. All staff were invited to nominate themselves and their peers for outstanding results and consistent effort. This ensured that all received an equal opportunity to be recognised for their contributions made throughout the year. The initiative was a success, and was well received with winners identified in each of the following categories:

- Behavioural Excellence
- Performance Excellence
- Innovation Excellence
- Customer Service Excellence

Celebrating Diversity

To continually build awareness and promote EEO and diversity, the EEO Committee identified 11 significant events during the year that they would commit to educating staff and encouraging celebration across Council. The committee has continued to act on this commitment throughout 2022/23. The events include:

- Zero Discrimination Day
- Harmony Day
- World Health Day
- NAIDOC Week
- Wear it Purple Day
- R U OK Day
- National Child Protection Week
- World Mental Health Day
- Remembrance Day
- White Ribbon Day
- International Day of People with Disability.

2. Ensuring non-discrimination across all human resources associated practices

Working from Home

The new Working from Home Policy continues to remain a popular choice amongst staff who wish to participate in a flexible hybrid working arrangement. Staff from all areas of the business have either established new agreements or have renewed their existing agreements to partake in such arrangements.

Induction

A new monthly induction program has been established for new hires to ensure they are well equipped with the tools, resources and materials required for success. As part of the induction, staff are presented with the principles of EEO, the EEO contact Officers, Council's Employee Assistance Program (EAP), Council's commitment to EEO, among other areas that aim to inform the importance of EEO.

Succession Planning

The Succession Planning framework and system integration has been completed. Succession Planning paves way for high potential staff members to be exposed to extensive learning and development programs and professional experience across the organisation, allowing them to further enhance their competencies and strengthen their capabilities. This will ensure staff

are role ready for their next career move, and that Council will have right resources in the right role when required.

Market Review and Retention Policy

As part of Council's commitment to continually improve staff benefits and ensure fair recognition for the work that they carry out, a Market Review and Retention Policy has been developed. The policy aims to ensure that positions are placed at the appropriate band, and the associated remuneration is market competitive, and benchmarked against similar organisations to ensure fairness and equity.

Gender Equality Strategy

At Ku-ring-gai Council, we are committed to the principle of treating employees of all genders equally and providing equal opportunities without discrimination or bias based on gender identity or expression.

Council recognises the vital role it plays in promoting gender equality and diversity within its workforce and believes that creating a workplace where gender equality thrives is the right thing to do and is the essence for fostering innovation, productivity, and growth.

As a result, a Gender Equality Strategy has been developed to achieve even greater gender equality by addressing the barriers and challenges faced by women, non-binary individuals, and other marginalised groups. The principles and foundations of the strategy have been established based on a comprehensive analysis of the current state of gender equality within the organisation. It outlines a series of specific areas of concern and details a list of associated actions that aim to address these challenges.

Our vision is to promote fairness and equality for all genders, enhance Council's reputation as a diverse and inclusive organisation, and support Council's commitment to Equal Employment Opportunity, Equality & Diversity.

The Strategy will remain in place until the end of 2025, at which point it will be reviewed and updated where necessary to ensure that the initiative, action items and target dates continue to remain relevant and on track.

3. Collection and recording of information

Employee Opinion Survey (EOS)

The EP Boost Employee Opinion Survey was launched on Monday 10 October 2022.

The purpose of the survey was to assess our organisation's employee engagement and corporate performance and to capitalise on the opportunities available to further boost success in these areas. In addition, other areas including Diversity and Inclusion, Ageing Workforce and Covid-19 Management were measured.

By way of thanking staff for their participation in the survey, Council committed to donating \$2 for every survey completed to the R U OK? organisation. This initiative by Council further demonstrated its commitment to EEO.

The results of the survey have been made available and presented to all staff. In total 85% of staff (including casuals), or 91% (excluding casuals) completed the survey. A fantastic participation rate which far exceeds the industry average of 71%.

Overall, the Engagement score for Council was 76%, with the Well-being score 69%, and the Progress score sitting at 61%. A great outcome compared to the industry and an improvement compared to the 2017 EOS.

Most notably, the areas that achieved the top five highest scores were in relation to staff Showing Respect, and Council's commitment to Diversity and Inclusion.

From the data and feedback collected, Council aims to sustain the optimal result by continuing to apply best practice EEO.

As we progress toward 2024, a new EEO Management Plan is currently being developed with a primary focus on identifying action items and initiatives that will drive the following strategies:

Strategy 1: Continue to build awareness of EEO Management Principles

Strategy 2: Ensure policies, procedures, plans and programs continue to align with EEO Management Principles

Strategy 3: Collect and review EEO data to address gaps and identify innovative EEO solutions

Strategy 4: Promote Gender Equality in Leadership and organisational diversity.



FURTHER INFORMATION

For further reporting see **The Organisation**.

cl 217(1)(b) and (c) (i), (ii), (iii) (iv), (v) - Senior staff remuneration packages

See Figure 58.

Senior officers	Gross (salary component)	Statutory superannuation contributions	Non-cash benefits	FBT payable by Council	Total
General Manager	\$388,007.91	\$20,445.48	\$7,292.72	\$11,575.46	\$427,321.57
Directors	\$1,349,847.24	\$126,556.59	\$30,442.36	\$48,379.63	\$1,555,225.82

Figure 58 Senior staff remuneration packages in 2022/23

cl 217(1)(d)(i)(ii)(iii)(iv) - Statement of persons who performed paid work on Wednesday 23 November 2023

See **The organisation** for this reporting requirement.

cl 217(1)(e) - A statement providing information on the stormwater management services provided by Council during the year, as funded by Council's annual charge for stormwater management services

The stormwater management charge is used to fund new and upgraded drainage works across the Ku-ring-gai local government area as well as the environmental management of Council's drainage system impacting on watercourses.

During 2022/23, the stormwater management charge funded the following works.

Project	Amount (\$)
Antoinette Close, Warrawee: pit and pipe installation	145,828.75
Minor drainage works: upgrades to existing pits and pipes across the local government area	523,503.60
Karuah Road, Turramurra: open channel reconstruction	111,309.09
CCTV Condition Assessment Program: this ongoing project will see the condition of Council's stormwater network (various types of pipes and pits) being assessed over time along with pipe clearing works	99,791.07
Nelson Road, Lindfield: pipe rehabilitation	82,453.56
The Rifleway, Roseville: drainage works stage 1 (new pit and system cleaning)	19,554.60
Open Channel works (various locations across local government area)	19,612.17
Flood mitigation investigation (various locations across local government area)	27,358.86
Billyard Avenue, Wahroonga: pipe rehabilitation	14,568.00
Cleaning of pit baskets and gross pollutant traps as part of the stormwater pollution control device maintenance is provided by an external contractor. This removed approximately 155.8 tonnes of pollutants (rubbish, leaf litter and sediment) from our waterways.	47,000
TOTAL	\$1,090,979.70

Figure 59 Stormwater management charge funded works in 2022/23





cl 217(1)(e1) - A statement providing information on the coastal protection services provided by Council during the year

Ku-ring-gai Council does not levy for coastal protection services.

cl 217(1)(f) - A statement of activities regarding companion animal management

Council's activities during the year in relation to enforcing, and ensuring compliance with, the provisions of the *Companion Animals Act 1998* and the *Companion Animal Regulation 2018* is detailed below.

Companion animal management

During 2022/23, companion animal management services were carried out in accordance with Council's adopted Companion Animals Management Plan 2020-2025.

Lifetime pet registration has seen a slight decrease (0.02%) within Ku-ring-gai when compared to the previous year's figures. The current figure for registration of companion animals is 93.16%, down from 94.18% in the 2021/22 period. The decrease in pet registration is caused by two factors. Firstly, the Regulatory Unit has initiated fewer registration audits due to significant staff changes during the past year. Secondly, the number of new pets acquired in the Council area still outweighs the number of registrations completed. Pet ownership in Ku-ring-gai is up by 1,423 new cats and dogs, which is a 3.4% increase from the previous reporting period.

Companion animal management remained a key operational program for Council's Regulatory Services Unit throughout the year. In 2022/23, the unit managed 736 complaints regarding companion animal issues, which represents a 6% increase from the previous year. The following breakdown outlines variations from the previous year's figures:

- 142 complaints relating to stray or roaming dogs – 20% increase from the previous year
- 136 companion animal enquiries – 24% increase from the previous year
- 94 dog attack reports – 25% decrease from the previous year, and
- 208 barking dog complaints – 5% increase from the previous year.

The above statistics show a significant decrease in reported dog attacks, which is a very welcome trend.

The number of barking dog complaints received by Council increased slightly during the reporting period. This could be due to increasing numbers of people going back to work in an office, after their dogs had become used to having company during a work-from-home-situation during and after COVID-19 restrictions.

Specific Statements – Companion Animal Act 1998

16.2 (a) - Lodgement of pound data collection returns with the Office of Local Government

A total of 56 animals arrived (seized, surrendered, abandoned or stray) at Council's impounding facility in 2022/23. 14 animals were transferred by Council staff, 15 animals were surrendered by members of the public and 27 abandoned or stray animals entered the facility.

A total of 51³ animals were released from the facility which included:

- 14 released to their owners
- 22 sold from the facility
- 10 released to an organisation for rehoming, and
- 5 euthanised due to illness/disease/injury/infant animal.

This demonstrates that our local vet services and Council are proactively reuniting pets with their owners and reducing the resources required to impound animals. Our high registration rates also assist in the efficient return of animals to their owners. This data is lodged on the Office of Local Government's Companion Animals Register.

16.2 (b) - Lodgement of data about dog attacks with the Office of Local Government

In accordance with the Office of Local Government Circular (20-35/7 September 2020/ A717788), Council lodges dog attack data on the Companion Animals Register via www.olg.nsw.gov.au. 24 dog attacks were entered on the NSW Companion Animals Register during 2022/23.

16.2 (c) - The amount of funding spent on companion animal management and activities

Companion animal management expenditure amounted to a total of \$227,080 during 2022/23. The largest component of expenditure was attributed to Council's contractual arrangements with our impounding authority, Thornleigh Veterinary Hospital, at \$60,000. Income for the group was \$229,651, which is mainly attributed to registration fees \$142,998 and fine income \$67,508.

³For the purpose of this report, five animals were carried over to the next financial year.

16.2 (d) - Companion animal community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats

Council continued to promote and educate the community on companion animal legislation through Council's website, social media, e-newsletters, information within rates notices and targeted pamphlet and booklet distribution.

Council organised for a responsible cat ownership talk to be held in April 2023 in response to several complaints regarding cats attacking wildlife. Unfortunately, due to the lack of registrations for the event it was postponed. Council actively participates and promotes the Ku-ring-gai K9 Awards Programme, which is a training program that focuses on the fundamentals and essential skills of dog ownership such as walking a dog on lead, polite greetings, and basic commands.

Council has a number of strategies in place to promote and assist with, the desexing of dogs and cats. These strategies include sending regular unregistered animal notices, promoting the benefits of desexing prior to registration as well as promoting discounted desexing through participating Animal Welfare Organisations (Cat Rescue, RSPCA and Animal Welfare League).

16.2 (e) - Council's strategies in place for complying with the requirement under section 64 of the Companion Animals Act 1998 to seek alternatives to euthanasia for unclaimed animals

Thornleigh Veterinary Hospital continued to act as Council's animal impounding service provider. They have a number of strategies in place to comply with the requirement under Section 64 of the Act to seek alternatives to euthanasia of unclaimed animals.

Unclaimed animals were advertised for adoption through Thornleigh Veterinary Hospital's social media pages, website, flyers, and newspaper articles if needed. In addition, if animals cannot be adopted, they will be released to approved not-for-profit organisations that help to rescue and rehome animals within NSW.

16.2 (f) - Off leash areas provided in the council area

There are currently 21 off leash dog areas in Ku-ring-gai. A full list of these areas is available at www.krg.nsw.gov.au

16.2 (g) - Detailed information on fund money used for managing and controlling companion animals in its area

Council was a non-recipient of any special fund monies. Activities of the Companion Animals Management Plan were funded from Council's recurrent budget, of which registration monies contribute.

Capital works projects 2022/23

Council includes proposed capital works projects in its four-year Delivery Program and one-year Operational Plans, which are exhibited for public comment before adoption by Council.

Reporting on capital works

Progress on capital works projects and programs were reported to Council and the community through a variety of mechanisms during the 2022/23 financial year:

- Biannual reports on progress of the Delivery Program 2022-2026 and Operational Plan 2022-2023 included progress reporting on capital projects. These reports are available at www.krg.nsw.gov.au
- Quarterly budget reviews (QBR) where budget managers are required to provide project updates, report variances and propose budget adjustments as required. Reports are prepared and presented to Council noting any recommended changes.
- Presentation of a monthly Project Status Report to provide progress information on Council's projects. The reports are prepared based on the following criteria:
 - Capital projects delivering community/public infrastructure;
 - Threshold applied to total budget per project – greater than or equal to \$250k;
 - No operational projects are included; and
 - Any specific project that Councillors wish to be included in the report.

The reports are presented at Ordinary Meetings of Council and placed on Council's website following the meetings for the community. The reports are available at www.krg.nsw.gov.au

Capital Expenditure Reviews

Councils are required to submit a Capital Expenditure Review for certain capital projects in accordance with the Office of Local Governments Capital Expenditure Guidelines of December 2010. The Capital Expenditure Guidelines apply to capital projects for infrastructure facilities, including renovations and extensions that are expected to cost in excess of 10% of Council's annual ordinary rate revenue or \$1,000,000. The guidelines also stipulate that Council is required to complete additional requirements in the event a project's forecast cost exceeds \$10,000,000.

In accordance with these guidelines, Council undertook a review of the St Ives High School Joint Use Proposal project during 2022/23. The review was required due to an increase of more than 10% of the original CapEx Review estimated cost. The increase in cost was primarily due to escalation in construction

material and labour costs over the time taken to complete the design, DA, and transaction agreements with the Department of Education.

The review was finalised and submitted to the Office of Local Government (OLG) on 17 October 2022 for consideration. Council received a response from the OLG on 3 November 2022 stating that Council had satisfactorily addressed the criteria required in the guidelines.



FURTHER INFORMATION

Further reporting on Council's capital works projects is available in the **Projects snapshot** section, **Performance – delivering the vision** section and Council's audited **Financial Statements** (separate document).

Carer Recognition Act 2010

Ku-ring-gai Council is not considered a Human Services Agency under section 8(2) of the *Carer Recognition Act 2010*, however, Council supports agencies that provide carer activities, programs and services. For further information on these, see **Performance – delivering the vision** and Council's below report on the implementation of the Access and Disability Inclusion Plan 2020-2024 under the **Disability Inclusion Act 2014**.

Disability Inclusion Act 2014

Under section 13(1) of the *Disability Inclusion Act 2014* Council is required to report on the implementation of the Access and Disability Inclusion Plan.

Ku-ring-gai Council has undertaken the following initiatives in relation to the implementation of the adopted Access and Disability Inclusion Plan 2020-2024 in 2022/23.

Bannockburn Oval, Pymble amenities redevelopment

A grant for \$419,085 was secured from the Office of Sport to redevelop the amenities block at Bannockburn Oval, Pymble. The new amenities block will consist of a changing places bathroom with adult change table and hoist, 4 unisex toilets and male and female changerooms. This amenities block will cater to school students in the area who require changing facilities as well as general oval users.

Carer's week

To celebrate carer's week a carer's pamper day was held at Gordon Uniting Church on 20 October 2022. Carers were offered a facial, massage and meditation session as well as a light lunch. 50 carers and their families attended on the day with childcare support provided.

Emergency evacuation centres

A review of emergency evacuation centres is continuing, with some changes made due to lessons learned during the COVID-19 pandemic. A plan is being formulated to assist people with a disability or people with medical needs, reach an evacuation centre that best meets their specific needs. These central evacuation centres will have provisions, as far as is practical, to assist them to manage their medical or disability related requirements. This information will be widely available to the public when finalised.

In-house staff training

Staff training was provided in the following areas:

- Writing accessible website content training was provided to Council's communications team as well as other staff who regularly write content for Council's webpage and social media accounts. An additional session was provided due to the high uptake of the training.
- Technical training was provided to staff in the Strategy and Environment department, development assessment, landscaping, engineering assessment and heritage. The training consisted of the following modules: Access and Universal Design in the Built Environment, including Buildings, Recreation Areas and Playgrounds, and Streetscapes. This training was designed to upskill staff to the latest requirements in accessibility planning and design.
- A glossary of terms was provided on Council's intranet for correct language usage relating to people with disability.

Ku-ring-gai Dementia Alliance

The Ku-ring-gai Dementia Alliance was initiated to provide support to, and advocate on behalf of Ku-ring-gai residents who have a diagnosis of dementia, as well as their family members and carers.

Sensory tent

A sensory tent was provided at major events run by Council. The tent aims to make events more inclusive for people with disabilities and their carers. The tent reduces sensory input, removes distractions and provides a safe and non-stimulating space for people with disabilities to calm down. The tent also provides mobility equipment and noise cancelling headphones for people to use.

Special needs playgroup/Mytime

A playgroup for families who have children with a disability or chronic health conditions opened in January 2023 at the Children's Resource Centre in St Ives. The playgroup is a joint initiative between Ku-ring-gai Council and Early Ed, with funding secured

through Playgroups NSW. Carers who attend the playgroup have access to a 45 minute MyTime session, which includes facilitated discussions relating to topics as per their request with child minding provided for the duration of the session. The playgroup runs weekly during the school term and there is no charge for attending.

Website updates

Council's Disability Services tab was updated and a new tab for multicultural services was initiated which includes information on resources relating to health, disability and mental health in diverse languages.

Ku-ring-gai Community Grants Program

A number of community grants were provided to local disability organisations to enhance their capacity to deliver services, purchase equipment or run programs. Information regarding successful grant recipients is available in the section titled: **cl 217(1) (a5) - Contributions/grants to organisations and individuals.**

Planning and Assessment Act 1979

Under section 7.5(5) of the *Environmental Planning and Assessment Act 1979* Council must include in its 2022/2023 Annual Report the planning agreements entered into during the year and information on the status of current planning agreements.

No Planning Agreements were entered into during the 2022/23 financial year.

Current Planning Agreements are listed as follows:

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0226/16 for 900 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 900 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 5 July 2018

Status: Current

Additional Information: Ku-ring-gai Council executed the agreement on 5 July 2018. The Planning Agreement was subsequently executed by the developers and is now current. A modified Development Application was

approved by the Land and Environment Court on 22 July 2020 as DA0316/19. Demolition commenced in July 2021 and the development site is currently vacant.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0180/14 for 870-898 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 870-898 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and is now current. The development has completed construction and has been strata subdivided. The Plan of Consolidation for the development including the dedication of Lot 6 to Council for road widening has been registered with Land Registry Services. The land subdivision and dedication took place on 3 May 2019. The actions required by the Planning Agreement are complete.

Planning Agreement for the dedication of land for the future widening of Fitzsimons Lane, Gordon

Associated Development Application: DA0407/13 for 904-914 Pacific Highway, Gordon

Commentary: This Planning Agreement provides for the dedication of land along the Fitzsimons Lane rear frontage of 904-914 Pacific Highway, Gordon for the purposes of widening Fitzsimons Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. This Planning Agreement was executed on 24 February 2017 in counterparts which were then exchanged. Each part forms the whole.

Executed: 24 February 2017

Status: Finalised

Additional Information: Land subdivision and dedication took effect on 4 January 2018. The development has completed construction and been strata subdivided. Removal of the Planning Agreement from title was also effected on 4 January 2018.

Planning Agreement for the delivery of a public road

(part) on 33 Moree Street, Gordon

Associated Development Application: DA0095/11 for 29, 29A and 31 Moree Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 33 Moree Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development.

Executed: 23 November 2017

Status: Finalised

Additional Information: The Moree section of the link road was completed in July 2019. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on 27 August 2019. Following a recent subdivision approval to excise a parcel of residual land, Hanson Way can now be formally gazetted as a public road which is expected to occur during the next financial year. The defects liability period has now ended and all requirements of the Planning Agreement are complete.

Planning Agreement for the delivery of a public road (part) on 32 Dumaresq Street, Gordon

Associated Development Applications: DA0501/12 later superseded by DA0434/15 for 28-30 Dumaresq Street, Gordon

Commentary: This Planning Agreement provides for the delivery of a public road on 32 Dumaresq Street, Gordon, and specifies the relationship between this work and the development contributions arising from the proposed development. It also provides for the divestment by Council at an agreed market value of a strip of residual land between the road and the 28-30 Dumaresq Street, Gordon subject property. The first related Development Application DA0501/12 was determined on 23 May 2014. The Planning Agreement was executed on Monday, 25 September 2014. DA0501/12 lapsed and was replaced by a subsequent Development Application. Development Application DA0434/15 was determined on 24 March 2016.

Executed: 25 September 2014

Novated: 21 November 2014

Status: Finalised

Additional Information: The Dumaresq section of the link road had completed construction by December 2018. Following separate statutory procedures for the naming and opening of the new road, the Ordinary Meeting of Council on 20 August 2019 adopted the name Hanson Way. The road formally opened on

27 August 2019 following completion of the Moree Street section. The sale of a small residual amount of land was completed on 14 January 2015. The defects liability period has now ended and all requirements of the Planning Agreement are complete. Following a recent subdivision approval to excise a parcel of residual land, Hanson Way can now be formally gazetted as a public road which is expected to occur during the next financial year.

Planning Agreement for the dedication of land for the future widening of Havilah Lane, Lindfield

Associated Development Application: DA0175/17 for 51, 55 and 55A Lindfield Avenue, Lindfield

Commentary: This Planning Agreement provides for the dedication of land along the Havilah Lane rear frontage of 51, 55 and 55A Lindfield Avenue, Lindfield for the purposes of widening Havilah Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010.

Executed by Council: 3 September 2018

Executed by the Developer: 3 October 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 3 September 2018. The Planning Agreement was subsequently executed by the developers on 3 October 2018 and is now current. The development completed construction on the consolidated site at 51-55 Lindfield Avenue, Lindfield in July 2021. The land dedication was provided for roadway use earlier than initially anticipated and prior to the completion of the construction to enable the conversion of Havilah Lane for two-way traffic to facilitate the construction of the Lindfield Village Green. The Lindfield Village Green opened in February 2022. The actions required by the Planning Agreement are complete.

Planning Agreement for the provision of community facilities, a sports field and public roads on the former University of Technology Sydney site on Eton Road in Lindfield

Associated Development Application: DA0677/11 for Edgelea Development 100 Eton Road, Lindfield NSW 2070 (also known as the former University of Technology Sydney Ku-ring-gai)

Executed: 6 September 2012

Status: Current

Additional Information: Charles Bean sports field opened in December 2013. Two roads were dedicated in 2014/15. The community building (and land) known as the Blair Wark Community Centre was transferred to Council ownership on 14 August 2019 and the environmental lands will be transferred to Council once the environmental management objectives have been completed in 2023.

Planning Agreement for the dedication of land for the future widening of Post Office Lane, Pymble

Associated Development Application: DA0039/16 for 1017 Pacific Highway, Pymble

Commentary: This Planning Agreement provides for the dedication of land along the Post Office Lane rear frontage of 1017 Pacific Highway, Pymble for the purposes of widening Post Office Lane and supporting future public domain improvements in accordance with the Ku-ring-gai Development Control Plan and Ku-ring-gai Public Domain Plan 2010. It also provides for an easement in gross for a public pedestrian through site link between the Pacific Highway and Post Office Lane.

Executed: 6 March 2018

Status: Finalised

Additional Information: Ku-ring-gai Council executed the agreement on 6 March 2018. The Planning Agreement was subsequently executed by the developers and became current. The development has completed construction. The land was dedicated on 17 November 2020. The actions required by the Planning Agreement are complete.

Environment Planning and Assessment Regulation 2021

Under sec 218A(1) of the *Environment Planning and Assessment Regulation 2021* Council is required to disclose how development contributions and development levies have been used or expended during 2022/23 under each of its contributions plans.

Council levies contributions from developers towards the cost of providing local infrastructure and facilities required, either directly or indirectly, as a result of their development.

Development contributions are mainly monetary contributions, but larger developers can also deliver infrastructure as works-in-kind under a Planning Agreement (see previous section). Monetary contributions are held in trust for the provision of new community infrastructure, and facilities.

The *Environmental Planning and Assessment Act 1979* provides for two different types of contributions plans for the provision of local infrastructure. The plans set out the level of contributions payable and a proposed works schedule. There are two contributions plans applicable to the Ku-ring-gai Council area:

1. Ku-ring-gai Contributions Plan 2010 (s7.11 Contributions Plan)

Ku-ring-gai Contributions Plan 2010, known as a 'direct' plan, applies to land subdivisions and to larger scale redevelopment where additional dwellings are created and to non-residential development in local centres along Pacific Highway and in St Ives. Depending on the type of infrastructure, it funds or co-funds works such as new parks, roads, traffic improvements and public domain upgrades including town squares and new community facilities.

The Plan takes a consolidated approach to providing infrastructure as a result of new development, with proportional contributions from new development for infrastructure for that development. The plan also identifies when Council must provide a contribution on behalf of the existing population, to meet demand arising from the community as a whole.

2. Ku-ring-gai Council s7.12 Local Levy Contributions Plan 2023 (s7.12 Contributions Plan)

This type of plan is also known as an 'indirect' plan or a 'percentage levy' plan, is a fixed development consent levy contributions plan under the *Environmental Planning and Assessment Act 1979*.

This plan applies to identified smaller-scale development such as alterations and additions, knock-down rebuilds of single properties and to non-residential development around neighbourhood shopping areas. It levies contributions as a percentage of the cost of the development and funds a separate works program such as neighbourhood centre improvements programs and new works in local parks.

See Figure 60 which details how development contributions and development levies were used or expended under each contributions plan during 2022/23.

Under sec 218A(2)(a),(b),(c),(d),(g) of the *Environment Planning and Assessment Regulation 2021* Council is required to provide details for projects for which contributions or levies have been used.

Sec 218A(2),(e) of the *Environment Planning and Assessment Regulation 2021* is not applicable for 2022/23 as Council confirms it does not borrow between various plans for projects.

Sec 218A(2),(f) of the *Environment Planning and Assessment Regulation 2021* is not applicable for 2022/23 being the value of land dedication and value of material public benefit provided.

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11	New Civic Space, Roseville	Open Space	337	337		Under way
s7.11	Upgrade works at Turramurra and Lindfield Seniors' Centres	Community facility	41,119	41,119		Under way
s7.11 (Pre 1993 and 1993 Plans)	St Ives Showground main carpark upgrade	Parking	45,820	122,791		Under way
s7.11	St Ives Showground main carpark upgrade	Parking	4,732	4,732		Under way
s7.11	9 Dumaresq, Gordon - demolition (CAPEX)	Open Space	114,919	114,919	100%	Completed
s7.11	58 Stanley Street, St Ives - demolition	Open Space	77,767	77,767	100%	Completed
s7.11	60 Stanley Street, St Ives - demolition	Open Space	77,767	77,767	100%	Completed
s7.11	60 Stanley Street, St Ives - CAPEX	Open Space	488	5,970	100%	Completed
s7.11	Land Acquisition - Pymble Property	Open Space	4,875,669	4,876,501	100%	Completed
s7.11	Land Acquisition - Pymble Property	Open Space	1,665	2,090		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11	Land Acquisition - Roseville	Open Space	8,502	9,331		Under way
s7.11	Land Acquisition - Roseville	Open Space	7,720,334	7,721,285	100%	Completed
s7.11	Ibbitson Park, Lindfield - upgrade	Open Space	74,365	74,365		Under way
s7.11	4 Pennant Avenue, Gordon - Recreational Use Feasibility Study	Open Space	837	837		Under way
s7.11	St Ives Village Green masterplan implementation works	Open Space	28,659	377,057		Under way
s7.11 (2004-2009 Plan - not transferred to 2010 Plan)	Koola Park, East Killara - upgrade Stage 4 - carparks and surrounds	Open Space	210,700	1,576,559	92%	Completed
s7.11 (2000/2003 Plan)	St Ives Village Green new recreation precinct	Open Space	-	3,367		Under way
s7.11 (2004-2009 Plan - not transferred to 2010 Plan)	St Ives Village Green new recreation precinct	Open Space	29,700	388,730		Under way
s7.11	St Ives Village Green new recreation precinct	Open Space	2,169,795	3,588,004		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11	Gordon Recreation Ground - masterplan	Open Space	499,473	704,831		Under way
s7.11	Killara Park - accessible toilet block	Open Space	2,811	46,036		Under way
s7.11	St Ives Showground - upgrade works	Open Space	105,500	879,404	58%	Completed
s7.11	Swain Gardens, Killara - improved pedestrian access and disabled toilet	Open Space	976	54,362		Under way
s7.11	Bedes Forest, St Ives - upgrade	Open Space	35,997	120,026		Under way
s7.11 (2000/2003 Plan)	Robert Pymble Park Precinct	Open Space	372,360	425,844		Under way
s7.11	Robert Pymble Park Precinct	Open Space	800,322	877,387		Under way
s7.11	The Glade, Wahroonga - preparation of masterplan and construction	Open Space	28,469	44,191		Under way
s7.11	St Ives Showground Precinct - link road and cycleway	Open Space	337	337	100%	Completed
s7.11	St Ives Showground masterplan	Open Space	77,671	77,671		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11 (2004-2009 Plan - not transferred to 2010 Plan)	Norman Griffiths Oval, West Pymble - upgrade	Open Space	42,458	42,458		Under way
s7.11	Norman Griffiths Oval, West Pymble - upgrade	Open Space	298,425	331,285		Under way
s7.11	Warrimoo Sportsground, St Ives - upgrade	Open Space	337	5,581		Under way
s7.11	Barra Brui, St Ives - hockey facility	Open Space	34,315	163,388		Under way
s7.11	Primula Oval, West Pymble - sports field upgrade	Open Space	7,717	12,561		Under way
s7.11	Roseville Park - oval expansion	Open Space	19,847	42,061		Under way
s7.11 (2004-2009 Plan - not transferred to 2010 Plan)	Lindfield Community Hub - project management	Community, Open Space, Townscape, Transport, Parks, Pedestrian and Road Facilities	46,733	499,503		Under way
s7.11	Lindfield Community Hub - project management	Community, Open Space, Townscape, Transport, Parks, Pedestrian and Road Facilities	1,024,134	8,169,961		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11	Lindfield Village Green - project management	Open Space	4,155	2,640,267	92%	Completed
s7.11	Turramurra Community Hub - project management	Community, Open Space, Townscape, Transport, Parks, Pedestrian and Road Facilities	143,508	1,421,030		Under way
s7.11	Lindfield Community Hub - carpark	Parking	17,200	17,200		Under way
s7.11	Lindfield Avenue Lindfield - streetscape improvements	Traffic Facilities	34,754	144,686		Under way
s7.11	Local Centre Traffic and Transport Studies	Traffic Facilities	28,613	188,181		Under way
s7.11 (Pre 1993 and 1993 Plans)	St Johns Avenue, Gordon - construction	Traffic Facilities	-	63		Completed
s7.11	St Johns Avenue, Gordon - construction	Traffic Facilities	2,992,213	4,929,107		Under way
s7.11	Turramurra streetscape improvements - design	Traffic Facilities	3,870	52,481		Under way
s7.11	Roseville streetscape improvements - design	Traffic Facilities	5,842	71,007		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.11	Pymble streetscape improvements - design	Traffic Facilities	13,571	60,989		Under way
s7.11	St Ives streetscape improvements - design	Traffic Facilities	13,218	65,869		Under way
s7.11	Gordon North streetscape improvement project management	Traffic Facilities	37,713	37,713		Under way
s7.11	Lindfield Local Centre - new traffic infrastructure	Traffic Facilities	24,762	24,762		Under way
s7.11	Cherry Street and Rohini Street, Turramurra - shared user path	Traffic Facilities	6,096	6,096		Under way
s7.11	Contributions management, data and supporting studies	Other	277,530	277,530		Under way
s7.11	Net rental income from s7.11 acquisitions returned to reserve	Other	(188,452)	(188,452)		Under way
s7.12	s7.12 Plan Projects - to be defined	Other	1,489	1,489		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.12	Neighbourhood Centres Revitalisation Program	Open Space	654,900	715,777	99%	Completed
s7.12	St Ives Cultural and Environmental Education Centre	Community facility	116,702	443,036		Under way
s7.12	Playground upgrade program	Playground	1,164,500	1,164,500	54%	Completed
s7.12	St Ives Village Green new recreation precinct - playground upgrade	Open Space	70,370	760,211		Under way
s7.12	Phillip Mall, West Pymble - playground upgrade	Playground	63,500	66,393	14%	Completed
s7.12	Eldinhope Green, Wahroonga - playground upgrade	Playground	55,415	86,901		Under way
s7.12	Sequoia Close Park, West Pymble - playground upgrade	Playground	21,931	35,944		Under way
s7.12	Lorraine Taylor Reserve, St Ives - playground upgrade	Playground	28,617	28,617		Under way

Contributions Plan	Project description*	Kind of public amenity or service	Monetary amount expended from development contributions during 2022/23 (\$)	Contributions expended to date (\$)	% of cost funded by contributions**	Project status
s7.12	Ku-ring-gai Wildflower Garden, St Ives - upgrade	Playground	24,909	24,909		Under way
s7.12	Norman Griffiths Oval, West Pymble - preliminaries	Open Space	344,478	344,478		Under way
s7.12	Primula Oval, West Pymble - preliminaries	Open Space	2,349	3,862		Under way
s7.12	Roseville Park - masterplan implementation	Open Space	12,295	26,511		Under way
s7.12	East Turramurra - Neighbourhood Centre upgrade	Open Space	25,569	25,569		Under way
s7.12	s7.12 Contribution Plan - works management	Other	337	337		Under way

Figure 60 How development contributions and development levies were used or expended under each contributions plan during 2022/23.

* Projects are identified by description only and therefore project identification numbers are not included above.

** Calculated based on the total contributions over total funding spent on completed projects only.

Sec 218A(3),(a),(b) of the *Environment Planning and Assessment Regulation 2021* requires Council to detail the total value of all contributions and levies received and expended during 2022/23.

The total value of all contributions and levies received in 2022/23 - \$13,758,280.

The total value of all contributions and levies expended in 2022/23 - \$24,925,685.



FURTHER INFORMATION

regarding this is available from Note F4 - Statement of development contributions as at 30 June 2023, in Council's audited **Financial Statements** (separate document).

Fisheries Management Act 1994

Under section 220ZT(2) of the *Fisheries Management Act 1994* councils are required to report on recovery and threat abatement plans.

Ku-ring-gai Council does not have any direct responsibilities in relation to recovery and threat abatement plans.

Swimming Pools Act 1992 and Swimming Pools Regulation 2018

In accordance with section 22F(2) of the *Swimming Pools Act 1992* and cl 23 of the *Swimming Pools Regulation 2018* Council is required to report on details of private swimming pools inspections.

Details of inspections of private swimming pools include:

- number of inspections that were of tourist and visitor accommodation – 1
- number of inspections that were of premises with more than 2 dwellings – 12
- number of inspections that resulted in issuance a certificate of compliance under section 22D of the *Swimming Pools Act 1992* – 1,009 total (146 Council, 863 Private Certifiers)
- number of inspections that resulted in issuance a certificate of non-compliance under clause 21 *Swimming Pools Regulation 2018* – 337 total (91 Council, 246 Private Certifiers)

Government Information (Public Access) Act 2009 and Government Information (Public Access) Regulation 2018

In accordance with section 125(1) of the *Government Information (Public Access) Act 2009* (GIPA Act), Council is required to prepare an annual report of its compliance with obligations under the GIPA Act. Schedule 2 (cl 8) of the *Government Information (Public Access) Regulation 2018* (GIPA Regulation) outlines the annual reporting requirements for capturing statistical information and is to be used as the framework for this report.

1. Review of proactive release program – GIPA Regulation - Clause 8(a)

Under section 7(3) of the GIPA Act, agencies must annually review their programs for the proactive release of government information.

This review was undertaken by examining what information is already being made available to the public, as well as observing the types of information requested under both informal and formal requests for information. Staff also considered current matters that Council is involved in that could be considered of interest to the public. Council's website continues to provide timely reporting on current matters.

Governance staff continuously monitor trends whilst processing the 2,247 informal information requests received to identify documents that could be disclosed proactively. Despite the high number of informal requests received, the same information is rarely sought by different members of the public.

Council's website also includes information on the status of development applications (DAs) with details about new applications and those that have recently been determined via Council's DA Tracking Application Search.

Council reactively scan archived files, making it easier, quicker and more cost effective to locate and provide this information. This process is known as Scan on Demand. Instead of hard copy files being recalled from archives, the file is scanned and delivered as an electronic (PDF) document, which is then stored in Council's electronic document record management system and delivered to the applicant as a secured electronic file.

As there is an increasing percentage of informal applications that enquire about the age of properties, or request copies of modifications to DAs, or request copies of Private Certifier Complying Development Certificates, Council has also committed funds to scanning a number of hard copy building registers and uploading them to Council's website. Together with copies of registers already scanned, this will give members of the public access to a list of building applications from 1927-1982. Publishing this information will reduce the number of informal applications received and make it easier for members of the public to access the information.

A public access computer kiosk is in the foyer area of Council's Administration Building in Gordon. This computer provides free access to electronic information on current development applications and all other information on our website.

Following the review, it was determined that the proactive release of information to the public by Council is considered appropriate at this time.

2. Number of access applications received – GIPA Regulation – Clause 8(b)

During the reporting period, Council received 38 formal access applications (including withdrawn applications and not including invalid applications). Of these applications, 10 were withdrawn by the applicants.

3. Number of refused applications for Schedule 1 information – GIPA Regulation - Clause 8(c)

During the reporting period, Council partially refused 0 formal access applications because they were partially for the disclosure of information referred to in Schedule 1 of the GIPA Act.

4. Access applications made during the year – GIPA Regulation – Clause 8(d), Schedule 2

The following tables (Tables A - I) represent details regarding access applications received during the reporting year.

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/ deny whether information is held	Application withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0	0
Private sector business	1	0	0	0	0	0	0	0	1	2%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0
Members of the public (by legal representative)	1	1	0	0	1	0	0	3	6	14%
Members of the public (other)	16	5	1	3	3	2	0	7	37	84%
Total	18	6	1	3	4	2	0	10	44	

% of Total (rounded) 41% 14% 2% 7% 9% 4% 0 23%

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	17	6	1	2	4	2	0	9	41	93%
Access applications that are partly personal information applications and partly other	1	0	0	1	0	0	0	1	3	7%
Total	18	6	1	3	4	2	0	10	44	
% of total (rounded)	41%	14%	2%	7%	9%	4%		23%		

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	No of applications	% of total
Application does not comply with formal requirements (section 41 of the Act)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	0	0%
Total	1	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

	Number of times consideration used*	% of total
Overriding secrecy laws	0	
Cabinet information	0	
Executive Council information	0	
Contempt	0	
Legal professional privilege	0	
Excluded information	0	
Documents affecting law enforcement and public safety	0	
Transport safety	0	
Adoption	0	
Care and protection of children	0	
Ministerial code of conduct	0	
Aboriginal and environmental heritage	0	
Information about complaints to Judicial Commission	0	
Information about authorised transactions under <i>Electricity Network Assets (Authorised Transactions) Act 2015</i>	0	
Information about authorised transaction under <i>Land and Property Information NSW (Authorised Transaction) Act 2016</i>	0	
Total	0	100%

* More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application).

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

	Number of occasions when application not successful*	% of total
Responsible and effective government	3	43%
Law enforcement and security	1	14%
Individual rights, judicial processes and natural justice	3	43%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	7	100%

Table F: Timeliness

	Number of applications	% of total
Decided within the statutory timeframe (20 days plus any extensions)	31	82%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	7	18%
Total	38	100%

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	Decision varied	Decision upheld	Total	% of total
Internal review	1	0	1	100%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NSW Civil and Administrative Tribunal (NCAT)	0	0	0	0%
Total	1	0	1	100%

*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	100%

Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)

	Number of applications transferred	% of total
Agency - Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
Total	0	0%

Public Interest Disclosures Act 1994 and Public Interest Disclosures Regulation 2011

Under section 31 of the *Public Interest Disclosures Act 1994* and cl 4 of the *Public Interest Disclosures Regulation 2011*, Council is required to provide information on interest disclosure activity.

Council has an internal reporting policy to bring an organisation-wide approach to managing reporting on fraud and corruption. The policy is based on the NSW Ombudsman's guidelines and model policy and applies to all officials of Council. The policy ensures that as a public authority, the Council meets its responsibilities when receiving, assessing and dealing with public interest disclosures under section 6D of the *Public Interest Disclosures Act 1994* (the Act). Council supports public interest disclosures and ensures that all appropriate steps are taken to see matters dealt with in accordance with the Act and all associated Council policies.

The new *Public Interest Disclosures Act 2022* is commencing from 1 October 2023. Council is reviewing its policies and procedures to ensure compliance with the new legislation, including the publication of data in future annual reports.

During the reporting period, Internal Audit reviewed Council's fraud and corruption framework which consists of ten main attributes under the principles of prevention, detection, and response. As part of the fraud and corruption framework, the Fraud and Corruption Control Policy and Fraud and Corruption Control Strategy detail Council's approach to the prevention and investigation of fraudulent and

corrupt conduct. It ensures appropriate mechanisms, processes and systems are in place to protect the integrity, security and reputation of Council.

To further enhance the Fraud and Corruption Control Framework, Council continued to refine its Fraud and Corruption Control System based on a holistic approach that is comprised of various activities and initiatives around training, risk assessment, monitoring and reporting as well as risk-based audits within the organisation. Instead of being a standalone framework, the Fraud and Corruption Control System also takes into account any existing policies and procedures with a scope relating to fraud and corruption risk (e.g. Code of Conduct) from established business processes and systems across all business areas. Key Corruption Control System enhancement initiatives include:

- an ongoing education and awareness campaign for all staff through the e-learning system. Supervisors and managers will be responsible for training volunteers and contractors as part of their induction process
- fraud and corruption risk identification across the organisation through a comprehensive risk review involving business unit managers and department directors
- a series of control mechanisms to address identified risks, and
- further action plans developed in specific business units where necessary based on detailed risk assessments.

Under section 31 of the Act, Council prepares an annual report on its statistics on public interest disclosures.

Figure 61 provides statistics for the 2022/23 financial year.

Activity	Number made by public officials performing their day-to-day functions	Number made by public officials under a statutory or other legal obligation	Number of all other public interest disclosures
Number of public officials who made public interest disclosures to Council	0	0	0
Number of public interest disclosure received by Council	0	0	0
Public interest disclosures received primarily about:			
• corrupt conduct	0	0	0
• maladministration	0	0	0
• serious and substantial waste	0	0	0
• government information contravention	0	0	0
• local government pecuniary interest contravention	0	0	0

Figure 61 Council's public interest disclosure activity in 2022/23





Photographer: Mark Zworestine

A close-up photograph of a red flower, likely a Protea, with prominent stamens and a textured, pinkish-red center. The flower is set against a dark, blurred background. A large, solid red curved shape overlaps the bottom right corner of the image.

FINANCIAL REPORTING

INTRODUCTION

The Financial Statements show that Council has achieved a satisfactory financial result for 2022/23.

Council's operating result for the financial year ended 30 June 2023 was a surplus of \$24.84 million including grants and contributions for capital purposes. After adjusting for Capital Grants and Contributions, the net operating result was \$10.08 million.

The Financial Statements for the year ended 30 June 2023 have been prepared in accordance with the *Local Government Act 1993* (as amended) and Regulations, the Australian Accounting Standards and professional pronouncements and the Local Government Code of Accounting Practice and Financial Reporting. The Statements comprise the following reports:

- General Purpose Financial Statements (independently audited)
- Special Purpose Financial Statements (independently audited)
- Special Schedules (independently audited)

Reporting officer's comments

In 2022/23, Council maintained a sound financial position with an operating surplus of \$24.84 million, including capital grants and contributions. After adjusting for Capital Grants and Contributions, the net operating result was \$10.08 million. The operating surplus means that Council's revenue exceeds both the cost of running its day-to-day operations and the depreciation of its assets. This surplus contributes to funding Council's capital works program.

As of 30 June 2023, \$143 million was spent on services and operations and \$54 million on capital projects, to provide a diverse range of services and delivery of infrastructure to the community.

Council's end of financial year result was satisfactory taking into account all financial performance indicators.

To the best of my knowledge, Council's financial statements present fairly the Council's operating result and financial position for the year.



Angela Apostol

Acting Director Corporate

Financial position of Council – summary (as of 30 June 2023)

Figure 62 provides a summary of the financial results from the Financial Statements 2022/23:

Income Statement \$'000	Actual 2023	Actual 2022
Income from Continuing Operations	168,312	154,229
Expenses from Continuing Operations	143,471	130,298
Net Operating Result for the Year	24,841	23,931
Net Operating Result for the year before Grants and Contributions for Capital purposes	10,080	9,174
Statement of Financial Position \$'000	Actual 2023	Actual 2022
Current Assets	132,360	127,279
Non-Current Assets	2,715,582	2,223,603
Total Assets	2,847,942	2,350,882
Current Liabilities	56,753	55,421
Non-Current Liabilities	29,505	33,259
Total Liabilities	86,258	88,680
Net Assets	2,761,684	2,262,202
Total Equity	2,761,684	2,262,202
Statement of Cash Flows \$'000	Actual 2023	Actual 2022
Net Cash Flow from Operating Activities	50,201	51,463
Net Cash Flow from Investing Activities	(56,244)	(50,832)
Net Cash Flow from Financing Activities	(3,577)	12,850
Net increase/ (decrease) in Cash	(9,620)	13,481
Plus: Cash at beginning of year	22,784	9,303
Cash at end of Year	13,164	22,784
Plus: Investments on hand at end of year	200,280	195,940
Total Cash & Investments	213,444	218,724

Figure 62 Summary of the financial results from the Financial Statements 2022/23



AUDITED FINANCIAL STATEMENTS

See separate document at www.krg.nsw.gov.au



Photographer: Wolter Peeters



GLOSSARY

GLOSSARY

Aboriginal Heritage Office (AHO)	Ku-ring-gai Council is a member of the Aboriginal Heritage Office, which preserves and protects more than 1,000 Aboriginal heritage sites across Sydney's North Shore. Other councils involved are Lane Cove, North Sydney, Northern Beaches, Strathfield and Willoughby. The office is located in Freshwater.
Advocacy	Proactively communicating to support for a recommendation of a cause or policy.
Audit, Risk and Improvement Committee (ARIC)	The Committee provides independent assurance and assistance to our internal audit function in relation to risk management, internal control, governance, external accountability responsibilities, financial reporting and compliance with laws and regulations.
Asset management	Managing the ongoing maintenance of existing Council assets and development of new assets, to ensure they meet the community's needs and expectations now and into the future.
Australian Bureau of Statistics (ABS)	The Australian Bureau of Statistics is responsible for providing official statistics at a national level on a range of facets, which are important to Australia.
Best practice	A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark.
Better Business Partnership (BBP)	BBP is a program designed to improve the sustainability of businesses located on Sydney's North Shore. Small to medium sized businesses can join the program for free to save money on energy, water and waste costs. The program is funded by Ku-ring-gai, North Sydney and Willoughby City Councils. For information visit www.bbp.org.au
CMT	Crisis Management Team. The team consists of the General Manager, directors and senior managers.
Community engagement	Refers to Council's consultative practices that enable communities and individuals to participate in the development of Ku-ring-gai and build community capacity. It supports and informs all Council's decision-making processes.
Community Strategic Plan (CSP)	The Ku-ring-gai Community Strategic Plan (CSP) identifies the community's main priorities and aspirations for the future and sets out clear strategic directions to achieve them over the long-term. While Council has the main role in progressing the plan on behalf of the community other partners such as government agencies, external organisations and community groups also play an important role in delivering the long-term objectives of the plan.
Councillors	Elected representatives, who set strategic direction for the organisation, monitor organisational performance, liaise with stakeholders and ensure operational compliance.
Development Application (DA)	Provides policy statements and more detail beyond the provisions contained in a local environmental plan and serves to further guide development decisions across the local government area.
Delivery Program (DP)	The Delivery Program outlines what Council intends to do towards achieving the Community Strategic Plan's long-term objectives and priorities during the term of the elected Council.

Demographic statistics	Demographic statistics in this report are taken from the Australian Bureau of Statistics Census, the National Institute of Economic and Industry Research and NSW Department of Planning for Ku-ring-gai and Greater Sydney. The statistics can be readily accessed through Council's website. The estimated resident population (ERP) is updated annually by the Australian Bureau of Statistics, based on Census data projections.
Development Control Plan (DCP)	Provides policy statements and more detail beyond the provisions contained in a local environmental plan and serves to further guide development decisions across the local government area.
Environmental Levy	Council's Environmental Levy funds approximately \$3 million worth of environmental works, projects and programs annually in biodiversity, bush fire, energy, water and catchments, sustainable transport, recreation in natural areas, sustainable living and environmental education.
Financial year	The financial year for this Annual Report 2022/23 is the period from 1 July 2022 to 30 June 2023.
Focus area	A key area of priority identified by the community and Council that needs to be addressed.
Governance	Governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are given a voice, and how decisions are made on issues of public concern.
Heritage	Refers to the extensive Aboriginal, natural, social and built history of the Ku-ring-gai area. It consists of those places and objects, including houses, public and commercial buildings, parks and monuments, that we as a community have inherited from the past and want to hand on to future generations. In a planning context, heritage refers to things in our built and natural environment that we want to preserve for future generations to enjoy.
IAP2	International Association of Public Participation.
Independent Pricing and Regulatory Tribunal of NSW (IPART)	IPART is an independent authority established under the <i>Independent Pricing and Regulatory Tribunal Act 1992</i> . It sets the local government rate peg and assesses applications for special rate variations and council contributions plans.
Infrastructure	Roads, buildings, bridges, pavements, cycleways and other constructions.
Integrated planning and reporting (IP&R)	Integrated Planning and Reporting is the framework that all councils in NSW use to guide their planning and reporting activities. It is prescribed under the <i>Local Government Act 1993</i> and supported by guidelines provided by the NSW Office of Local Government.
KLPP	Ku-ring-gai Local Planning Panel.
Local Government NSW (LGNSW)	Local Government NSW is an independent organisation that supports and advocates on behalf of member councils and works to strengthen and protect an effective, democratic system of local government across NSW.
Local environmental plan (LEP)	An environmental planning instrument that contains legally binding provisions relating to development.
Local Strategic Planning Statement (LSPS)	All NSW councils prepare a Local Strategic Planning Statement to set out the 20-year vision for economic, social and environmental land use needs.
Long-term objective (LTO)	Describes the desired future state or outcome for each issue. 'Long-term' implies that it is beyond a Council's term. It recognises that it may take some time to achieve the objective.
National Institute of Economic and Industry Research Pty Ltd (NIEIR)	National Institute of Economic and Industry Research Pty Ltd, is a private economic research and consulting group. It provides data on economic and social indicators for local government areas.

Net Zero Communities	Council's program to support local households, businesses, schools and community groups accelerate their adoption zero emissions solutions for energy, transport and waste – such as renewable energy/rooftop solar, electric vehicles, organic waste and materials recycling.
Northern Sydney Regional Organisation of Councils (NSROC)	The Northern Sydney Regional Organisation of Councils is comprised of eight councils from the Northern Sydney area (Hornsby, Hunter's Hill, Ku-ring-gai, Lane Cove, Mosman, North Sydney, City of Ryde and Willoughby). NSROC supports collaboration between member councils on projects and shared priorities.
Office of Local Government (OLG)	The Office of Local Government is responsible for local government across NSW. The Office has a policy, legislative, investigative and program focus in matters ranging from local government finance, infrastructure, governance, performance, collaboration and community engagement. The Office strives to work collaboratively with the local government sector and is the key adviser to the NSW Government on local government matters.
Operational Plan (OP)	Council's annual plan that provides details of projects, programs, services and activities for one year of the Delivery Program with a detailed annual budget.
Partnering/ collaboration	A structured approach to working together with other parties to achieve a mutually beneficial outcome.
Performance indicator (PI)	A measure that assists in the assessment of overall performance towards term achievements and long-term objectives and tells us whether we are heading in the right direction.
Performance reporting	Council's performance against the delivery of the activities is measured through various mechanisms. Performance indicators (PIs) assist to measure the standard or outcome of an organisation's services or activities. They are reported annually and as part of Council's State of Ku-ring-gai Report. Bi-annual reporting on the Delivery Program, quarterly reporting on the Operational Plan and budget provides data on the financial position of Council in terms of its income and expenditure as well as the status of its adopted capital works program.
Principal activity	Key areas in which Council sets objectives, delivers tasks, projects, programs and services and utilises performance indicators to measure performance.
Projected population	Our current population of 124,172 (2022 ABS, ERP) is expected to reach over 138,946 by 2036 (2022, NSW Department Planning). COVID-19 will affect population growth; overseas migration is yet to return to pre-pandemic levels. Migration is a key driver of Ku-ring-gai's population growth.
Quadruple bottom line (QBL)	The framework for measuring and reporting on the achievement of long-term objectives in the Community Strategic Plan against governance, economic, social and environmental parameters.
Resourcing Strategy	<p>The Resourcing Strategy details how the strategic aspirations of Ku-ring-gai can be achieved in terms of time, money, people and assets. The Resourcing Strategy spans ten years. Its component parts include:</p> <ul style="list-style-type: none"> • Long Term Financial Plan (LTFP) • Asset Management Strategy (AMS) • Workforce Management Strategy (WMS) - (4-year) <p>The Resourcing Strategy is the link between the long-term Community Strategic Plan and the medium-term Delivery Plan. It is prepared every four years following each Council election. It is developed concurrently with the other plans in the IP&R framework. The Resourcing Strategy is designed to be a living document to reflect changing financial and asset information. The Resourcing Strategy is reviewed annually to ensure relevance in the changing environment and to incorporate any community feedback.</p>
RFS	Rural Fire Service.

Risk management	Risk management is the culture, processes and structures to identify, assess and manage risk within an organisation – and provide greater assurance that an organisation will achieve its objectives by minimising threats and seizing opportunities. Risk management involves systematically identifying the risks, and making informed decisions about how they will be managed.
SNPP	Sydney North Planning Panel.
Stakeholder	Any individual or group having a particular interest in a project or action.
Stormwater management charge	The charge is used to fund new and upgraded drainage works across the local government area and the environmental management of Council's drainage system impacting on watercourses.
Term achievement (TA)	The result that Council nominates as the achievement to be reached within its term. It also describes how far Council will progress each long-term objective during its year term.
Theme	A topic heading that groups focus areas, long-term objectives and term achievements together. Together the six themes, containing focus areas, long-term objectives and term achievements, represent a comprehensive view of Ku-ring-gai's future directions.
Values (corporate)	Underlying attitudes and behaviours that influence decisions and actions to maximise an organisation's performance.
Vision	Statement of direction that articulates the aspirations of the community and serves as a guide to all those who contribute to it.
Ward	The Ku-ring-gai local government area (LGA) is broken up into five wards, each represented by two councillors. Ward maps are available at www.krg.nsw.gov.au
WHS	Work Health and Safety.

CONTACT US

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

CONTACT DETAILS

Address

818 Pacific Highway, Gordon NSW 2072

Post

Locked Bag 1006, Gordon NSW 2072

Phone 02 9424 0000

Fax 02 9424 0001

DX 8703 Gordon

Email krq@krq.nsw.gov.au

Business hours

Monday - Friday, 8.30am - 5.00pm

Online chat

Go to our online chat at krq.nsw.gov.au
8.30am - 5.00pm (AEST), Monday - Friday

Website

krq.nsw.gov.au



Printed on paper from responsible
sources – CO₂ Neutral.

kuringgai



kr gcouncil



ku-ring-gai-council



kuringgai_council



KuringgaiCouncil



**stay
connected**



krg.nsw.gov.au